



TECHNICAL ASSISTANCE PANEL REPORT

# Revitalization Strategies for Annandale

Annandale, VA

SPONSORED BY:  
The Fairfax County Office of Community Revitalization  
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**Urban Land  
Institute**  
Washington

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ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through educational programs and community outreach initiatives.

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# Acknowledgments

ULI Washington is grateful to the diligence of this TAP sponsor, the Fairfax County Office of Community Revitalization. In particular, ULI Washington is grateful to Barbara Byron and Laura Baker, who, together, demonstrated leadership and effective program management necessary to ensure a successful TAP experience. ULI Washington is also grateful to Office of Community Revitalization staff Beth Clausing, Shanica Duncan, and Bridget Hill, who provided top-notch programmatic support throughout the TAP. Finally, ULI Washington is grateful to Fairfax County Supervisor Penny Gross and the staff of the Mason District Supervisor's Office for graciously hosting Panelists and providing ample background information on the study area.

# Executive Summary

Annandale is located in the Mason District of Fairfax County, approximately 15 miles southwest of Washington, DC. Annandale is a unique community with a multicultural population; many longtime residents in the surrounding neighborhoods; a strong community spirit, which is exemplified by year-round community events; and a well-known Korean restaurant scene. Fairfax County Office of Community Revitalization (OCR) and the Mason District Supervisor's Office currently work with the Annandale Central Business District Planning Committee (ACBDPC), a volunteer group of citizens, on issues that affect the revitalization of Annandale.

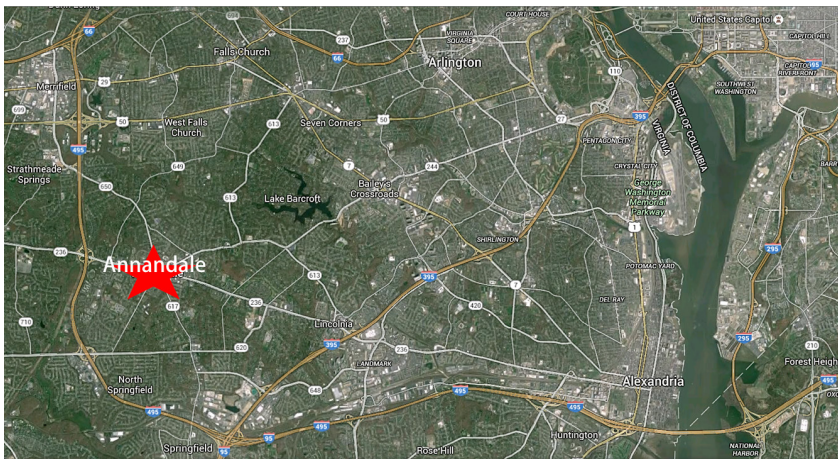
The results of this TAP are intended to assist the sponsor in the following: proposing evidence-based catalytic project ideas, exploring new and other identified ideas; identifying ideal parcels for consolidation, particularly for catalytic project ideas or ideal assembly for redevelopment; evaluating potential infrastructure investments, incentives and/or partnerships to spur revitalization in Annandale; and identifying other creative ideas or tools to spur or facilitate revitalization in Annandale.

The area's assets are numerous, but these assets are coupled with several challenges, including a fragmented pedestrian environment, fractured land ownership, large privately-owned surface parking lots, a dearth of gathering spaces, and high traffic volumes moving at high speeds. Furthermore, based on the Panel's analysis, development over the short-term is unjustifiable, and should therefore not be relied upon as the catalyst for revitalization.

Panelists formulated strategic short- and medium-term recommendations with a specific goal: to help move Annandale towards achieving the vision set forth in the existing Comprehensive Plan. Recommendations included operational and organizational strategies, as well as short- and medium-term improvements to the public realm and built environment.

# Project Scope

Annandale is located in the Mason District of Fairfax County, approximately 15 miles southwest of Washington, DC. Annandale is a unique community with a multicultural population, many longtime residents in the surrounding neighborhoods, strong community spirit exemplified by year-round community events, and a well-known Korean restaurant scene. The TAP concentrated on the Annandale Commercial Revitalization District (CRD), and in particular on the “downtown” core along Columbia Pike. Annandale underwent a Comprehensive Plan update in 2010 that provides the framework for major redevelopment, but has experienced little change thus far. Most new development remains by-right, parcel by parcel activity, and the area’s appearance suffers from building deterioration and code compliance violations. While Fairfax County has made extensive streetscape investments in the community, the TAP sponsor requested that the Panel recommend a holistic range of strategies for revitalization that concentrate on short- and medium-term achievable results.



Map source: Sponsor briefing materials.

Fairfax County Office of Community Revitalization (OCR) and the Mason District Supervisor’s Office currently work with the Annandale Central Business District Planning Committee (ACBDPC), a volunteer group of citizens, on issues that affect the revitalization of Annandale. Furthermore, Fairfax County staff from various agencies are assigned to Annandale to encourage a team approach to development and related issues.

The results of this TAP are intended to assist the sponsor in the following: proposing evidence-based catalytic project ideas; exploring new and other identified ideas; identifying ideal parcels for consolidation, particularly for catalytic project ideas or ideal assembly for redevelopment; evaluating potential infrastructure investments, incentives and/or partnerships to spur revitalization in Annandale; and identifying other creative ideas or tools to spur or facilitate revitalization in Annandale.

## QUESTIONS TO BE ADDRESSED BY THE PANEL

In the short-to-medium timeframe:

1. How can Annandale be further revitalized and “enhanced” as a place through design? These enhancements could be permanent and/or temporary/seasonal.
2. What mix of businesses would enhance the economic vitality of Annandale?
3. Are there existing assets to build on, unmet demand to satisfy, or big catalytic concept(s) to pursue?
4. Are there temporary/interim/pop-up uses, or businesses, that would be appropriate, and if so where?
5. What promotional and/or educational strategies (such as events, educational campaigns, branding, programs, etc.) could help assist with the revitalization of Annandale?
6. Which downtown site(s) has the most potential for redevelopment within a nearer-term timeframe, and how can the constraints or barriers associated with the site be overcome?
7. How will the County, and any potential partners, implement the TAP’s recommended strategies? Please provide:
  - Timing of strategy including definition of timing range (immediate vs. short-term vs. medium-term)
  - Primary and secondary responsible parties for strategy implementation
  - Broad estimated cost
  - Potential funding sources for the strategy (e.g., County funds, new funding mechanisms, grant funding, public-private ventures, in-kind contributions, etc.)
  - Priority ranking



# Annandale in Context

Identifying short- and medium-term recommendations for revitalizing downtown Annandale requires assessing the area's existing conditions. The Panel spent several hours meeting with County staff, interacting with a variety of community stakeholders, and touring and dining in the study area. Based on these experiences, the Panel identified several challenges and assets faced by Annandale.

The area's assets are numerous. Annandale is home to a distinct and diverse retail community, including a cluster of Korean restaurants that draw visitors both locally and regionally. There are several community institutions and anchors, which, combined with the strong surrounding residential community, could be leveraged to stimulate revitalization. The study area also enjoys strong arterial access and active bus ridership. Additionally, recent streetscape investments by Fairfax County have contributed to elevating the area's image.



Diverse clusters of businesses – including a wide selection of Korean restaurants – characterize the retail offerings of Annandale. Image source: ULI Washington.

But these assets are coupled with several challenges. While the investments in streetscape is laudable, Annandale's overall pedestrian environment is fragmented and flanked with sidewalks that obscurely begin and end. This, combined with the dearth of gathering spaces, vast surface lots, and the magnitude of through-traffic, makes it uninviting for people to congregate within the study area. As a result, Annandale sees very little people-oriented activity, and instead can be characterized largely by auto-oriented activity. Addressing this challenge will require re-establishing links between the central commercial area and its surrounding residential development to integrate the entire study area.

Fairfax County has invested resources in streetscaping portions of Annandale's sidewalks. Image source: ULI Washington.



Additionally, because the area is flanked with multiple property owners and small parcel sizes, redevelopment opportunities are limited. The need for broader business stakeholder engagement could ultimately assist with creating a brand and promoting the area, but currently, this engagement is extremely limited. Finally, there seems to be an understanding that new residential development would help drive transformation, but for economic reasons, it is highly unlikely that the market could support such an approach to revitalization.

## MARKET ASSESSMENT

A demographic analysis of Annandale tells an interesting story. In terms of population, about 20,000 people live within a one-mile radius of the study area; 123,000 live within a three-mile radius of the study area, and 427,000 live within a five-mile radius of the study area. Although the general impression of Annandale is an area that caters to families and children, Panelists found that the composition of area households is actually quite varied. One-third of the area's households include children; one-third of the area's households include married couples without children; and one-third of area households are designated as "non-family," which is defined by single people or non-married people who are living together.

Median household income for the study area is \$101,360, which is consistent with median income levels for Fairfax County overall. However, 21.2% of the households in the immediate study area earn a household income less than \$35,000 – well below the Fairfax County average.

Panelists analyzed the area's retail market. Based on the Nielsen Reports that were supplied by the sponsor, two key observations surfaced. First, Annandale is over-

served by grocery stores. The numbers in the Nielsen Reports suggest that there is 40% more supply than demand for groceries in the study area. This finding was surprising given the perception of a lack of available grocery options among area residents. Panelists acknowledged that many stakeholders expressed a desire for a different type of small format grocer to locate in the area, rather than the existing larger stores.

Second, Annandale is overserved by restaurants within a one-mile radius (by 37%), but underserved within both a three- and five-mile radius (by -20% and -21%, respectively). This indicates, perhaps unsurprisingly, that the restaurant scene in Annandale is serving a much larger area than the immediate surroundings.

Panelists also analyzed the area's existing rents as a way to understand if private development could spur investment in Annandale. Retail and office rents in the area range from \$20-\$35 per square foot, while residential rents range from \$1.35-\$1.75 per square foot per month. In other words, the monthly rental on a 1000 square foot apartment in Annandale would range between \$1350 and \$1750.

Using these rental numbers, the basic economics behind potential development in Annandale lead to an unpromising conclusion about residential development serving as a catalyst for change. This is because the market rents that could be charged are not adequate to cover the cost of new housing development.

## BASIC ECONOMICS FOR RESIDENTIAL DEVELOPMENT

<b><u>Development</u></b>		
Hard Costs (Construction)	\$215/SF	
Soft Costs (Design, Etc.)	\$40/SF	
Financing	<u>\$20/SF</u>	
	\$275/SF	
<b><u>Income</u></b>		
Rent	\$24.00/SF/yr	\$2.00/SF/mo.
OpEx, Taxes	-\$7.20/SF/yr	
Vacancy	<u>-\$1.20/SF/yr</u>	
	\$15.60/SF/yr	
<b>Return on Cost</b>	<b>5.67%</b>	

The cost to develop a new 4-5 story apartment building would equal \$275 per square foot, including hard costs (construction), soft costs (design), and financing. The expected income on such a building, using the rental numbers for the existing market, would yield \$15.60 per square foot annually. The overall return on cost, therefore, equates to 5.67%. Compared to a developer's desired return on cost for such a project at 7%, this 5.6% anticipated return on cost is too low to justify new development. To make such a project worthwhile, rents would have to increase to \$2.50 per square foot per month, which, by comparison, are the current rental rates for the apartments in the Mosiac District in neighboring Merrifield, VA – a relatively new mixed-use development that includes a variety of housing types, unique retail establishments, open space, and programming.

It's worth noting that these calculations do not include additional costs often associated with development – such as the cost of land or proffers. Overall, based on the Panel's analysis, residential development over the short-term is unjustifiable, and should therefore not be relied upon as the catalyst for revitalization.

## **PUBLIC REALM AND BUILT ENVIRONMENT**

Overall, the Panel determined that the study area suffers from a lack of two important placemaking elements: a sense of arrival, and a distinct district identity.

A coherent pattern of streetscape and signage are absent in the study area. While sporadic parts of Columbia Pike and Tom Davis Drive have improved streetscape elements, Little River Turnpike needs substantial improvements. The discontinuity in softscape and hardscape treatments deters pedestrian activity, and poses a huge challenge for instilling a sense of place for pedestrians as well as passing vehicular passengers. Furthermore, a lack of wayfinding signage and unconsolidated overhead utility lines detracts from the physical attractiveness of the study area. The mixture of architecture styles built over decades also dilutes the visual integrity of the study area. In addition to a lack of binding architectural vocabulary, there is no continuous street-wall along Columbia Pike and Little River Turnpike. This disconnect is due to varying and often deep building setbacks along parcel edges.

The study area also lacks a friendly environment for pedestrians. Multiple curb-cuts for property owners along Columbia Pike and Little River Turnpike, combined with sporadic sidewalks, offer disrupted and unsafe pedestrian pathways. There is a noticeable absence of a network of pedestrian pathways that would otherwise facilitate safe transition from the sidewalks to building entrances, parking lots to building entrances and from one parcel to another parcel. Panelists acknowledged that the existing pattern of small scale parcels in the study area pose a challenge for facilitating contiguous streetscape and to impart a sense of identity within the

district. Furthermore, there are few, if any, connections for adjoining residential communities to walk to these neighborhood amenities.

The existing transportation infrastructure within the study contributes to its challenges. The study area is bisected by an auto-centric roadway, which further inhibits the contiguity of the public realm. Little River Turnpike is a 4-lane, 2-way highway lacking in pedestrian connections and traffic calming measures to facilitate safe pedestrian crossing activity. On parcels abutting Columbia Pike and Little River Turnpike, retailers have building frontages facing Little River Turnpike, and building rear and side facades exposing service areas facing Columbia Pike. This hampers the prominence of Columbia Pike as a gateway access thoroughfare into the study area, and could potentially hinder pedestrian activity.

The study area also lacks a central open space. A thriving community like The Town of Vienna, about 8 miles from the study area in Fairfax County, has a town green along its focal street Maple Avenue for year round events. This not only manifests as the central focus of the public realm in a neighborhood, but also facilitates community gathering on special occasions like the 4th of July, or weekly events like a summer music concert series.

Small scale open spaces in the form of parks and parklets are also noticeably absent. In fact, the 100% corner of Columbia Pike and Little River Turnpike is occupied by a Walgreens, and has service areas and loading docks of surrounding retail facing the corner. Parks and parklets can serve as important community gathering spaces in daily life, and also provide contiguity in the public realm and facilitate safe pedestrian activity.

# Recommendations

Panelists formulated strategic short- and medium-term recommendations with a specific goal: to help move Annandale towards achieving the vision set forth in the existing Comprehensive Plan. The County's articulated vision of Annandale to become a walkable place that is characterized by high-quality design, community-serving and commercial uses, and to include complete streets, business retention and enhancement, new residential development, and new civic and green gathering spaces collectively set the context for the recommendations in this report.

## OPERATIONAL AND ORGANIZATIONAL STRATEGIES

Panelists identified several needs that must be addressed in order to enhance Annandale's commercial redevelopment district, including: branding and promotion, programming community events and activities; engaging local business; and the continued enhancement and maintenance of the public realm. Identifying an entity to provide and coordinate these services will be key. Panelists emphasized that government agencies are rarely equipped to assume the role of coordinating such services, and recommended establishing either a Main Street Program or Business Improvement District to address these needs.

Main Street Programs and Business Improvement Districts (BIDs) are both non-government entities that can provide several key services and programs, including but not limited to: promotion of local businesses and events; branding; programming of community activities; business engagement, recruitment, and support services; public art implementation; and coordination with the County on public realm improvements and maintenance support. As non-profit organizations, Main Street Programs and BIDs can also raise additional funding for programming, events, and public realm improvements to a community. Additionally, both of these types of entities can request sponsorships by local businesses and property owners, as well as other sources, to further invest in a specific community.

While both BIDs and Main Street Programs serve as a bridge between the public and private sectors to enhance local communities, there are some key differences between the two. Main Street Programs, which are a program of the Main Street America, at the National Trust for Historic Preservation<sup>1</sup>, are committed to revitalizing historic downtowns and commercial corridors. Main Street America provides

a national resource for local programs through its national network of programs. In Washington, DC, for instance, there have been several successful examples of leveraging Main Street Programs through DC Main Streets, which promote the revitalization of traditional retail corridors in Washington, DC. These programs, which are funded through grant agreements with the District Department of Small & Local Business Development (DSLBD), focus on 10 designated DC Main Streets.<sup>2</sup> Each DC Main Streets program has its own operating structure.

### **Case study: Barracks Row Main Street**

Barracks Row in Washington, DC provides a successful example of leveraging a Main Street program. Located five blocks east of 8th Street, SE from Pennsylvania Avenue to M Street, SW, Barracks Row is directly adjacent to a historical residential area in the District's Capitol Hill neighborhood. The corridor is now home to lots of restaurants and neighborhood-serving businesses, and serves as a regional draw. Several annual events for business promotion and activities for residents – including an annual July 4th parade and a Fall Festival – have become a tradition in the area too. Barracks Row Main Street also has its own branding, signage, and website. Learn more at <http://www.barracksrow.org/>.



The Barracks Row Fall Festival has become a neighborhood institution for this Main Street in Washington, DC. Photo credit: Barracks Row Main Street, <http://barracksrow.org>.

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<sup>1</sup> Learn more about Main Street Programs by visiting: <http://www.preservationnation.org/main-street/#.V6ii9JMr10o>

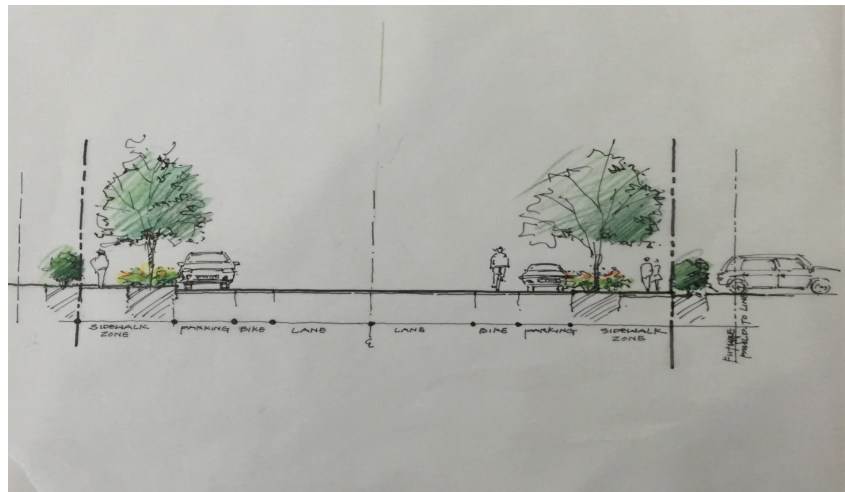
<sup>2</sup> In Washington, DC, the Main Street grant agreement with DSLBD requires several key elements, including: broad-based community, public & private support for commercial district revitalization process; well-defined vision and mission statements; comprehensive project implementation plan; adequate operating budget; an operational board; a full-time staff person for implementation; and volunteer-based committees. Information about DC Main Streets and their requirements can be found at <http://dslbd.dc.gov/service/DCMS>.

BIDs provide similar services as Main Streets, but typically cover larger areas. Unlike Main Streets Programs, BIDs are generally funded through assessments on commercial properties. Several local examples of BIDs exist throughout the Metropolitan Washington Region, including: Downtown DC BID; Tysons Partnership; and Reston Town Center Association.<sup>3</sup> While the services performed by a BID could serve Annandale well, Panelists acknowledged that the fractured ownership structure of the businesses within Annandale may pose challenges to establishing a BID, and consequently recommended pursuing a Main Street Program as a short- and medium-term operational and organizational strategy for change in Annandale.

## PUBLIC REALM AND BUILT ENVIRONMENT

To realize the vision set forth in the Comprehensive Plan that includes creating a network of walkable streets and open spaces, it will be necessary to reduce traffic volume throughout the study area. Furthermore, there is also a need for a new designated space to accommodate street festivals and other community-serving programming. Such programming would not only catalyze community gatherings, but also reinforce the area's identity. Fortunately, the existing street network provides an opportunity to achieve this goal – along Columbia Pike, to the west of John Marr Drive.

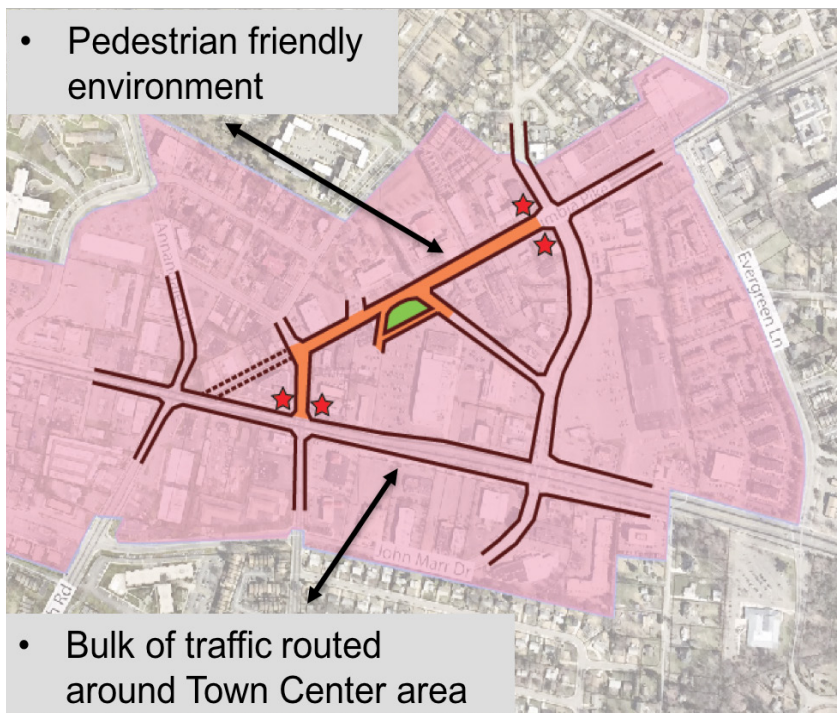
This street section illustrates how Columbia Pike could become a complete street with designations for parking lanes, travel lanes, bike lanes, and sidewalks for pedestrian activity. Image credit: ULI Washington.



<sup>3</sup> To view the websites of the BID examples listed in this report, visit: <http://www.downtowndc.org/>; <https://www.tysonspartnership.org/>; and <http://restontc.org/>.



The Panel recommended creating a pedestrian-friendly environment for the study area by re-routing that majority of traffic volume turning from Little River Turnpike to Columbia Pike to John Marr Drive. This could be achieved by converting the section of Columbia Pike between Backlick Road and John Marr Drive from four travel lanes into two travel lanes, and two on-street parking lanes. This modification would not only slow down the traffic and create a pedestrian friendly environment, but also facilitate about 100 public parking spots along that length of Columbia Pike. Moreover, the curb-side parking lane on each side of the road could easily accommodate parallel parking and a bicycle lane, within the existing curb-to-curb width. Demarcating the bicycle lane with paint stripes on the road would be a fairly inexpensive and quick process, and could be accommodated between the driving lane and parking lane on each side of the street. Overall, the Panel recommended embracing the concept of Complete Streets – one that is intended for use by all modes of travel – within the study area.



Over the short-term, reducing traffic volumes and leveraging the study area's existing streetscape work will facilitate a more pedestrian friendly environment. Image credit: ULI Washington.

While the county has been improving streetscape in the study area, the panel recommended that priority be given to the aforesaid mentioned section of Columbia Pike, in tune with creating an attractive street to boost pedestrian activity. Moreover, consolidation of overhead utility lines or burying them underground would also enhance the streetscape.

The Panel further recommended a central public open space in the short-term scenario - a temporary / pop-up plaza with a vision to make it the community's long-term town center square. An apt location for this plaza would be the corner of Columbia Pike and Tom Davis Drive – almost mid-way through this proposed pedestrian precinct. This location is an existing venue for the annual Taste of Annapondale event, and hence already culturally symbolic for the community.

Creating temporary gathering spaces can draw people and activity into the study area. Photo credit: <http://www.bdcnetwork.com/blog/tactical-urbanism-why-bigger-isn%E2%80%99t-always-better-urban-revitalization>



The panel acknowledged that this recommendation moves the 100% corner (the central focal point of an area for activity) further away from the intersection of Columbia Pike and Little River Turnpike, and pointed to precedents in the Metropolitan Washington Area where town centers thrive just off major thoroughfares, with easy multi-modal access and within quieter pedestrian-friendly precincts. For instance, Bethesda Row, a successful mixed-use environment, is built in a location away from the 100% corner of Wisconsin Avenue and Bethesda Avenue in downtown Bethesda. Similarly, other successful mixed-use town centers – Silver Spring Town Center and Rockville Town Center – are built about a block off the primary thoroughfares feeding the town centers.

The land parcel recommended for this temporary plaza is currently a shared parking lot for the Giant grocery store and a few other small-scale retailers. The plaza would potentially eliminate about 10-20 parking spots on the private property. However, the proposed traffic calming measures would create approximately 100 parking spots along Columbia Pike, which would benefit the entire community. The County and the private property owners would need to agree on the parameters for use of the space and determine whether this would be a temporary plaza all year round, on summer weekends or only for seasonal festivals.

The Panel further recommended testing the location of this temporary plaza with a series of community driven pop-up events. They shared multiple ways of demarcating this new public space – creation of a pop-up plaza by painting the ground with vibrant patterns, painting in a chess board for children and adults to play outdoors, hosting a farmer’s market or a food truck festival. The space could also be a pop-up park by painting or rolling out artificial turf and laying out benches and potted planters for outdoor community lounging on summer weekends. These are fairly inexpensive ways to bring the community together, and test the location and range of possible activities in the demarcated area for the long-term town green. The Panel also indicated the importance of having a schedule of events in place for the temporary plaza to successfully transform into a cultural focal point for the community.



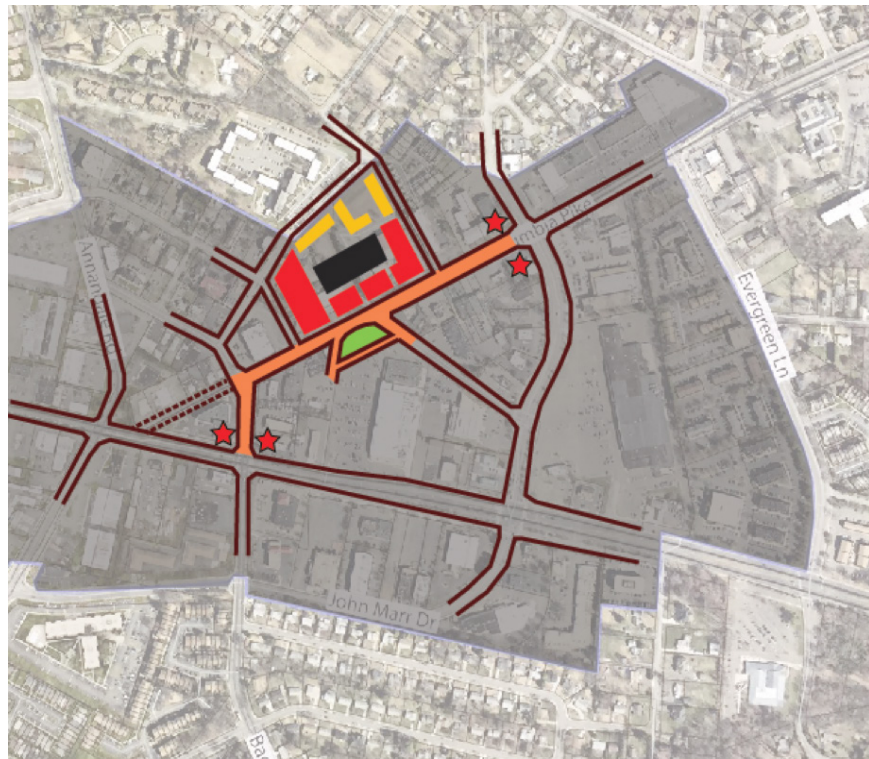
Using paint and whimsical color to create community-driven pop-up events, such as this one in Philadelphia, can liven up the study area and make it more active. Photo credit: <http://www.uwishunu.com/2015/06/the-oval-will-return-for-six-weeks-this-summer-with-music-yoga-outdoor-movies-a-beer-garden-food-trucks-and-more-july-15-august-23/#sm.00001uaya8-vzy9dr8px4ie5gmcfp0>.

## A CATALYTIC CONCEPT

According to the Panel, to overcome the revitalization challenges Annandale has historically faced, the study area needs to transform into a “cool place” to attract higher rents and future development. A catalytic project would be very important to kick-start that transformation process.

The Panel identified two land parcels across from the temporary plaza site, and mid-way along the Columbia Pike section proposed as a pedestrian friendly precinct. Panelists recommended a new mixed-use development via a public-private partnership by consolidating the two land parcels that currently house the Annandale Christian Community for Action (ACCA), and privately-owned Fire Station site. Together, these combined parcels would create a site measuring approximately 8 acres. Panelists suggested relocating the Fire Station, and incorporating ACCA into the new project along with a community center, ground floor retail, as well as residential dwelling units above and a county parking garage.

Over the medium-term, Panelists recommended a catalytic idea for the study area which includes consolidating two parcels to create a mid-sized parcel that would be ripe for redevelopment in the center of the study area, across the street from a new plaza. Panelists were careful to recommend relocating only one of the existing uses and keeping the other one on-site long term by incorporating it into a new development on that site. Image credit: ULI Washington.



Panelists pointed again to downtown Bethesda as a great example where a similar kernel of investment – such as a County parking garage – could lay the foundation for encouraging private investment, and ultimately lead to developing the vibrant mixed-use area. Other examples of similar neighborhood revitalization projects can be seen in Shirlington, Rockville Town Center, and downtown Silver Spring. Panelists also mentioned a successful example of a public-private partnership in Washington, DC in the Hyatt Place Hotel. In this instance, a fire station serves as a public facility on the ground floor of the newly developed hotel. Though each of these examples have their own unique circumstances, a common thread that unites them is the partnership between public and private investment to create great places. Panelists agreed that a partnership between the County and the private sector could have similar benefits for Annandale in the future.



There is precedent for a 214-key Hyatt hotel to be constructed atop new Engine Company 13 on a DC-owned parcel of property in the NoMa neighborhood of Washington, DC. For more information, visit: [http://www.bizjournals.com/washington/breaking\\_ground/2013/10/hyatt-place-locked-in-for-southwest-dc.html](http://www.bizjournals.com/washington/breaking_ground/2013/10/hyatt-place-locked-in-for-southwest-dc.html).

# Conclusion

By and large, Panelists were optimistic about the future of Annandale. Although it seems that Annandale has been meeting fewer and fewer of the surrounding neighborhood's needs, Panelists contended that with several strategic short- and medium-term interventions, Annandale could become more like a town center.

Over the short-term (1-3 years), Panelists recommended moving the farmer's market from its current location in the Mason District Park to a more central Annandale location. Increasing special events and prioritizing streetscape improvements along Columbia Pike will be key to activating the area. Furthermore, establishing a Main Street Program, calming traffic along Columbia Pike, and assigning or hiring a County staff member whose sole responsibility would be to serve as an "Annandale Ambassador" will also help prioritize changes in Annandale. Panelists also recommended establishing a temporary plaza within the study area that could be programmed creatively.

Over the medium-term (3-10 years), Panelists recommended considering a larger plaza for the study area, and incorporating it into broader development plans. Leveraging public land for public-private partnerships can also help achieve revitalization objectives.

# Panelists



## Nat Bottigheimer, CHAIR

Fehr & Peers DC  
Washington, DC

Nat is the DC Region Market lead for Fehr & Peers DC, a recent entrant to the region's transportation planning market. Nat has 24 years experience in coordinated land use and transportation planning, and combines a transportation agency leadership perspective with an aptitude for tailoring transportation analysis tools to evolving planning challenges. Previously, he was Assistant General Manager, Planning, Real Estate, and Parking of WMATA and Assistant Director, Planning and Capital Programming of Maryland DOT. As a planning expert in the region, he specializes in TOD and station access planning, surface transit planning, transportation performance measurement and strategic planning, policy development, and program development for executive-level decision makers.

Nat is an active member of the Urban Land Institute DC District Council, an occasional blogger on urban planning issues, and an enthusiastic urban cyclist. He received a bachelors from Harvard and a masters in public policy from the University of California at Berkeley.

### Connie Fan

LSG Landscape Architecture, Inc.  
McLean, VA

Connie Fan joined LSG in 1996, and currently serves as the president of the firm. Trained both in architecture and landscape architecture, her design work focuses on placemaking that reflects a cultural, environmental, and architectural surroundings for the land. A frequent recipient of ASLA awards, Ms. Fan's designs create beautiful, memorable spaces, as well as enhancing real estate value. Her work includes a wide variety of projects ranging from commercial, institutional, and planning projects to public streetscape revitalization. She brings energy and enthusiasm to all phases of every project, a dedicated approach with extensive benefits to the client. Ms. Fan is a LEED Accredited Professional with a focus on sustainable site initiatives and smart growth. She leads sustainable design efforts at LSG. Outside of the office, she is actively involved with the Urban Land Institute, Tysons Partnership, McLean Planning and Zoning Committee, and AIA DC.

### Robert S. Goodill

Torti Gallas and Partners  
Washington, DC

Robert. Goodill is a Principal at Torti Gallas and Partners where he directs The Region and Town Planning Segment. His work involves planning and urban design at a variety of scales including neighborhood revitalization, suburban infill and re-fill, sprawl repair, retail driven mixed use, and transit oriented developments in the United States and abroad. His expertise includes placemaking visioning, concept design, programming, physical planning and urban design, and leading a talented group of planners and urban designers. Often called upon to work on politically sensitive sites, Mr. Goodill has led and participated in design charrettes and workshops, and is adept at achieving consensus solutions to difficult development opportunities.

Mr. Goodill's efforts have been honored nationally by such prestigious organizations as the American Institute of Architects, the Urban Land Institute and the Congress for the New Urbanism. Prior to joining Torti Gallas, Mr. Goodill was an Assistant Professor of Architecture at Syracuse University. He has served as a Guest Critic at universities around the country, including Syracuse University, Cornell University, The University of Maryland at College Park, The Catholic University of America and the University of Notre Dame.

Mr. Goodill received a Bachelor of Architecture degree from the University of Notre Dame and a Master of Architecture in Urban Design from Cornell University. His professional affiliations include the Congress for the New Urbanism, the American Planning Association, and the Urban Land Institute.



## Josh Olsen

Monument Realty  
Washington, DC

Josh Olsen is the Senior Vice President in charge of acquisitions at Monument Realty, a Washington, D.C.-based owner and developer of office, multifamily, hotels and retail. Monument has owned or developed approximately 6 million sf of office space and 4,500 residential units. Mr. Olsen has worked at Monument Realty since 2003. Prior to joining Monument, Mr. Olsen wrote a biography of real estate developer and urban visionary James Rouse entitled *Better Places, Better Lives*, which was published by the Urban Land Institute. He is also the co-author of *Foggy Bottom and the West End in Vintage Images*, a compilation of historic images of two D.C. neighborhoods. Mr. Olsen has served on the advisory board of the Washington District Council of ULI and was a national juror for ULI's Kenneth M. Good Graduate Student Scholarship. He co-edited Urban Land magazine's series of articles on the D.C. area when the ULI Fall Meeting was held in D.C., and co-authored an accompanying piece on the state of development in D.C. Mr. Olsen's projects have received local awards, such as "Best Land Deal," and he has been recognized multiple times as one of the top young people in the D.C. business community, including the Washington Business Journal's "40 under 40". Mr. Olsen has an undergraduate degree in architecture from Yale University and earned a master's degree from the University of Bristol while a Fulbright Scholar to the United Kingdom.

## Jeffrey Saxe

Kimley-Horn and Associates  
Fairfax, VA

Jeffrey Saxe is currently a senior project manager at Kimley-Horn and Associates. He is responsible for managing the entitlement process and pre-development services for various private sector as well as public sector clients. Recent projects include: a) Comprehensive Plan approval for a 2.4 Million foot mixed use project at a future Metrorail station, b) advising a public authority on transit oriented development opportunities, c) Master plan and rezoning management of a 60 acre mixed use project at a VRE station.

Previously, Mr. Saxe was the Senior Vice President of Planning & Zoning for The Peterson Companies, a private real estate development company. He had been with The Peterson Companies for over twenty years. Mr. Saxe was responsible for and managed the land planning and zoning process for most of The Peterson Companies' projects throughout Northern Virginia and Montgomery County, Maryland.

Mr. Saxe has handled the land planning and zoning approval of numerous major projects in the Washington, D.C. area, including the 2500 unit Centre Ridge community; Fairfax Corner, a 1.8M foot mixed-use project; Virginia Gateway, a 450-acre

multi-use project; Fair Lakes, a 7M square foot multi-use project developed over 20 years, and many other complex land-use approvals. Mr. Saxe has managed the zoning approval processes in eight jurisdictions within the Washington-Baltimore area.

Mr. Saxe is the chairman of the Springfield District Land Use Committee, the Urban Land Institute, ICSC and the American Planning Association. Prior to joining The Peterson Companies, Jeffrey was a Senior Planner with the Office of Comprehensive Planning for Fairfax County, Virginia for six years. He holds a Master of Science degree in Land Use Planning.

### Kaushambi Shah

Urban Designer  
Rockville, MD

Kaushambi Shah is a LEED accredited Urban Designer/Planner with a background in Architecture. She has 12 years of experience in the private sector, including design and planning in the domestic as well as international realm. Besides working on projects in U.S. cities like Philadelphia, Washington D.C., Baltimore, Boston, Fairfax and smaller towns in New York, she has also worked on projects in India, China, Saudi Arabia and Abu Dhabi. Her project experiences range from design of Entertainment Cities, Mixed Use Town Centers, Campus Plans and Redevelopment, Resort Communities, Residential Communities, Waterfront Developments and Transit Oriented Development.

She has a Bachelors in Architecture from the University of Mumbai, India and a Masters in Urban Design from the University of Michigan, Ann Arbor. She is a member of the American Planning Association and Urban Land Institute, and an enthusiastic supporter of the Urban Land program by ULI.

### Tanya Stern

D.C. Office of Planning  
Washington, DC

Tanya Washington Stern is the Deputy Director for Planning, Engagement and Design at the D.C. Office of Planning (OP). As a member of OP's senior leadership team, she oversees OP's planning projects and initiatives, including neighborhood and citywide planning, the District's Comprehensive Plan, waterfront planning, economic development and urban design initiatives. Ms. Stern is currently leading the update of the Comprehensive Plan, including the creation of a dedicated chapter on resilience. Ms. Stern also partners with other District and federal agencies on emerging, multi-agency citywide initiatives in areas such as climate adaptation and resilience. Ms. Stern previously served as OP's Chief of Staff and oversaw human

resources, coordinated the agency's legislative activities and engaged in interagency and cross-sector efforts on climate adaptation, flood management, business regulatory reform and access to healthy food in Washington, DC. She served as Project Manager for the District's Congressionally-requested Height Master Plan, completed in 2013, in partnership with the National Capital Planning Commission. As Chief of Staff, Ms. Stern also managed the agency's media relations and created OP's social media presence and staff blog, OPinions.

Ms. Stern has served in the Government of the District of Columbia since 2004. Before joining OP in 2010 she was a Program Analyst in the Office of the City Administrator and in the then-Office of Property Management (now Department of General Services); a Community Planner at the D.C. Department of Parks and Recreation; and a Special Assistant for the Deputy Mayor for Public Safety and Justice. In addition to her public sector service, Ms. Stern has over ten years of non-profit experience in Washington, DC and Philadelphia. Ms. Stern holds a Master's Degree in City Planning from the University of Pennsylvania and Six Sigma Green Belt certification and is a Certified Public Manager.



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