



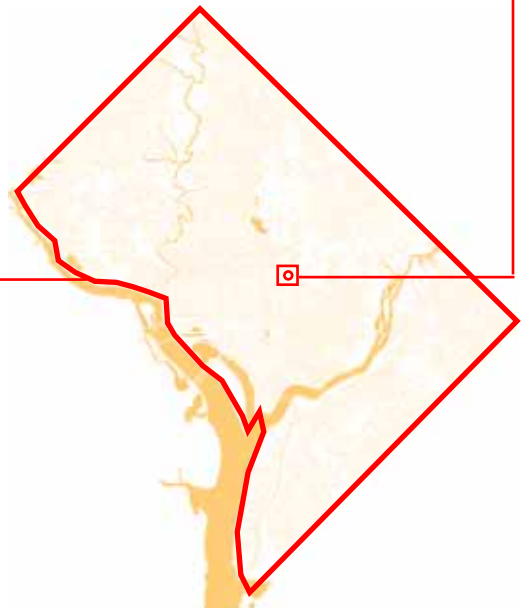
FALL 2006

National Capital Planning Commission





## Study Area Overview







# Executive Summary

The National Capital Planning Commission (NCPC), in partnership with the District Department of Transportation (DDOT), the General Services Administration (GSA), and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), initiated a charrette to study three potential long-term design alternatives for the intersection of New York and Florida Avenues. The District Department of Transportation developed the designs as part of its *New York Avenue Corridor Study*, completed in April 2006.

Six independent consultants—with different areas of expertise such as urban design, engineering, traffic operation, economic development, and city planning—participated in the charrette, held from July 12 to July 14, 2006. The consultants were briefed extensively on relevant DDOT, NCPC, and District of Columbia Office of Planning (DCOP) studies, plans, and initiatives. They then interviewed 36 stakeholders from 24 different organizations to gather input from the community in the study area.

Based on a review of the individual concepts, observations, and ideas expressed by the consultants during the charrette, NCPC and its partner agencies offer the following recommendations for the New York Avenue/Florida Avenue intersection and the New York Avenue corridor:

1. **Regional through-traffic should be discouraged from using New York Avenue and encouraged to use alternative routes.**
2. **New York Avenue should be planned for District residents and workers instead of suburban commuters and cut-through traffic.**
  - Encourage more smart, pedestrian-friendly, mixed-use development.
  - Create a corridor with a better balance of transportation modes (e.g. transit, walking, bicycling).
  - Preserve and protect local neighborhoods.
  - Improve the District's jobs-to-housing balance.
  - Promote pedestrian safety west of North Capitol Street.
  - Make New York Avenue into an attractive destination in the District.

### 3. Transform the New York Avenue/Florida Avenue intersection into an attractive local destination and a gateway into the core city.

- Use street walls to create an urban place.
- Hold the street edge.
- Use buildings, civic elements, or memorials to create an important place.
- Discourage drive-through auto-oriented uses at the intersection.
- Employ traffic-calming measures to slow traffic to a level compatible with a local urban neighborhood.
- Make traffic movements less intrusive and less problematic for the area.

DDOT has near-term plans to reconfigure the existing intersections of New York Avenue, Florida Avenue, Eckington Place, First Street, and O Street, NE, into a virtual traffic circle to reduce conflicts and improve traffic operations. This new configuration is scheduled for completion in 2008. The charrette partners agree that DDOT's near-term plan may address the intersection's transportation challenges and could become a long-term solution. If this should occur, the partner agencies emphasize that the remaining recommendations to establish the corridor as an inviting, attractive urban gateway into downtown Washington, D.C., should still be implemented.

The NCPC, ATF, GSA, and DDOT conducted the charrette to assist in the planning efforts for the New York Avenue Corridor and surrounding area known as NoMA (North of Massachusetts Avenue). The partner agencies recommend that the District of Columbia and public stakeholders take the following steps when planning for the corridor's future:

- Incorporate the information collected through this charrette into the draft NoMA Plan and the *New York Avenue Corridor Study*.
- Evaluate the impact of the following potential roadway improvements on travel patterns at the intersection.
  - Tolls or congestion pricing (a toll where price fluctuates based on traffic volume) along New York Avenue.
  - Truncated I-395 spur at Massachusetts Avenue.
  - New York Avenue and Massachusetts Avenue operating as paired facilities.
  - Improved signage along the Beltway, I-295, and other regional roadways.
  - Improved Woodrow Wilson Bridge and I-295.
  - Improved connections between Kenilworth Avenue and the 11th Street Bridge.

# Introduction and Overview

**M**any people in the Washington area rely on New York Avenue as a convenient alternative route to the Woodrow Wilson Bridge when traveling between Virginia and the eastern Beltway in Maryland. As a result, New York Avenue carries a significant volume of regional cut-through traffic as well as downtown traffic. The corridor also draws a high volume of heavy-truck traffic because of its direct access to downtown, I-395, and the Southeast/Southwest Freeway as well as the many industrial and commercial businesses that line the avenue.

**Redevelopment is projected to transform the corridor into an area with more mixed-use, pedestrian-oriented land uses.**

New York Avenue and Florida Avenue are historic L'Enfant streets. They intersect close to Union Station and downtown, and each avenue carries a high volume of traffic. As the demand for retail, office, and residential space expands eastward from downtown, economic pressure to redevelop the properties along New York Avenue grows. This trend is projected to continue and to transform the corridor from today's auto-oriented, mostly industrial corridor into a mixed-use, pedestrian-oriented area. Responding to the redevelopment pressure, the District has focused its planning efforts on the New York Avenue Corridor and the nearby NoMA (North of Massachusetts Avenue) district.



*Heavy traffic heads downtown on New York Avenue near its intersection with Florida Avenue.*



*The New York Avenue/Florida Avenue intersection in a regional context.*

Charrette consultants studied intersection alternatives from their individual perspectives of urban design, engineering, traffic management, economic development, and city planning.



*Charrette consultants tour the study area in July 2006.*

# Background

## New York Avenue Corridor Study

### NoMA Vision Plan and Development Strategy

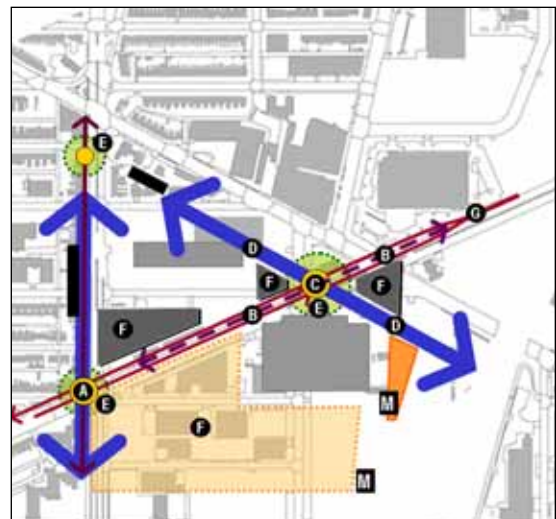
## *New York Avenue Corridor Study*

The District Department of Transportation initiated the *New York Avenue Corridor Study* to address a high number of collisions along the corridor, local redevelopment pressure, and the desire to leverage future redevelopment through strategic transportation improvements along the corridor.

The study focused on the at-grade I-395/New York Avenue intersection, which brings a heavy flow of traffic past nearby homes, schools, churches, and libraries. The draft study proposed a new tunnel between I-395 and New York Avenue that would drastically modify the current intersection. The proposed I-395 tunnel would surface along New York Avenue, between North Capitol Street and First Street, NE, and would present a number of traffic and urban-form challenges at the intersections of New York Avenue/First Street, NE, and New York Avenue/Florida Avenue, NE.

The *New York Avenue Corridor Study* proposed three long-term design alternatives, and their potential impact was the catalyst for the New York Avenue/Florida Avenue Charrette.

*The New York Avenue/Florida Avenue intersection framework plan as shown in DDOT's New York Avenue Corridor Study.*





## Potential Long-Term Design Alternatives

The following subsections provide brief descriptions of the three long-term design alternatives for the intersection of New York and Florida Avenues.

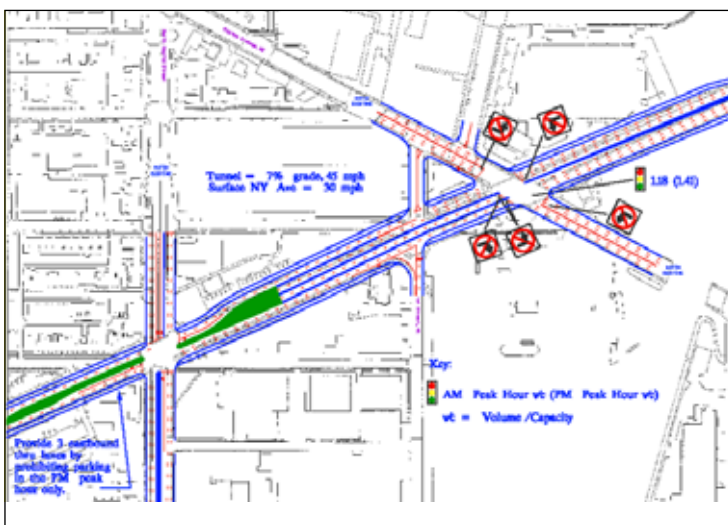
### Bridge Alternative



*Rendering of the Bridge Alternative as shown in DDOT's New York Avenue Corridor Study.*

The Bridge Alternative elevates regional I-395 through traffic over Florida Avenue. Local access ramps may, or may not, be provided between the elevated roadway and the New York Avenue/Florida Avenue intersection. A four-lane bridge for I-395 traffic (two lanes in each direction) as well as three-lane or four-lane Florida Avenue approaches are envisioned. This alternative would potentially include two, two-lane New York Avenue approaches that could be widened to three lanes if needed for traffic turning right on to Florida Avenue. Neither the New York Avenue nor Florida Avenue approaches would permit left-hand turns.

### At-Grade Alternative



*Preliminary concept plan for the At-Grade Alternative as shown in DDOT's New York Avenue Corridor Study.*

The At-Grade Alternative consists of an improved "four-leg" (standard two road intersection) design for the New York Avenue/Florida Avenue intersection that would be used by both regional and local traffic on New York Avenue. This alternative consists of three-lane or four-lane Florida Avenue approaches and two four-lane New York Avenue approaches, all with left-turn prohibitions.



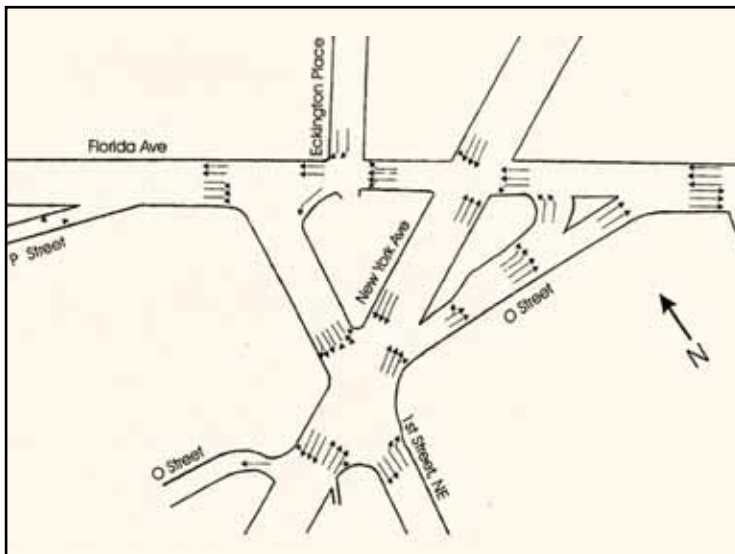
## Tunnel Alternative



*Preliminary concept plan for Tunnel Alternative as shown in DDOT's New York Avenue Corridor Study.*

The Tunnel Alternative (also referred to as the extended tunnel) consists of an at-grade, improved New York Avenue/Florida Avenue intersection and an extended I-395 tunnel that would surface along New York Avenue east of the railroad tracks. This alternative would provide a tunnel for the regional I-395 through traffic and allow local traffic to travel along New York Avenue. Access ramps between the tunnel and the New York Avenue/Florida Avenue intersection may, or may not, be provided.

## Near-Term Solution for New York Avenue / Florida Avenue Intersection

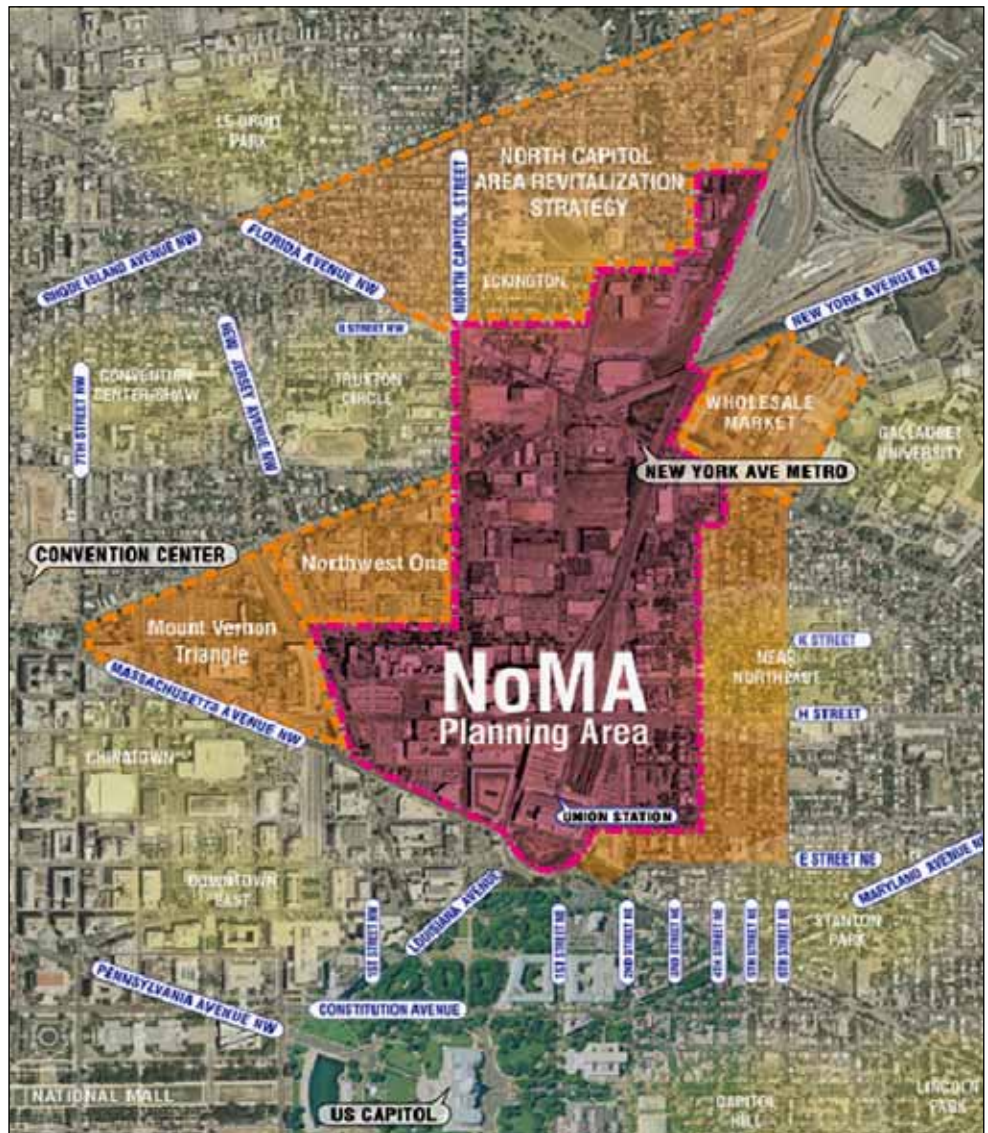


*Planned near-term virtual traffic circle design concept for the New York Avenue/Florida Avenue intersection, DDOT, 2006.*

The District Department of Transportation has near-term plans to reconfigure the existing intersections of New York Avenue, Florida Avenue, Eckington Place, First Street, and O Street, NE into a virtual traffic circle. This near-term enhancement is scheduled to be implemented by 2008.

The planned reconfiguration would continue to allow traffic traveling along New York Avenue to move through the New York Avenue/Florida Avenue intersection. However, Florida Avenue, between O Street and First Street, would be changed to a one-way, northwest-bound operation. First Street, between Florida Avenue and O Street, would be changed to a one-way, southbound operation. O Street, between First Street and Florida Avenue, would be changed to a one-way, eastbound operation.

*Map of the NoMA planning area as shown in the draft NoMA Vision Plan and Development Strategy (District Office of Planning, 2006).*



## *NoMA Vision Plan and Development Strategy*

The District of Columbia faces increasing demand for office, housing, and supportive retail development. The NoMA area, with its many underutilized land parcels and proximity to downtown and Union Station, is attractive for future redevelopment. In response to redevelopment pressure in this part of the city, the District of Columbia Office of Planning initiated the NoMA Vision Plan and Development Strategy (November 2006).

The New York Avenue/Florida Avenue intersection is included within the study area, and the NoMA Plan outlines planning principles and concepts that frame the general urban design context for the intersection.



# New York Avenue Florida Avenue Charrette

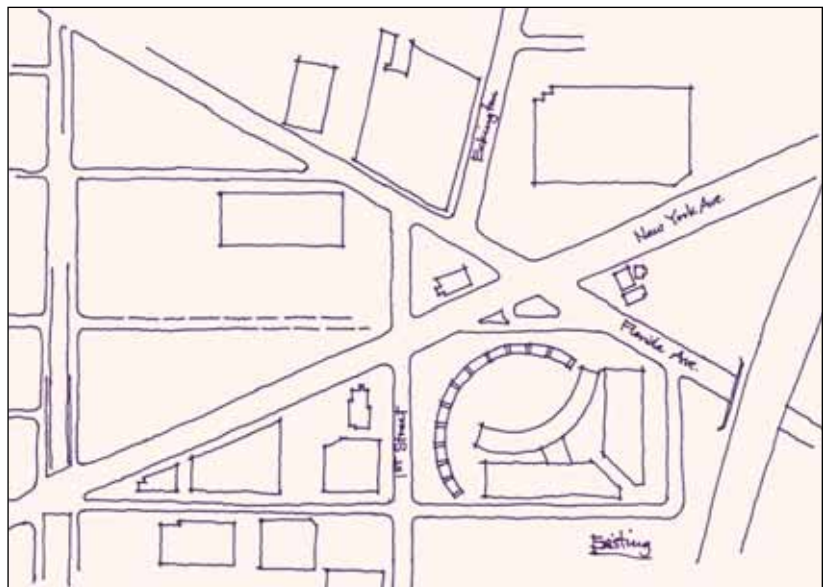
## The Mission

NCPC along with DDOT, GSA, and ATF conducted the New York Avenue/Florida Avenue Charrette with the following two major goals in mind.

- Assess each of the three potential long-term design alternatives contained in the *New York Avenue Corridor Study* from an urban design, city planning (consistent with existing plans), engineering, traffic operation, and economic development context.
- Develop urban design concepts for the New York Avenue/Florida Avenue intersection within the context of previous studies and the larger New York Avenue corridor.

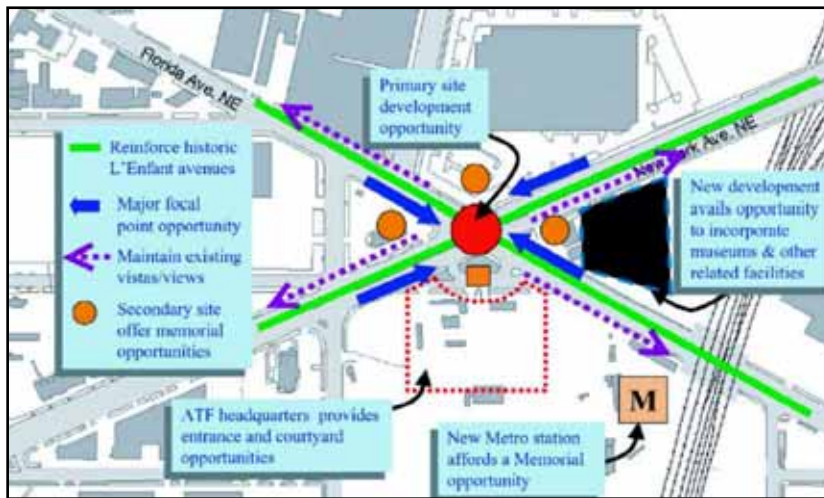
During the charrette, the consultants met with numerous community and business stakeholders in an effort to collect information and help the partner agencies answer the following questions.

- How do each of the three design alternatives (Bridge, At-Grade, and Tunnel) compare with one another for general economic development potential, land-use impacts, and land-use opportunities?
- How consistent are each of the three design alternatives with the NoMA Plan, the L'Enfant Plan, and NCPC's *Extending the Legacy* plan and *Memorials and Museums Master Plan*?
- How do each of the three design alternatives integrate, complement, or conflict with the planned interim roadway reconfiguration for the New York Avenue/Florida Avenue intersection?



*Base diagram of the existing New York Avenue/Florida Avenue intersection. (Ray Peloquin)*





*NCPC's Memorials and Museums Master Plan (2001) depicted a commemorative work at the intersection of New York and Florida Avenues.*

- How can each of the three design alternatives maximize pedestrian safety and connectivity to adjoining neighborhoods?
- What are the relative benefits or challenges of each of the three design alternatives in terms of pedestrian safety, local area connectivity, and local area "impact?"
- How can each of the three design alternatives highlight the New York Avenue/Florida Avenue intersection as an entry-point into the historic city/downtown Washington and accommodate future commemorative works?
- What is the state of the tunnel portal design industry?
- Can the Bridge or At-Grade design alternative be constructed to allow First Street to remain fully operational between Florida Avenue and O Street?
- How would the First Street/New York Avenue intersection function in each of the three design alternatives?
- How can each of the three design alternatives maximize pedestrian safety and local area connectivity to adjoining neighborhoods from a traffic-calming perspective?
- Are any of the three design alternatives significantly superior or inferior to one another in terms of potential for pedestrian safety and local area connectivity from a traffic-calming perspective?



*Build-out rendering of the new ATF headquarters from the draft NoMA Vision Plan and Development Strategy (District Office of Planning, 2006).*

The consultants used the answers from these questions as they assessed the alternatives (Bridge, At-Grade, Tunnel) and formulated their respective opinions.

# Consultant Viewpoints

This section documents the viewpoints and recommendations expressed by each of the consultants and organizes them into three categories: (1) New York Avenue Corridor, (2) Long-Term Design Alternatives—Advantages and Disadvantages, and (3) New York Avenue/Florida Avenue Intersection.

Each point is attributed to the consultant(s) identified below:

Howard Decker, FAIA, Washington, DC

Anita Morrison, MPP, Silver Spring, MD

Ray Peloquin, AIA, NCARB, Baltimore, MD

Lou Slade, PE, PTOE, Washington, DC

Don Stull, FAIA, NCARB, Boston, MA

## *New York Avenue Corridor*

As measured by the *New York Avenue Corridor Study*, a relatively heavy volume of regional through-traffic uses New York Avenue. The study found that 21 percent of the traffic on New York Avenue (at the District-Maryland line) has both an origin and destination outside of the District of Columbia. In large part, this volume can be attributed to an interstate highway system that was never completed. More than 50 years ago, plans called for extending the Interstate highway system through the District as part of I-95. For political reasons, construction was stopped part way through the city, resulting in the I-395 spur that terminates at New York Avenue. As automobile traffic grew, and the Beltway became more congested, New York Avenue, in conjunction with I-395, increasingly functioned as a short-cut route between the eastern Beltway in the Maryland suburbs, downtown D.C., and Northern Virginia.



*Average Daily Traffic Volumes as shown in the New York Avenue Corridor Study (DDOT, 2006).*

The consultants offered the following observations and recommendations to address the heavy through-traffic using New York Avenue:

- The D.C. street network exists to serve District residents and neighborhoods, first, and those who work in the District, second. Give much less priority to accommodating regional (interstate) traffic. (Decker, Morrison, Peloquin, Slade, Stull)
- Provide multi-modal transportation in the New York Avenue corridor by accommodating pedestrians, bicycles, transit, railroad, and automobiles. (Morrison, Slade)
- Focus on moving people—not cars. Encourage a bias against the automobile. (Decker, Morrison, Slade)
- Removal of the current regional through-traffic volume on the corridor would create opportunities for mixed-use development in this District. (Decker, Morrison, Peloquin, Slade, Stull)
- To discourage use of New York Avenue/I-395 for regional through traffic: (Decker, Slade)
  - Consider tolls or congestion pricing. (Decker, Slade)
  - Consider truncating I-395 at Massachusetts Avenue. (Decker)
  - Consider pairing the New York Avenue and Massachusetts Avenue ramps: off-only at New York, and on-only at Massachusetts. (Decker)
  - Use the opportunity of the Woodrow Wilson Bridge and I-295 improvements to discourage use by regional pass-through traffic on New York Avenue. (Decker, Slade)
  - Use signage to encourage other routes into or around downtown. (Decker, Peloquin, Slade)
- Enhance alternative means of entering downtown from I-295. Increasing accessibility between the east and west sides of the Anacostia River is good for both District residents and regional commuters. (Decker, Slade)
- Create an environment that will support new development and redevelopment in the District while preserving and protecting neighborhoods. (Peloquin, Morrison, Stull)
- Encourage smart development and improve the District's jobs-housing balance. (Decker, Morrison, Peloquin)
- Encourage mixed-use development along the New York Avenue corridor to improve support for enhanced transit service. (Morrison, Slade)
- Discourage cut-through traffic in local residential neighborhoods. (Decker, Morrison, Peloquin, Slade, Stull)
- Avoid displacement of existing residents or exclusion of economic diversity. (Decker, Morrison)
- Support development of NoMA as an active mixed-use neighborhood and promote amenities that foster an attractive pedestrian environment. (Decker, Morrison, Peloquin, Stull)



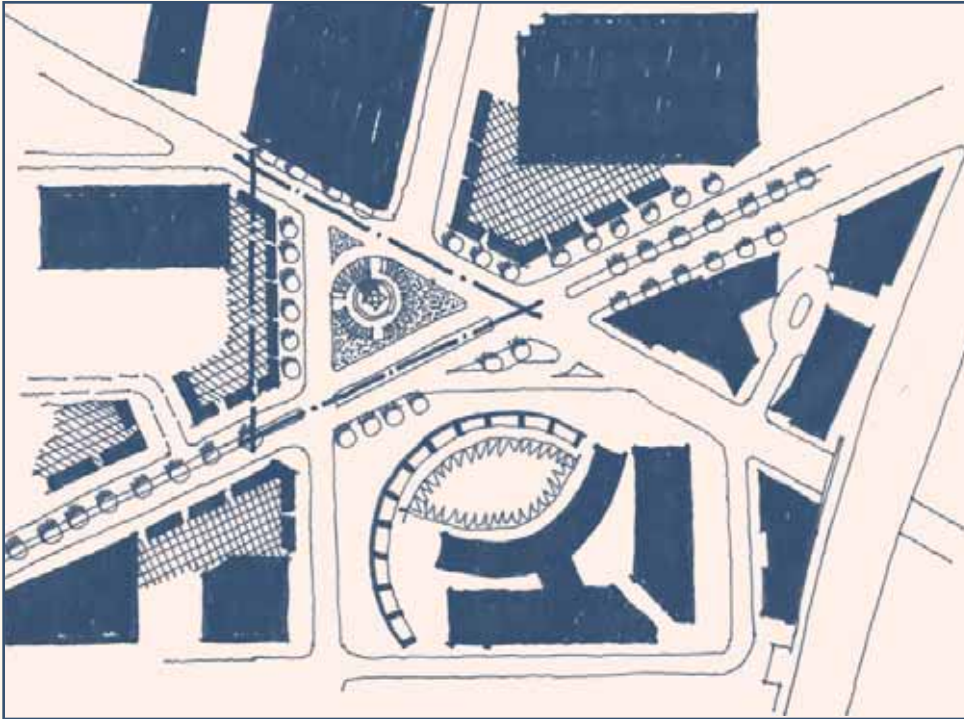
*Street cross-section depicting a configuration that fosters transit usage as shown in NCP's A New Way on K Street (2004).*



*Photo montage of future NoMA area as shown in DCOP's draft NoMA Vision Plan and Development Strategy (2006).*

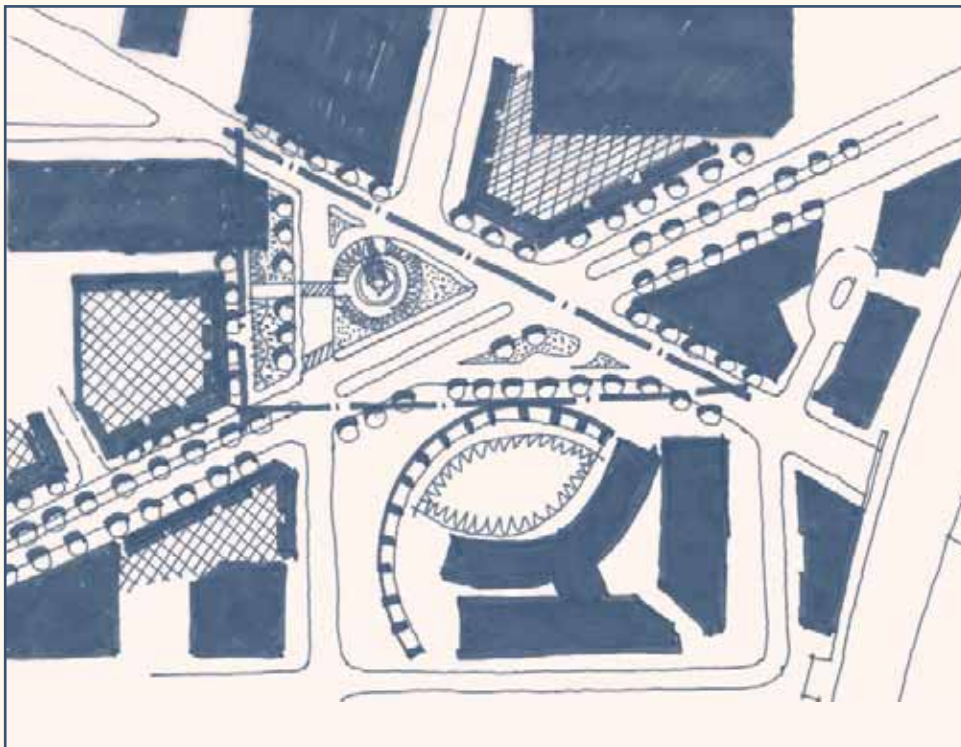


The New York Avenue/Florida Avenue intersection should be transformed into an attractive local destination. The following are three proposed concepts to make the area more lively.



#### Concept A

*Triangular place-making configuration with a central memorial/monument and attractive streetscapes along New York Avenue and Florida Avenue. (Ray Peloquin)*



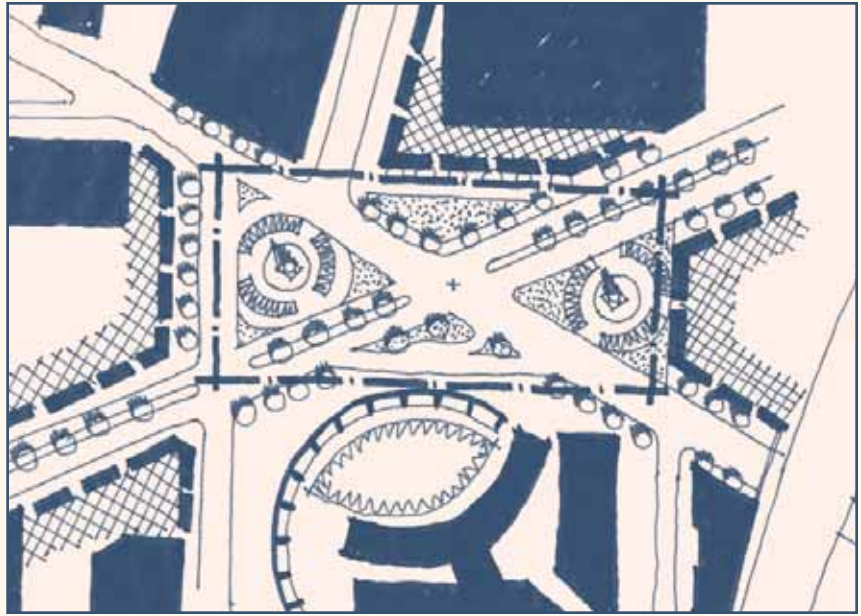
#### Concept B

*A variation of Concept A with a central memorial/monument and attractive streetscapes along New York Avenue and Florida Avenue. This configuration includes the northern portion of the ATF Headquarters building land parcel. (Ray Peloquin)*

### Concept C

*Rectangular place-making configuration with two memorials/monuments located on east-west land parcels directly adjacent to the intersection and attractive streetscapes along New York Avenue and Florida Avenue.*

*This configuration includes the northern portion of the ATF Headquarters building land parcel. (Ray Peloquin)*



## *Long-Term Design Alternatives -- Advantages and Disadvantages*

The consultants identified the following advantages and disadvantages of the three design alternatives developed as part of DDOT's *New York Avenue Corridor Study*.

### Bridge Alternative

#### Advantages

1. Resolves safety issues west of North Capitol Street by moving heavy regional traffic into a tunnel. (Decker, Slade)
2. Allows an at-grade (surface) North Capitol Street/New York Avenue intersection. (Decker, Slade)
3. Greatly reduces on-street traffic west of North Capitol Street. (Slade)
4. Facilitates traffic flow through the New York Avenue/Florida Avenue intersection. (Decker, Slade)

#### Disadvantages

1. Encourages additional regional through traffic. (Decker, Morrison, Peloquin, Slade, Stull)
2. Creates a significant barrier to north-south movement in the area, especially at intersection of First Street, NE, and New York Avenue. (Decker, Morrison, Peloquin, Slade, Stull)
3. Pedestrians along Florida Avenue may feel unsafe walking under a New York Avenue bridge. (Decker, Peloquin, Stull)
4. Requires major ventilation structures, resulting in significant urban design challenges. (Decker, Peloquin, Slade, Stull)
5. Entails high construction costs. (Decker, Morrison, Peloquin, Slade, Stull)

## At-Grade Alternative

### Advantages

1. Resolves safety issues west of North Capitol Street due to the relocation of heavy regional through traffic into tunnel. (Decker, Slade)
2. Allows an at-grade (surface) North Capitol Street/New York Avenue intersection. (Decker, Slade)
3. Greatly reduces on-street traffic west of North Capitol Street. (Slade)

### Disadvantages

1. Encourages additional regional through traffic. (Decker, Morrison, Peloquin, Slade, Stull)
2. A tunnel portal requires the intersection of First Street, NE, and New York Avenue to function as a more limited right-in/right-out intersection. (Decker, Slade)
3. Hampers pedestrian movement. (Decker, Peloquin, Slade)
4. Requires major ventilation structures, resulting in significant urban design challenges. (Decker, Peloquin, Slade, Stull)
5. Entails high construction costs. (Decker, Morrison, Peloquin, Slade, Stull)

## Tunnel Alternative

### Advantages:

1. Resolves current safety issues west of North Capitol Street by moving heavy regional traffic into tunnel. (Decker, Slade)
2. Allows an at-grade (surface) North Capitol Street/New York Avenue intersection. (Decker, Slade)
3. Greatly reduces on-street traffic west of North Capitol Street. (Slade)
4. Facilitates traffic flow through the New York Avenue/Florida Avenue intersection. (Decker, Slade)

### Disadvantages:

1. Encourages additional regional through traffic. (Decker, Morrison, Peloquin, Slade, Stull)
2. Requires major ventilation structures, resulting in significant urban design challenges. (Decker, Peloquin, Slade, Stull)
3. Entails very high construction costs. (Decker, Morrison, Peloquin, Slade, Stull)



*A park-like, pedestrian-friendly streetscape as shown in NCPC's *A New Way on K Street* (2004). NCPC recommends a similar setting for the intersection of New York and Florida Avenues.*



## Summary

NCPC and its partner agencies formulated the following recommendations for New York Avenue and the New York Avenue/Florida Avenue intersection, based on the individual concepts, observations, and ideas expressed by the consultants during the charrette.

1. Regional through-traffic should be discouraged from using New York Avenue and encouraged to use alternative routes.
2. New York Avenue should be planned for District residents and workers instead of suburban commuters and cut-through traffic.
  - Encourage more smart, pedestrian-friendly, mixed-use development.
  - Create a corridor with a better balance of transportation modes (e.g. transit, walking, bicycling).
  - Preserve and protect local neighborhoods.
  - Improve the District's jobs-to-housing balance.
  - Promote pedestrian safety west of North Capitol Street.
  - Make New York Avenue into an attractive destination in the District.
3. The New York Avenue/Florida Avenue intersection should be transformed into an attractive local destination and a gateway into the core city, as illustrated in the concept diagrams on pages 13 and 14. This can be accomplished through the following actions.
  - Use street walls to create an urban place.
  - Hold the street edge.
  - Use buildings, civic elements, or memorials to create an important place.
  - Discourage drive-through, auto-oriented uses at the intersection.
  - Employ traffic-calming measures to slow traffic to a level compatible with a local urban neighborhood.
  - Make traffic movements less intrusive and less problematic for the area.

## Next Steps

The charrette provided additional information to NCPC, ATF, GSA, and the District government to help inform the planning efforts for the New York Avenue corridor and the NoMA planning area. The following next steps should be taken by the District and public stakeholders as they move forward in their planning efforts.

- Incorporate the information collected through the charrette into the draft NoMA Plan and the *New York Avenue Corridor Study*.
- Evaluate the impact of the following potential roadway improvements on travel patterns at the intersection:
  - Tolls or congestion pricing along New York Avenue.
  - Truncated I-395 spur at Massachusetts Avenue.
  - New York Avenue and Massachusetts Avenue operating as paired facilities.
  - Improved signage along the Beltway, I-295, and other regional roadways.
  - Improved Woodrow Wilson Bridge and I-295.
  - Improved connections between Kenilworth Avenue and the 11th Street Bridge.



## About the Consultants

### **Howard Decker FAIA**

Project Director, Ehrenkrantz Eckstut & Kuhn, Washington, DC

Howard Decker is an architect and urban designer who brings more than three decades of design experience and technical expertise working with the public sector and a variety of other clients. His previous firm, DLK Architecture Inc., where he was a founding principal, was instrumental in shaping Chicago's distinctive urban realm, including such well known places as Michigan Avenue, Wacker Drive, and Roosevelt Bridge. He was the chief curator at the National Building Museum in Washington D.C., and is a well recognized urbanist, academician and advocate. Mr. Decker holds a Master of Architecture from the University of Illinois at Chicago and a Bachelor of Science in Speech from Northwestern University.

He is currently working on the creation of standards and guidelines for streetscape and transportation architecture for the District Department of Transportation. These standards, enthusiastically endorsed by federal and municipal agencies, will be initially applied in the Anacostia Waterfront Initiative study area and then city-wide.

Honors and Awards: APA, National Capital Area Chapter, Outstanding Project Award; AIA National Honor Award for Urban Design; AIA Distinguished Building Award, Chicago Chapter; AIA Distinguished Unbuilt Design Award; City of Highland Park Historic Preservation Commission, Special Award; Builder's Choice - Grand Award APA Award, Illinois Chapter; Design/Build Institute of America, Best Project Award; Richard Driehaus Statewide Illinois Preservation Award.

### **Anita B. Morrison, MPP**

Principal, Bay Area Economics, Silver Spring, MD

In her 29-year career in economic and development consulting Anita Morrison focused on urban revitalization, market and financial feasibility analysis, and strategic economic development. She served for 15 years as real estate advisor

to the Pennsylvania Avenue Development Corporation. For the District of Columbia, she was involved in projects such as the Neighborhood Tax-Increment Financing Districts, Portal Sites in Southwest, Metro Center, Georgia Avenue/Petworth revitalization, Uptown Destination District implementation strategy, Howard Theatre developer selection, and the Northwest One New Communities Initiative impact analysis. Her work in transit-oriented development includes an assessment of economic development potentials associated with 10 proposed light-rail corridors in the District. In South Atlanta she evaluated redevelopment and revitalization opportunities in 10 major arterial corridors and inner-city neighborhoods.

Ms. Morrison developed a particular expertise in technology-based economic development strategies, advising the Michigan Economic Development Corporation and more than a dozen universities and cities in the development of research and technology parks.

### **Raymond E. Peloquin AIA, NCARB**

Vice President, RTKL Associates, Baltimore, MD

Ray Peloquin has more than two decades of experience in the planning and design of large-scale multi-use developments. With a deep appreciation for urban design and planning, Mr. Peloquin is an architect that excels not only in the individual pieces of a mixed-use project but in the complex synthesis of those elements, creating total environments that combine great buildings with an enriched public realm.

Mr. Peloquin joined RTKL in 1984 and made major design contributions to the firm's impressive portfolio of mixed-use, workplace, retail/entertainment, hospitality and planning projects. With a Bachelor of Science in Architecture from the University of Virginia, and a Master of Architecture from North Carolina State University, his experience in all sectors of the design industry, as well as his international work, made him a recognized expert on mixed-use developments.

Registered in 20 states, Mr. Peloquin appreciates the various mixed-use development approaches available to the marketplace today, having worked on some of the most influential international developments in the industry: Hilton Baltimore Convention Center Hotel, Baltimore, Maryland; Kyungbang Mixed-use Development, Seoul, Korea; Al Ghurair City in Dubai, UAE; and numerous other mixed-use projects currently under development in Korea, Kuwait, and Dubai.

### **Louis J. Slade, PE, PTOE**

Vice President and Principal, Gorove/Slade Associates, Washington, D.C.

Louis Slade's diverse experience bridges the disciplines of civil engineering design, urban transportation planning, traffic engineering, land development, environmental analysis, and transportation systems design. Mr. Slade directed major regional comprehensive transportation planning studies and corridor studies, traffic circulation and transit studies, and parking needs and design optimization studies for central business districts and new developments. He also devised and analyzed alternative public transportation modal options and developed multi-modal transportation plans incorporating people mover systems.

Mr. Slade worked closely with public agencies and private developers devising transportation master plans and major thoroughfare plans. He was instrumental in the creation of transportation systems and roadway networks for large acreage developments. As a leader in the transportation engineering field, Mr. Slade is widely published in leading transportation and planning journals and has been a guest lecturer at several universities. He served on NCPC and Urban Land Institute panels and on a Congressional Task Force.



**Don Stull, FAIA, NCARB**

President and Principal, Stull & Lee, Inc., Boston, MA

Don Stull is a graduate of Ohio State University and the Harvard Graduate School of Design. He held design faculty appointments and honorary chairs at Harvard, Yale, and Rice Universities and formally offered deanships by the presidents of Yale and Tuskegee Universities. He served on visiting committees to Harvard, Yale, The Boston Museum School, and the National Architectural Accreditation Board, and presently sits on the Advisory Board of Ohio State University's Knowlton School of Architecture and the Board of Trustees of the Massachusetts College of Art. Mr. Stull toured Florida with a panel assembled by the Florida Board of Higher Education to evaluate the quality of programs and faculty at the state's schools of architecture and arts related design.

Mr. Stull plays an active role in numerous civic, cultural and institutional affairs. He serves on boards of the Boston Institute of Contemporary Art, and the internationally acclaimed Dance Umbrella. Stull is a member of the Boston Artery Arts and Harbor Access Commissions, and a past member of the Boston Arts and Civic Design Commissions.

**Benjamin Tang**

Major Bridge Specialists Leader, U.S. Federal Highway Administration, Washington, DC

Mr. Benjamin Tang is the principal bridge engineer and team leader for the U.S. Department of Transportation, Federal Highway Administration (FHWA), Office of Bridge Technology, Washington, D.C. He has 30 years of federal government service.

Mr. Tang is a graduate of the University of Maryland and holds a Master Degree

in Structural Engineering from the University of Illinois. He is a licensed professional engineer in Maryland and serves on several technical committees on the Transportation Research Board, AASHTO and private industry (ACI, PCI, PTI).

Mr. Tang is the technical expert and review authority for all bridge and structural matters for the federal-aid bridge program where he is responsible for drafting federal policies and regulations. He champions the use of innovative bridge technologies, such as segmental concrete and cable-stayed bridges, accelerated bridge construction techniques, high performance materials and load resistance factor design.

## About the Partner Agencies

**National Capital Planning Commission (NCPC)**

The National Capital Planning Commission (NCPC) is the federal government's central planning agency for the National Capital Region. NCPC is charged with preserving the unique beauty and historic urban design that have made Washington one of the most admired capital cities in the world. The Commission provides overall planning guidance for federal land and buildings in the National Capital Region, which includes the District of Columbia and the surrounding counties in Maryland and Virginia. NCPC reviews the design of federal projects, oversees long-range planning for future development, and monitors capital investment by federal agencies. Through its planning policies and review of development proposals, the Commission seeks to protect and enhance the extraordinary historical, cultural, and natural resources of America's capital.

**D.C. Department of Transportation (DDOT)**

The District of Columbia government's Department of Transportation's (DDOT) mission is to enhance the quality of life for District residents and visitors by ensuring that people, goods, and information move efficiently and safely, with minimal adverse impacts on residents and the environment while enhancing the District of Columbia's quality of life and economic competitiveness.

**Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)**

The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) is a law enforcement agency within the U.S. Department of Justice. Its unique responsibilities include protecting the public and reducing violent crime. ATF enforces the federal laws and regulations relating to alcohol and tobacco diversion, firearms, explosives, and arson.

**General Services Administration (GSA)**

GSA's mission is to help federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies. GSA consists of the Federal Technology Service (FTS), the Federal Supply Service (FSS), the Public Buildings Service (PBS), and various Staff Offices, including the Office of Government wide Policy (OGP). Eleven Regional Offices extend GSA's outreach to federal customers nationwide. An anticipated GSA reorganization will consolidate FTS and FSS into a single new organization, the Federal Acquisition Service (FAS).

# Public Comment

This report was available for public review and comment in draft form on NCPC's web site from September 1 through October 9, 2006.



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The National Capital Planning Commission (NCPC), the District Department of Transportation (DDOT), the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and the General Services Administration (GSA) appreciate the time, commitment, and expertise of those who participated in this study.

Through personal interviews, more than 30 stakeholders shared their concerns, knowledge of their neighborhood, and insights into how this corridor can become a vibrant, pedestrian-friendly place. This information was invaluable in considering options for revitalizing the New York Avenue/Florida Avenue corridor.

## Participating Stakeholders

### Interviews:

Jim Abdo - *Abdo Development*  
Mignon R. Anthony - *ATF*  
Rev. Pam Bishop - *St. Philip's Baptist Church*  
Ramona Burns - *Washington Metro Area Transit Authority*  
Stephen Cochran - *DC Office of Planning*  
Chris Delfs - *District Department of Transportation*  
Joe Doran - *Stephen A. Goldberg Company*  
Chuck Hathway - *CRV Sunrise Valley*  
Peter Hill - *DC Department of Health*  
Chris Holben - *District Department of Transportation*  
Tom Hughes - *DavCo Restaurants*  
Eartha Issac - *Eckington Civic Association*  
Catherine Jones - *Washington Metro. Area Transit Authority*  
Tim Karikari - *DC Department of Health*  
David Levy - *NCPC*  
David Maloney - *State Historic Preservation Office*  
Michael McGill - *GSA*  
Joe Passonneau  
Chance Patterson - *XM Radio*  
Cy Paumier  
Daniel Pernel - *ANC 6C04*  
D. J. Perry - *Mt. Airy Baptist Church*  
Diane Pratt - *DPC/Bristol*  
Eric Price - *Abdo Development*  
Donald Pross - *National Capital Revitalization Corporation*  
Audrey Ray - *Ivy City*  
Sharlene Reed - *District Department of Transportation*  
Ray Robinson - *Greyhound*  
Brian Rogers - *Greyhound*  
Rick Rybeck - *District Department of Transportation*  
Konrad Schlater - *DMPED*  
William Shelton - *ANC 5B*  
Pastor L.B. West - *Mt. Airy Baptist Church*  
Mike Williams - *DavCo Restaurants*  
Nancy Witherell - *NCPC*  
Patricia Zingsheim - *DC Office of Planning*

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