



TECHNICAL ASSISTANCE PANEL REPORT

A New Riverfront for North Woodbridge

SPONSORED BY:

Prince William County Supervisor Frank Principi
Metropolitan Washington Council of Governments

December 11-12, 2018

 **Urban Land
Institute**
Washington

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Acknowledgments

ULI Washington is grateful for the help and assistance of several key individuals and organizations – all of whom collaborated to make this TAP experience a great success.

In particular, ULI Washington acknowledges:

- The Honorable Frank J. Principi, Woodbridge Magisterial District Supervisor for the Prince William County Board of County Supervisors
- Peggy Tadej, Northern Virginia Regional Commission
- Bertha Johnson, Executive Assistant, Woodbridge Magisterial District
- Meagan Landis, Constituent Service and Policy Manager, Woodbridge Magisterial District
- Willem Polak, Advisor and past owner/CEO Potomac Riverboat Company
- M495 Fast Ferry Stakeholder group
- Rebecca Horner, Prince William County Director of Planning and County Planning Office staff
- Prince William County Department of Economic Department leadership and staff
- Prince William County Department of Transportation leadership and staff

Executive Summary

Located 30 miles south of Washington, DC, Prince William County is the second-largest county in Virginia, with nearly a half-million residents. Yet each day, 71% of its residents leave the county for work, traveling to job centers such as Tysons Corner, the Pentagon, and downtown Washington, DC. While the county continues to grow and thrive, the challenge of being a bedroom community means figuring out how to get more people on to the same crowded highways, buses, and trains to jobs elsewhere.

As an alternative, for over a decade the county has been studying how to implement a commuter “fast ferry” service between the North Woodbridge area, in the northeastern corner of Prince William County, to destinations further north along the Potomac River. Currently, there is a plan to run ferry service between the Occoquan Marina in North Woodbridge, and two locations in Washington, DC, Joint Base Anacostia Bolling and the Department of Homeland Security campus. Together, they have an estimated 5,000 employees who live within a 30 minute drive of the ferry site. Prince William County Supervisor Frank Principi, who sponsored the Panel, along with the Northern Virginia Regional Commission (NVRC) and the Metropolitan Washington Council of Governments (COG) asked for recommendations for how the county should implement and provide a successful fast ferry service.

Looking at the Route 1 bridge from the Occoquan Marina. Image source: ULI Washington.



Fast ferry is a major opportunity for North Woodbridge and Prince William County, providing a compelling alternative to existing transportation options, particularly driving, while offering a chance to revitalize older communities. Norman Garrick, professor of Civil and Environmental Engineering at the University of Connecticut whose work has focused on sustainable transportation, describes it as such: “[High speed ferries] take pressure off other forms of transit, serve transit ‘deserts’ like older waterfront industrial zones, and complement on-land transit systems.” Professor Garrick also notes that fast ferry service can also provide more qualitative benefits for its users, enriching their quality of life: “It’s a sexy trip. The commute by boat can be a winding-down time.”

However, as the Panel visited North Woodbridge and spoke to stakeholders, a slightly different challenge emerged: how does this community need to adapt to support successful fast ferry service? As proposed, the fast ferry would deliver local residents to jobs elsewhere, but truly successful transit service has destinations at both ends.

North Woodbridge is a traditional auto-oriented suburban community that has tremendous assets: proximity to major highways, multiple modes of transit (local bus, commuter bus, rail, and eventually bus rapid transit), and an affordable and attractive housing stock. However, the community has experienced substantial disinvestment in recent years along the Route 1 corridor, the primary commercial district in the area, and stakeholders have made it clear that they want new activity and lifeblood here.



Traffic on Route 1 in North Woodbridge. Image source: ULI Washington.

Prince William County planners are currently working on a Small Area Plan for North Woodbridge that envisions it as a mixed-use, transit-oriented town center. This plan is currently awaiting adoption by the Prince William County Board of Supervisors. Building on their efforts, the Panel generated a set of recommendations that address both the operational and market demands of a viable fast ferry service. Its goal is to harness North Woodbridge's primary asset to produce something that is in short supply in Northern Virginia: an active, urban waterfront with a strong sense of place and multimodal transportation access. By implementing the recommendations, a market for fast ferry service in both directions will be created, new residents and investments will be drawn to Prince William County, and community members will realize a town center and gathering place they can be proud of.

The following report will describe existing planning efforts around fast ferry service, land use, and economic development in North Woodbridge. Next, it will lay out the existing mobility opportunities in the area, including both current and proposed transportation projects. Finally, the Panel will detail their recommendations for creating "Ferry-Oriented Development" in North Woodbridge, including proposed transit service, land use changes, public and private investments, and a back-of-the-envelope calculation of associated costs and benefits.

What Panelists Heard

Over two days, the Panel met with stakeholders in the North Woodbridge community, including Prince William County Supervisor Frank Principi, representatives from the Prince William County Planning Department and Department of Transportation; representatives from Occoquan Marina, developers working on projects in the area, local residents and business owners, and ferry experts. On the first day, the Panel went on a site visit of North Woodbridge, including a walking tour of the riverfront and a bus tour of the surrounding area. On the second day, the Panel convened to develop preliminary recommendations for the community and presented them to the sponsors at a public meeting.



The Panel touring the Occoquan Marina, the proposed site of the Fast Ferry terminal. Image source: ULI Washington.

Challenges and Opportunities

While conditions are positive for the ferry service, the Panel identified some impediments to making fast ferry a reality. There are many stakeholders controlling different aspects of implementation:

- The marina owners, who control the land where the ferry would dock, and as a result, a significant portion of the rider experience
- Vulcan Materials, who operates a concrete plant. Both property owners have their own timelines that may conflict with implementing fast ferry service: IDI is moving too quickly with their current plan to benefit from the ferry, while Vulcan's timeline is too long and uncertain to be incorporated into ferry plans right now.
- County, state, and federal officials, who may all support fast ferry service, but do not have a clear plan for implementing it or a clear understanding of their role in doing so
- Multiple states (Virginia, Maryland, and the District of Columbia) each control the Potomac River. In Washington, DC, land along the shoreline is controlled by several entities that may not accommodate ferry use, such as the National Park Service, Department of Defense, and the Metropolitan Washington Airports Authority.

During the stakeholder meeting, Panelists heard a stakeholder described the situation as being “like a dance:” everybody wants to have a fast ferry, but nobody knows who should make the first move. This is especially significant considering the substantial investment required to launch the ferry. Additionally, there are physical issues with the ferry route, such as security issues at Joint Base Anacostia Bolling, that may make it difficult to establish a route even with the full support of Occoquan Marina and the North Woodbridge community.

Community leaders are clear in their desire for more transportation options to serve growing commuter needs. They celebrate the variety of existing transit options in North Woodbridge and are keenly aware that transportation can and will drive future investment in the area. Stakeholders, including

residents, desire an expanded commercial tax base, and recognize that the North Woodbridge area has lost some of its attractiveness as a retail and employment destination. Retail along the Route 1 corridor appears to be struggling, with extensive vacancies and obsolete buildings. One shopping center, Gordon Plaza, is largely vacant after anchor tenant Kmart closed when its parent company Sears declared bankruptcy. Traffic disruptions due to the reconstruction of Route 1 have deprived local businesses of customers and create a general appearance of disarray that may discourage people from stopping.

At the same time, there is a fairly robust residential market. While much of the housing stock is from the mid-20th century, it is in good condition, and the area has a reputation as an affordable bedroom community. In the early 2000s, a New Urbanist planned community called Belmont Bay was built, containing about 1,500 detached homes, townhomes, condominiums, and live-work homes, though planned retail on the property was never built.

Meanwhile, some significant multi-family residential development is on the horizon. The Rivergate, a 402-unit apartment building on Marina Way next to the Occoquan Marina that delivered in 2017. Developer IDI (known for the Watergate and Leisure World retirement communities) says the building is 65% leased. Representatives from IDI describe the project as the “market leader.” the nearest competitors are over three miles away. Rents are \$2/square foot, which are high for the area but affordable for brand-new, Class A apartments. As a result, the project has attracted tenants who mainly work at Fort Belvoir, as this is one of the only new apartments near the base. IDI has approvals to build another, 318-unit building next door, while a third building by another developer has also been approved on another site adjacent to the marina. Neither of these projects plan for retail or any type of mixed-use development that would make this transit node more than a bedroom community

Stakeholders are not as unified in a vision for what the “new” North Woodbridge will look like beyond ferry service. When asked what kinds of communities that stakeholders saw as precedents, some mentioned places like Reston Town Center or the Mosaic District, but were skeptical of their ability to do that here due to the large commuter population. County planners envision fairly high-density, mixed-use development at North Woodbridge. However, it may be a challenge getting the kind of intensity or vertical mix of uses desired due to a potentially low return on investment, and lender reluctance to invest in the North Woodbridge community.

This illustrates the main challenge: the presence of transit service alone is not enough to drive economic development in this community. An efficient transportation system is not one-sided: it does not simply carry people from North Woodbridge to Washington, DC. Rather, transit enhancements give riders a reason to go from Washington, DC and other communities in Northern



Belmont Bay is a New Urbanist planned community in North Woodbridge, and typical of the newer housing stock in the area. Image source: ULI Washington.



The Rivergate is a newly constructed apartment building on the riverfront. Image source: ULI Washington.

Virginia to North Woodbridge. Otherwise, all of the commuter buses and trains and ferries return to Prince William County empty, consuming resources and labor and tax dollars without contributing anything in return. This community needs a “return trip” to properly support robust, high-quality transit service. It needs a destination: the kind of urban, walkable community that is increasingly in demand in our region and Prince William County, with options for housing, shopping, employment, civic activities, and gathering spaces. North Woodbridge needs to become a memorable, lovable place where people are not just willing to depart by ferry, train, bus, or car, but to arrive by any of those travel modes as well.

The following report will describe existing planning efforts around fast ferry service, land use, and economic development in North Woodbridge. Next, it will lay out the existing mobility opportunities in the area, including both current and proposed transportation projects. Finally, the Panel will detail their recommendations for creating “Ferry-Oriented Development” in North Woodbridge, including proposed transit service, land use changes, public and private investments, and a back-of-the-envelope calculation of associated costs and benefits.

Planning Context

This Panel is the culmination of an extensive study period, during which Prince William County and Northern Virginia officials have thoroughly investigated the potential for fast ferry service, as well as opportunities for future investment in the North Woodbridge area. County leaders note that there have been thirteen studies of ferry service over the past several years, resulting in the current proposal, which has identified stop locations, service patterns, and most importantly, a market for ridership.

Existing Ferry Studies

Prince William County's exploration of ferry service reflects a larger, regional conversation in the Washington, DC area about embracing its extensive waterfront and focusing growth on the water to expand the commercial tax base and tourism. Currently, there are four existing water taxi services serving Washington, DC, Old Town Alexandria, Virginia, and National Harbor in Prince George's County, Maryland. While these services do sell annual passes for repeat customers, they are primarily tourist-oriented, with the earliest trips at 9:40 am, after the morning rush hour has ended. Additionally, there is already an evacuation plan called Operation Rendezvous, which uses existing ferry services to carry VIPs out of Washington, DC in an emergency, such as a terrorist attack.

In 2009, the Virginia Department of Transportation ran a fast ferry trial using a 149-seat ferry between the Occoquan Marina in North Woodbridge and thirteen other destinations, including the Washington Navy Yard; Quantico, Fort Belvoir, National Airport, Old Town Alexandria in Virginia; and Indian Head and National Harbor in Maryland. The trial and ensuing study found that commuter ferry service along the Potomac River could be competitive with existing commuter bus and rail services, particularly between Prince William County and job centers in the southeast and southwest quadrants of Washington, DC, such as Joint Base Anacostia Bolling (JBAB).

As a result, the current proposal is to run fast ferry service on two routes: from Occoquan Marina to JBAB, and from Occoquan Marina to the Department of Homeland Security campus. A 2018 study from Nelson\Nygaard Consulting

Associates estimates that there are 5,000 employees at these two locations who live within a 20 to 30-minute drive of the marina in Prince William, Fairfax, and Stafford counties and could potentially use the ferry. This study, as well as previous studies, estimate substantial time savings for ferry passengers. Currently, the drive from North Woodbridge to JBAB takes about 90 minutes during rush hour, compared to 45 minutes by fast ferry, including boarding time and wake zones along the Occoquan River.

Studies anticipate that the ferry would be a premium or “luxury” service, with leather seats, wifi, televisions, and food and drink service. Ferry service would initially run during weekday rush hour only, with six trips per day, three northbound in the morning and three southbound in the evening. The first service would be at 3:30 am, for workers who need to arrive at JBAB at 4:30 am. Estimated fares are \$15 one way, though the employee transit subsidy could lower that price to \$9 or \$10 each way, which is closer to the \$12 round trip fare for VRE. Riders could potentially transfer at JBAB to a “local” ferry service connecting to National Airport, The Wharf, Old Town Alexandria, or other destinations.

A memorandum of understanding has been signed to provide fast ferry service from Occoquan Marina. Another potential ferry site is Belmont Bay Town Center, which is located two miles downstream closer to the confluence of the Occoquan and Potomac rivers. However, this location is also further from I-95, which may hurt its ability to attract commuters.



Map of proposed ferry routes from the ferry study,

All of the ferry studies anticipate “incremental growth” for the service that could scale up over time, including additional ferry stops. One potential stop is National Harbor and MGM Casino, which together have an estimated 1000 employees who live in Prince William County. Crystal City is another potential location, as Amazon will be locating their new second headquarters there. George Mason University estimates that as many as 3,400 households with someone employed directly or indirectly by Amazon could locate in Prince William County. A third site is Fort Belvoir, which is anticipating significant growth and has limited parking for its workforce. Like JBAB and Homeland Security in DC, Fort Belvoir is a high-security installation, which may be a challenge in locating a ferry stop there. Resolving this is critical to implementing successful ferry service.

Launching the first phase of fast ferry service is estimated to cost \$50 million, including three \$10 million, 400-passenger ferries, up to \$3.5 million in public improvements at Occoquan Marina, and \$16.5 million in other associated costs. There is no existing maintenance facility, so until one is built, ferries would need to travel to Annapolis or Newport News for repairs, incurring additional costs.

To continue studying and implement ferry service, Northern Virginia has received a \$4.2 million grant from the Federal Transit Administration. Additionally, the Prince William Board of Supervisors will review the 2018 fast ferry plan during the spring of 2019.

North Woodbridge Small Area Plan

The Prince William County Board of Supervisors is slated to approve the North Woodbridge Small Area Plan, which seeks to consolidate several existing plans and studies for the area into a single, unified vision for revitalizing the area. It identifies North Woodbridge as one of nine “activity centers” where the county hopes to concentrate future population and job growth.

The plan, which is still being drafted, envisions a dense, mixed-use “North Woodbridge Town Center” along the waterfront and increasing access to the river’s edge. It seeks to capitalize on the “transit triangle” formed by the park-and-ride lot, Woodbridge VRE station, and future fast ferry terminal. The plan envisions a mix of office, residential, retail, and civic uses in North Woodbridge, as well as improved pedestrian and bicycle facilities to make it easier for residents, shoppers, and workers to get around without a car. Key to this is a “pedestrian spine” formed by connecting Horner Road and Marina Way, which would allow people to walk from the waterfront up into nearby residential and commercial areas. Another goal of this plan is to strengthen existing residential communities, such as Belmont Bay and Marumsco, by driving investment to the area and preserving open space, such as the adjacent National Wildlife Refuge.

While the plan has yet to be completed or submitted to the Prince William County Board of Supervisors, it does have the potential to usher in significant growth and investment in North Woodbridge. A new statewide law has made it more difficult for developers to provide proffers in exchange for building rights. As a result, Prince William County has not approved a single housing unit under the new law, as developers rushed to submit their plans before it changed, and the county is currently working through a two-year backlog of grandfathered development submittals.

County planners anticipate allowing as many as 5,000 new homes in North Woodbridge, which as a small area planning area is exempt from the new rule. This suggests that the area could receive a significant development attention once the plan is completed.

Mobility Possibilities

North Woodbridge already has a wide variety of mobility options that converge in the area, including local and commuter bus, commuter rail, and intercity rail service. Local leaders have dubbed this area “Transit Triangle” based on the two existing transit facilities, the I-95 park-and-ride at Gordon Road (Route 123) and the Woodbridge VRE station, and the future fast ferry terminal. However, most existing transit service here is oriented towards commuters traveling into Washington, DC or Arlington and not to local trips, making the automobile the primary mode of transportation for many residents in North Woodbridge.

Road Infrastructure

Interstate 95 is a limited-access interstate highway and the primary north-south route in North Woodbridge, serving regional trips as well as commuters headed south to Quantico or north towards Washington, DC. There are three exits serving the community, at US Route 1 (Jefferson Davis Highway), Virginia Route 123 (Gordon Road), and Virginia Route 294 (Prince William Parkway). North Woodbridge is where I-95 narrows from four lanes at points north to three lanes, making it a significant bottleneck. In 2015, the 95 Express lanes, a



The Interstate 95 bridge over the Occoquan River. Image source: ULI Washington.

high-occupancy toll facility in the highway's median, opened in Prince William County, adding three reversible lanes in the peak travel direction. In 2017, the 95 Express lanes were extended south to Stafford County, and another extension south to Fredericksburg is currently under construction and is projected to open in 2022. Current HOT fares can be more than \$30 round trip.

The 95 Express lanes limit Prince William County's ability to expand I-95, as they were built, funded, and currently maintained by Transurban, a private Australian company, as part of a public-private partnership with the Commonwealth of Virginia. If the county wanted to expand the "free lanes" on I-95, county officials note that they would be required to pay Transurban a fee of between \$75 and \$100 million dollars, not including construction and land acquisition costs.

Traffic on Route 1 in
North Woodbridge.
Image source: ULI
Washington.



US Route 1 (Jefferson Davis Highway) is the primary local north-south route in North Woodbridge, serving local trips as well as some traffic between Fairfax and Prince William counties. Route 1 currently has two lanes in each direction and a two-way center turn lane, and land uses along the corridor primarily consist of auto-oriented commercial buildings, such as strip shopping centers and car dealerships. The Virginia Department of Transportation is currently rebuilding Route 1 throughout Prince William County, widening it from four lanes to six lanes, adding a median, turn lanes, a shared use path, and a sidewalk. The North Woodbridge section, between Marys Way and Annapolis Way, commenced construction in 2016 and is scheduled to be completed in fall 2019.

Virginia Route 123 (Gordon Boulevard) is the primary east-west route in North Woodbridge, connecting it to communities on the west side of I-95 such as the Town of Occoquan, as well as serving some trips between Fairfax and Prince William counties. Route 123 generally has two through lanes in each direction, as well as sidewalks on both sides.

The Virginia Department of Transportation has proposed building a grade-separated interchange at Route 123 and Route 1, which would also extend Route 123 over the railroad tracks to Express Way, providing direct access to

the Woodbridge VRE station and the Belmont Bay planned community. The proposed interchange would shift the northbound and southbound lanes on Route 1 west and create new on- and off-ramps between Route 1 and Route 123, resulting in some property takings. It would also eliminate some access at intersections along the corridor; Annapolis Way, which currently has a stoplight at Route 1 and today is the main access point to the riverfront, would be replaced by a right-in, right-out intersection.

Existing Transit Service

The Woodbridge Virginia Railway Express/Amtrak Station is located on Express Way, near the intersection of Route 1 and Route 123. It is served by the Fredericksburg Line of the Virginia Railway Express (VRE), which runs only on weekdays. It has eight northbound trains to Washington, DC in the morning, and eight southbound trains to Spotsylvania in the evening. The station is also served by Amtrak's Northeast Regional Line, with service north to Boston and south to Norfolk. Three northbound and three southbound trains serve this station each weekday, as well as three southbound trains on weekends.



The Route 123/I-95
Commuter Lot. Image
source: ULI Washington.

As part of the Route 1 widening, a pedestrian bridge was built over the tracks, making the station accessible to riders on the west side of the tracks, including the future North Woodbridge development area. Current VRE fares are \$12 round trip. The Woodbridge station has 730 parking spaces in a structured garage, which are available for free. VRE reports that the average occupancy is 65%.

The Route 123 and I-95 Commuter Lot is located at the end of Annapolis Way, inside one of the northbound off-ramps for I-95. Parking is free. The lot accommodates sluggers or “casual carpoolers” headed to job centers in Alexandria, Arlington, or Washington, DC, and is also served by four Potomac & Rappahannock Transportation Commission (PRTC) commuter bus routes to those same areas.

Bus Service

The North Woodbridge area is served by six bus routes, all operated by PRTC. Four of them are commuter routes under the “OmniRide” brand, serving job centers in Washington, DC, Alexandria, Arlington, and Tysons Corner. Two are local circulator bus routes under the “OmniLink” brand, serving Woodbridge, Lake Ridge, and other nearby communities. All six services have limited frequency and run on weekdays. Only the two OmniLink bus routes run on Saturdays, and no bus service is available on Sundays. Below is a chart detailing the six routes and their service patterns.

Route	Name	Destinations	Operator	Rush Hour Headways
T	Tysons Corner OmniRide	Tysons Corner	PRTC	25-45 minutes (AM/PM)
L-100	Lake Ridge OmniRide	Downtown Washington, DC	PRTC	10-45 minutes
L-200	Lake Ridge OmniRide	Pentagon and Crystal City	PRTC	10-30 minutes
L-300	Lake Ridge OmniRide	Mark Center	PRTC	30-45 minutes
R1-L	Route 1 OmniLink	Woodbridge VRE Station/ Quantico	PRTC	Hourly
WL-L	Woodbridge/ Lake Ridge OmniLink	Woodbridge VRE Station/ Potomac Mills Mall	PRTC	20-40 minutes

Fairfax and Prince William counties have proposed a Bus Rapid Transit service along Route 1, running south from the Huntington Metro station in Fairfax County to Fort Belvoir and terminating at a station near Route 1 and Route 123 in North Woodbridge. This project is incumbent on Fairfax County widening their portion of Route 1 to include dedicated bus lanes, which is scheduled to begin in 2023 and be completed in 2025.

Pedestrian and Bicycle Facilities

Pedestrian and bicycle facilities in the area are limited. On the two major state highways in the area, Route 1 and Route 123, sidewalks are discontinuous or nonexistent, while minor arterials such as Occoquan Road and Horner Road do have sidewalks on both sides. There are no bicycle lanes or paths in the North Woodbridge area. Residential streets tend not to have sidewalks, but are narrower and have lower speed traffic, meaning they are relatively safe to walk or bike on.

Some pedestrian and bicycle improvements are programmed as part of the reconstruction of Route 1, which is ongoing. Long-term plans call for a shared use path along the west side of Route 1 and a sidewalk on the east side, which are currently in place along already rebuilt sections of the road further south.

Recommendations

The Panel was convened to offer recommendations for developing fast ferry service. However, during the workshop, another challenge emerged: how can Prince William County create a destination at North Woodbridge that addresses its transportation issues, including those that a ferry was intended to solve? As a result, the Panel sought to reimagine its assignment in that larger context.

Panel recommendations are to make North Woodbridge an example of “Ferry-Oriented Development.” Prince William County has a chance to leverage the riverfront and introduction of fast ferry service to create a destination. Doing so can grow the county’s economy, provide an opportunity for mixed-use development, enhance the regional housing and commercial market, and add much-needed residents and investment to the area. Providing new open space and improving access to the Occoquan River will begin to define a sense of place here and reorient North Woodbridge and Prince William County to one of its greatest natural assets. Additionally, creating an actual community and destination around fast ferry service will begin to solve the larger transportation challenges of connectivity, both within North Woodbridge and between North Woodbridge and commuting destinations to the north.

The key to Ferry-Oriented Development is to ensure that the infrastructure and frequency of transit service gives developers the confidence to invest, while also tying into other transportation options to increase capacity and provide access to inland destinations the ferry cannot reach. Passenger experience is a crucial part of this: there must be an ease of understanding the trip journey and fare payment systems. The transportation network must be seamless, with simple, friction-free connections between modes, whether passengers are coming from another transit vehicle, or from a car, or by foot or bike. Different transportation modes should be aligned for an easy transfer, and if they have different operators, they should still “talk” to one another, such as coordinating schedules or notifying passengers of delays or service changes.

Most importantly, the built environment plays a huge role in ensuring successful ferry service in North Woodbridge. There have to be physical links between transportation systems to support seamless transfers. Different transportation modes should connect at planned hubs, making it easy for

riders to understand what their travel choices are, and creating community destinations as well. There also have to be adequate facilities for all transportation modes: pedestrians, bicyclists, scooter riders, pick up and drop off points for private vehicles, shared ride, or ridehailing services, and layover areas for transit vehicles.

The recommendations below will illustrate how transforming the built environment in North Woodbridge can not only support high-quality fast ferry service, but generate value for the broader community as well.

Precedents

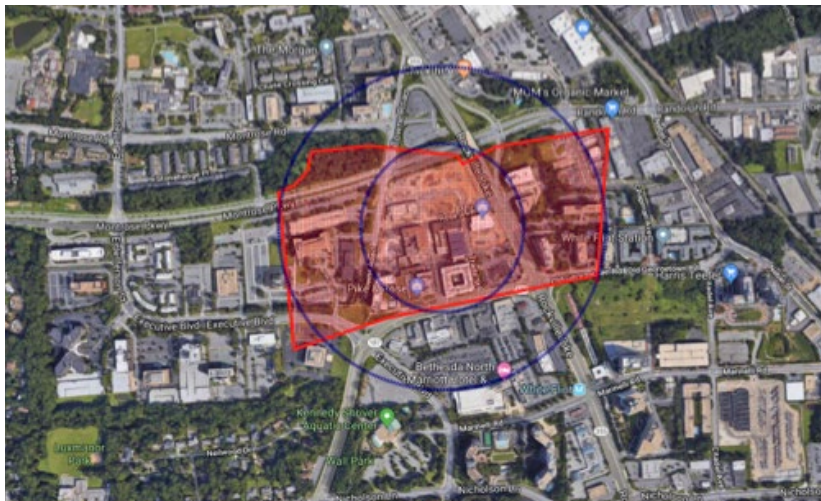
The North Woodbridge site is roughly 150 acres, which is a significant development opportunity, but also one that can be walked end-to-end in roughly 15 minutes. Using aerial images, the Team compared the size and extents of the study area to three similar mixed-use redevelopment projects in the Washington, DC region: Pike + Rose in North Bethesda, Maryland; District Wharf in southwest Washington, DC; and The Yards in southeast Washington, DC.

The North Woodbridge site is of a comparable land area to those three projects, each of which contain millions of square feet of development. While these

Aerial of the North Woodbridge site. Image source: ULI Washington.



Aerial of Pike + Rose with the North Woodbridge site overlaid. Image source: ULI Washington.



projects are in different jurisdictions and different land use contexts that may not be totally applicable to North Woodbridge, they each provide lessons for this community. Each of these three projects have the following aspects in common:

- They are each transit-oriented developments. All three projects are within walking distance of a Metro station and use transportation access as a crucial part of their branding and design. Each project anticipates a large segment of residents, shoppers, visitors, and workers who will arrive by transit, foot, or bicycle.
- They each leverage public investments in infrastructure, both now and in the future.
 - At Pike + Rose, Montgomery County is building a new urban street grid and rebuilding roads with improved pedestrian and bicycle facilities. The county has programmed funds for the construction of a second entrance for the White Flint Metro Station, which would place the entire complex within a five-minute walk.
 - At District Wharf, the District of Columbia has reconstructed portions of adjacent streets such as Maine Avenue to make them more



Aerial of District Wharf with the North Woodbridge site overlaid. Image source: ULI Washington.



Aerial of The Yards with the North Woodbridge site overlaid. Image source: ULI Washington.

pedestrian- and bicycle friendly, as well as crossings over I-395, that make it easier to walk or bike to the site from areas to the north. The District provided a \$198M TIF/PILOT package for infrastructure and public improvements as well.

- At The Yards, The District of Columbia has expanded the adjacent Navy Yard Metro station, rebuilt the nearby 11th Street Bridge, and has plans to rebuild the nearby South Capitol Street Bridge. Public investment in a baseball stadium, Nationals Park, was not directly related to this project, but has provided increased interest in the area.
- They each have a fine-grained mix of housing, retail, entertainment, office, and institutional uses, designed to create multiple destinations for visitors, as well as a built-in audience of residents and workers to support retail. All three projects have integrated open spaces, which add value both to the project and to surrounding areas. These open spaces have a mix of formal programming and informal activities, making them local and regional destinations.

Each of these three projects provided valuable lessons for the Panel and helped inform the Panel's vision for North Woodbridge as a new town center for Prince William County. Key to this vision is the idea that the existing transportation option in the area do not alone justify a development here. However, the creation of a town center can help make each of those options more viable, by generating more demand for increased bus, train, and ferry service. Even people who access this site by car benefit from a place where they can "park once" and run errands, be entertained, spend time with friends and loved ones, or access transit. Ultimately, compact, urban development at that site can create a value statement for Prince William County, with spillover effects that will benefit surrounding neighborhoods and make them more attractive to new residents and businesses.

Land Use Recommendations

The Panel considered the unique topography of the site in their recommendations. From the higher ground near Route 123 (Gordon Boulevard), the site slopes down towards the Occoquan River, with extensive wetlands and forested areas. These natural constraints provide challenges in designing the site, but also offer crucial opportunities. The Panel's recommendations emphasize sustainable, resilient development along an accessible waterfront.

Development at this site would take the form of three distinct urban communities, each of which can be crossed in a five-minute walk. The neighborhoods step down in scale and intensity from the higher ground near Gordon Road to the riverfront. The main spine of the development would be Marina Way, which would be extended south to Horner Road (and in keeping with the Small Area Plan's plans to connect these two segments). A new grid of local streets would make it easy for people to walk and bike



A diagram of the entire proposed development area, including all three neighborhoods. Image source: ULI Washington.

throughout the area, while giving drivers making local trips an alternative to the congested Route 1 corridor. Additionally, the street grid also divides the site into developable parcels. It is important that the public sector establish this street grid framework ahead of private development, as it will not be completed piecemeal by private developers. As the entire site consists of several properties with different owners and existing uses, these recommendations are designed to be implemented in phases, as properties turn over and individual landowners seek redevelopment.

Town Center is the site with the highest density and intensity of uses, located south of Gordon Road. It is envisioned as the gateway to North Woodbridge from the Virginia Railway Express station, which has a recently constructed entrance on Route 1 across from this section. Buildings in this section would range from six to twelve stories, with the tallest buildings along Route 1. Envisioned uses include office buildings along Route 1, mid-rise apartment buildings to the west, and three-story, fee-simple townhomes west of Annapolis Way, which would be extended south into this site.



One precedent for Town Center could be Pike + Rose in North Bethesda, Maryland. Image source: ULI Washington.

Site plan of the Town Center and Midlands neighborhoods. Image source: ULI Washington.



At the core of Town Center is Horner Road/Marina Way, which is envisioned as a retail spine. A “town green” would become the heart of civic life in Woodbridge, hosting programming such as art fairs, festivals, farmers’ markets, and an ice-skating rink. Adjacent to the green is a site reserved for a cultural or civic use, such as a library or school.

The Midlands would sit between Gordon Road and Annapolis Way, and be a neighborhood of lower-scale development and activity. This section would mainly consist of residential uses, including low- to mid-rise apartment buildings and fee-simple townhomes to the west, closest to the wetlands. Another public green would offer a space for passive recreation, while limited neighborhood-scale retail would provide walkable options for running errands or a quick meal. Another site for a civic building could accommodate much-desired public uses such as a library, recreation center, or fire station.

This location would serve as a hub for existing and proposed bus service. A “transit mall” could tie together commuter bus service departing Woodbridge for points north, the two local bus routes serving Woodbridge, and the proposed Route 1 Bus Rapid Transit line between the Huntington Metro

Site plan of the Riverfront neighborhood. Image source: ULI Washington.



station and Woodbridge. The transit mall serves as a one-stop destination for buses, both as a transfer point and as a recognizable local landmark, similar to the way Metro stations are used as identifiers for other communities.

The Riverfront becomes the sought-after waterfront destination for Prince William County and surrounding areas, with housing, retail, and event space. The Panel envisions replacing the existing Harbor View Event Center with a new conference and event facility, which could potentially include a riverside hotel. Adjacent to that would be a mid-rise apartment building with ground-floor retail facing the water, as well as a plaza for programmed and unprogrammed events. The plaza also serves as a gateway to the Fast Ferry dock, with a ticket stand and waiting areas for the ferry. A roughly 600-foot boardwalk lines the shore, fronted by retail and overlooking the existing marina. It continues west to connect to a trail running along the south bank of the Occoquan towards the Town of Occoquan, and south into the stream valley, which should be preserved as a park and amenity for both the redevelopment area and surrounding communities.



The Wharf is a regional precedent for the kind of waterfront environment envisioned at the Riverfront. Image source: ULI Washington.

At the current time, the marina is the only redevelopable site in the Riverfront area. In addition to the 400-unit Rivergate apartments, which were completed in 2018 and are at 65% occupancy, there are two already approved apartment complexes that are awaiting construction. The Panel recommends connecting these two buildings to the rest of the redevelopment area with an extension of Marina Way on the west side of Rivergate, as well as completing the already-planned extension of Annapolis Way south.

One impediment to redeveloping this section is the Vulcan Concrete site, which sits between the existing Occoquan Marina and Route 1. The Panel recognizes that this use may remain for a long time, but argues that it should not be an impediment to the revitalization of the broader area. Additionally, there could be an opportunity to incorporate the Vulcan property into redevelopment while allowing it to continue operations, by using the underutilized middle section for a commuter and retail parking structure, built into the side of the hill. As most ferry riders will drive to this location, having parking within close proximity to the ferry dock is crucial to ensuring its

success. On evenings and weekends, when the ferry is not in service or when commuting demand is lower, the parking could be used for marina visitors.

In total, this proposal contains over 6.6 million square feet of development, including 4,700 new homes, 300 hotel keys, 1.5 million square feet of office space, 288,000 square feet of retail space, 315,000 square feet of cultural space, and over 13,000 parking spaces. It has a floor-area ratio (FAR) of 3.04, in keeping with the development intensity envisioned in Prince William County's North Woodbridge Small Area Plan.

Strategic Partners

The key to making these recommendations a reality is by having a strong base of supporters from both the public and private sectors. North Woodbridge already has an existing group of committed stakeholders, including local residents and businesses, area property owners and developers, and officials from the federal, state, and local government.

Organizing these different partners as a single, coordinating Task Force will allow this community to speak with a singular voice, while creating a dedicated forum for discussing and addressing the many and varied issues that inevitably arise in a large redevelopment project. The Task Force should have a clear chain of command, with designated decision makers, program support, and financial resources. Ideally, this should be a unit of the Prince William County government, as they are the closest local government to this site.

Additionally, there should be a formal entity to oversee Fast Ferry operations, such as identifying and constructing the dock location, procuring vessels, and providing the actual service. The County and associated entities are currently in talks with potential Fast Ferry operators.

A Business Improvement District (BID) is another, crucial part of executing this project. BIDs are typically created to raise funds for maintaining a commercial district and using them to promote the area, such as through marketing, events programming, or physical improvements. At North Woodbridge, where much of the infrastructure does not currently exist, a BID can help tell a story about the vision for this area while aiding the county and other entities in actually providing it.

Finally, Prince William County needs to take an active role in making this project a reality. Of all nine designated activity centers, North Woodbridge is the only one with a waterfront and the closest location to job centers in Washington, DC and Northern Virginia, giving it an unparalleled strategic location within the county. A county-assigned, full-time designated staff person is a must for coordinating the many moving parts involved with redevelopment, as well as keeping this project "front of mind" for county, state, and federal officials and being a champion for the project.

Implementation

These recommendations are ambitious, but can be executed with careful phasing. It is important for community leaders to keep the big picture in mind while fighting small battles over specific pieces of it. Additionally, putting public infrastructure in place, or planning for it, from the start will make private investment more likely to come and add value to the entire project.

Early Phase (1-5 years)

Key Plan and Policy Steps

The first steps should include planning for the public components of the North Woodbridge area, such as the transit mall. Prince William County should identify and move forward with key public land acquisitions for future civic buildings and open spaces and create a Capital Improvements Plan for funding the construction of those amenities in the future.

All future planning documents for North Woodbridge should include the street grid concept so that rights-of-way can be preserved in new development, as well as continuous shoreline access between Belmont Bay and the Town of Occoquan. Any necessary zoning adjustments should also be made so that future development can actually carry out the vision. Finally, this is the time for county officials to start creating the infrastructure for carrying out redevelopment, such as the community Task Force and a Business Improvement District.

Ferry and Riverfront

During the initial phase, it is crucial to start running fast ferry service for proof of concept, including commuter-oriented service to Joint Base Anacostia-Bolling and more tourist-focused service to National Harbor.

Another important step during the first phase is making the area around the ferry dock an activity center, preparing the riverfront for future development. The proposed ferry dock, which would be at the west end of the Occoquan Marina, should be shifted to the east, adjacent to the end of Marina Way. This will make the ferry terminal a destination at the end of the main spine, closer to potential riders. Additionally, it will locate ferry operations closer to existing

industrial uses and away from recreational boating activities and the proposed riverfront trail. Decision makers should also start exploring options for interim ferry parking, such as the existing marina lot, or other nearby sites.

The ferry dock should be designed for substantial public access, including recreational activities. Investing in a civic or urban park space at the ferry dock edge with amenities for both ferry passengers and residents, even as an interim use, would give people a reason to come down to the riverfront now and establish it as a community destination before more significant development occurs. A small boat launch on the west edge would serve recreational boaters beyond those who dock at the marina, further establishing the area as a destination.

With the ferry in operation and some community programming at the marina, there's an opportunity to start building out the larger transit vision. A shuttle system could connect the three existing components of the Transit Triangle - the I-95 park-and-ride, North Woodbridge VRE station, and the fast ferry terminal. The shuttle should also connect destinations in between, which could encourage more ridership because residents, shoppers, and visitors would be able to drive in, "park once" in the district, and ride the shuttle. Not only could that reduce local car trips, but it could help cement the identity of this area as a singular destination.

Mid-Range Phase (5 to 15 years)

After five years, there should be infrastructure in place for carrying out the redevelopment. The Task Force and Business Improvement District each advocate for the area, push for necessary policy changes, and work to implement physical improvements. As fast ferry service continues operation, these entities and the county should work with the ferry operator to periodically evaluate its effectiveness and consider service changes or potential expansions.

During this time, much of the private sector development should be occurring, and residents and businesses are moving into the area, giving it life and activity throughout the day and the week. With a critical mass of people living and working in North Woodbridge, it will be time to build the transit mall in the Midlands community, tying together existing and future transit service. If the Route 1 Bus Rapid Transit service coming south from Fairfax County is operational, it should be incorporated into the transit mall.

This period is when a permanent public space on the riverfront should be created, including the proposed mixed-use development. The county should take the lead on building out the street network during this period, particularly the "spine" along Horner Road and Marina Way. With the open spaces and civic building sites already purchased, it is now time to start making the investments in permanent facilities, such as a school, library, or recreation

center, that will drive more everyday traffic to the area. During this period, the “series of experiences” of open spaces from the Town Center through the Midlands down the Riverfront should take shape. Additionally, this is the time to create additional trail connections from the marina to the wetlands, creating a loop between uphill areas, the riverfront, and the Occoquan River shoreline.

Long Range (15+ years)

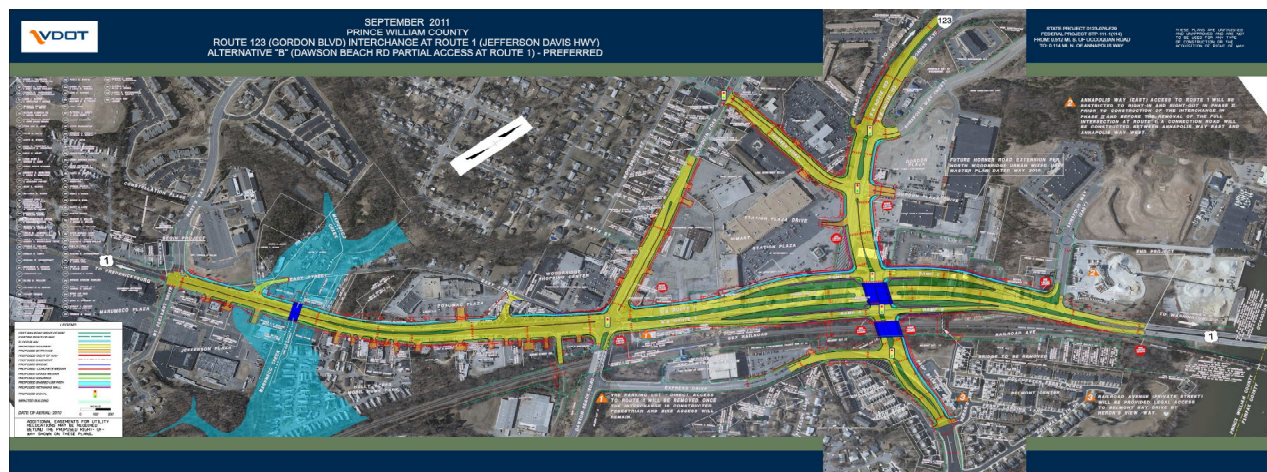
After 15 years, North Woodbridge will be a revitalized economic center for eastern Prince William County, a desirable and sought-after residential address, and an established waterfront shopping, dining, and entertainment destination for Northern Virginia. Much of the public investments are in place, and they have been able to leverage a significant amount of private development. During this period, county leaders should focus on completing the vision of a water-oriented, transit-oriented urban community.

The street grid should be completed at this time, including side streets in each of the neighborhoods and the final section of Annapolis Way. Building on the success of the redeveloped riverfront, waterfront access should be extended along the Occoquan River, with trails heading east to Belmont Bay and west to Town of Occoquan. Access over the rail tracks and under I-95 and Route 1 should be investigated to complete these connections.



The Vulcan Materials concrete plant is likely to remain in the near term, but should be revisited as a redevelopment opportunity in the future. Image source: ULI Washington.

It is likely that developers will be focusing their efforts on the Route 1 corridor, as it forms the edge of the proposed development area and likely would have the highest density (and thus most expensive) buildings. At the Vulcan site, it is time to explore winding down industrial operations there and planning for its long-term redevelopment as a marquee location within the area. Planning officials should investigate appropriate uses for this site, which may include a mix of housing, office, retail, or other activities.



Plan drawing of the proposed Route 123/Route 1 interchange.
Image source: VDOT.

Finally, county officials may want to reevaluate the Route 123/Route 1 interchange, which as currently designed provides access to communities east of the train tracks, but also impedes the vision of a compact, urban, walkable environment in North Woodbridge. The appropriate solution may still involve a grade-separated interchange, or the newly created grid of local streets may be adequate for addressing traffic congestion at the intersection, as drivers will have more alternative routes to choose from.

Funding Strategies and Potential Funding Sources

Overall, the Panel estimates that these recommendations will require about \$215 million of capital investment, spread out over a 15+ year period. The chart below breaks down these costs by each of the three phases. Each phase would require a successively larger capital investment, which reduces the risk in the beginning, while allowing revenue from each phase of private development to cover costs as they rise over time.

Phase	Capital Investment	Major Elements
1 – Riverfront	\$35 Million	Establish BID, Interim Parking, Planning for Future Facilities, Land Acquisition, Recreational Pier, Riverfront Park
2 – Midlands	\$80 Million	Multimodal Transit Facility, Dockside Promenade, Midlands Park, Library Community
3 – Town Center	\$100 Million	Town Center Park, Public School, Bike/Ped River Trail, Nature Trail
Totals	\$215 Million	

There are a variety of funding sources that Prince William County can use to raise money for the capital investments needed to catalyze development at North Woodbridge.

The development program for North Woodbridge.
Image source: ULI Washington.

- Direct county investment in early public infrastructure, such as the ferry dock, open spaces, and interim parking, can demonstrate to private investors that the county has some “skin in the game” and is committed to supporting and promoting the redevelopment throughout what could be a long process. The county could provide these funds from their existing capital improvements budget or issue a \$1 billion “mobility bond” to cover this and other transportation-related projects that officials may seek. Private investment through the creation of an Opportunity Zone reduces the county’s risk while allowing the development community to build infrastructure that will ultimately make their projects more valuable and successful.
- The **Federal Transit Administration** provides grants for transportation-related capital projects, such as the ferry infrastructure and future transit mall, which could allow both the county and the private sector to focus their resources on other public amenities.
- A **Tax Increment Financing (TIF)** district, also known as value capture, would allow the county to pay for public improvements by diverting a portion of future property tax increases from local property owners within a defined area who would benefit from those investments to pay for bond debt service. Depending upon the repayment terms of the bonds, TIFs

are typically designed to last throughout the life of a development project, which in this case could last over 15 years. This reduces the county's risk in the near term and demands less near-term investment from the private sector, but does create future risks if the costs of providing basic public services in the future exceed existing tax revenues, since future revenue increases will be diverted to other things.

- A **Business Improvement District (BID)** can levy taxes on property owners and businesses within a defined area, which in turn can go to a variety of public-serving improvements. BIDs are typically used to raise money for marketing, maintenance, and placemaking or programming activities, such as concerts, festivals, and farmers' markets. Unlike the county government, which has to serve many different communities with different needs, a BID would be solely accountable to this area, and would devote its full attention and funding to building it up.

Conclusion

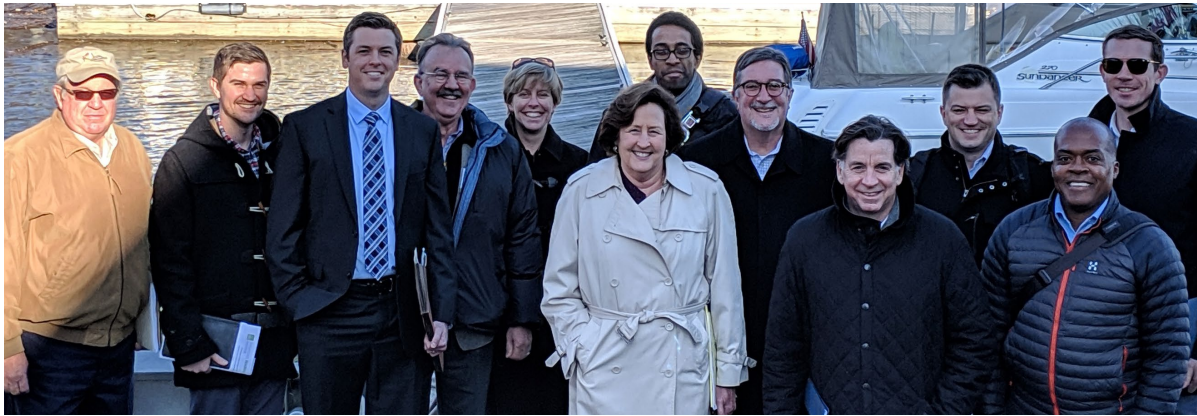
North Woodbridge has a unique opportunity to embrace its position along the Occoquan River to create the kind of waterfront destination that is in short supply in Prince William County and Northern Virginia as a whole. Building upon the hard work that county officials have already done to craft a vision for this community, the Panel's recommendations emphasize access to the river and high-quality open spaces that make it a public destination. The introduction of fast ferry service to the area can be used to create a dock that's more than just a ferry terminal, but a gathering place.

A street grid that is urban and creates an urban level of walkability will support the county's goals to make this a population and employment center, allowing future residents and workers to enjoy this area without adding to motor vehicle congestion. North Woodbridge will be a transit hub, bringing together fast ferry, commuter rail and bus, bus rapid transit, and local bus to be a place where people can drive less or not drive at all.

By investing in public infrastructure not normally seen in a suburban environment, Prince William County will both leverage considerable private redevelopment and produce the kind of community that's both in demand and in short supply. When future visitors come to North Woodbridge, they'll get to progress through a series of experiences through well-designed and well-programmed parks that together make a memorable, lovable place.

To make this all happen, it is important that county leaders keep transportation advances in mind, such as ridehailing, autonomous vehicles, and even scooters, as these innovations will continue to shape the future of this community. Additionally, new ways to work will have an impact on the development of North Woodbridge, such as shared workspaces and teleworking, providing opportunities for job creation. Furthermore, as North Woodbridge is along a river, climate change will be an issue here, and all development here will have to be designed in anticipation of rising sea levels. Finally, this is a chance to bring together and celebrate the diverse community in Prince William County, by providing a gathering space where people of all ages and backgrounds can spend time with friends and loved ones.

Panelist Bios



Michael Stevens, AICP, PANEL CHAIR

Capitol Riverfront BID

Washington, DC

Michael is the president of the Capitol Riverfront Business Improvement District (BID) in the SE riverfront area of Washington, DC – the city’s fastest growing, mixed-use urban neighborhood. The Capitol Riverfront is one of the largest riverfront redevelopment projects in the country and will contain over 37 million square feet of development at build-out. For the past 12 years he has worked to achieve the vision of a vibrant waterfront community in the Capitol Riverfront. His efforts led to the establishment of the BID in the summer of 2007 and it has begun its third 5-year operating cycle. Michael is responsible for overseeing a staff of 6 full time professionals, a 21-member board of directors, all external relations, development of work programs, and budget oversight.

He helped coordinate the Center City Action Agenda of 2007 & 2010 – a new strategic plan and framework to guide development and public investment in the center city neighborhoods of Washington, DC. From 2000-2006 he served as the President & CEO of the Washington, DC Economic Partnership and built that organization from a start-up to a full partner in the District’s economic development initiatives.

Prior to coming to Washington, Michael was the VP of Development for the Memphis Center City Commission, a combination of BID and economic development authority. He oversaw the planning and economic development section that administered financial incentives for downtown development projects such as the Memphis Redbird’s new Triple A baseball stadium, hundreds of units of new housing, the South Main Arts District, and a new downtown public elementary school.

Michael has been involved in the economic development, urban planning, and downtown/neighborhood development fields for the majority of his 40-year career. He has worked for public planning agencies, private planning firms, BIDs, and economic development entities. He has participated in numerous downtown redevelopment efforts for cities such as Wichita, KS; Lubbock, TX; Dallas, TX; Nashville, TN; Memphis, TN; Jackson, MS; Washington, DC; and San Antonio, TX. He holds a Master's degree in Urban Planning/Urban Design from Virginia Tech in Blacksburg, VA, and a BA in Urban Sociology from Millsaps College in Jackson, MS.

Ryan Bouma, RLA, Ecodistricts AP

AECOM

Arlington, VA

Mr. Bouma is a landscape architect and urban designer leading regenerative planning and public realm design efforts around the globe. His multi-disciplinary work ranges from ecological corridor planning in Ontario's Oak Ridges Moraine, to corridor redevelopment planning in Cleveland, OH, to Smart-City infill development in India, to waterfront park design in Ningbo, China, to designing the high-performance streetscapes of The Yards in Washington DC. These projects each seek to establish reinforcing relationships between community and ecology, place-making and economy.

Mr. Bouma holds a Bachelor of Science in Landscape Architecture from West Virginia University and a Master of Design Studies in Urbanism, Landscape and Ecology from the Harvard University Graduate School of Design.

Al Cox, FAIA

Historic Preservation Manager

City of Alexandria, VA

Following an award-winning architecture practice in Texas specializing in urban infill, Al Cox, FAIA has worked as a City Architect for Alexandria, VA since 1991 and is presently the Historic Preservation Manager for the City's Department of Planning & Zoning, staffing the Boards of Architectural Review for the two local historic districts. Al is a past President of the AIA Northern Virginia Chapter, received the AIA Virginia's Award for Preservation in 2002 and was elected to the AIA College of Fellows in 2006. Al and his wife have lived in a historic townhome in Old Town for over 25 years.

Cyrena Chiles Eitler, AICP

Stantec Consulting Services, Inc.

Fairfax, Virginia

Ms. Eitler currently serves as Strategic Planning Advisor with Stantec Consulting Services, Inc. in Fairfax, Virginia. Prior to joining Stantec in August of 2018, Ms. Eitler served more than 20 years with the Department of Defense Office of Economic Adjustment, most recently as Compatible Use Program Director. She was responsible for Compatible Use program development and oversight, which annually included more than 80 active Joint Land Use Study projects across the country.

With professional planning, real estate and economic development experience in both the public and private sector, Ms. Eitler has facilitated community economic adjustment programs in response to the

1993, 1995 and 2005 BRAC actions; supported environmental assessment, design and construction of mega transportation projects including the Dulles Corridor Rapid Transit Project in Northern Virginia and the Central Artery Project in Boston; and provided development coordination for large master planned communities in South Florida. She began her career as an Associate Planner with Broward County in Fort Lauderdale, Florida. Ms. Eitler has a M.S. in Community and Regional Planning from the University of Texas at Austin and a B.A. in Urban Studies from the University of Oklahoma. She is a member of the American Institute of Certified Planners, American Planning Association, and the Urban Land Institute; and certified in Economic Development Finance, Charrette Management and Facilitation, and Conflict Resolution.

Julia Koster, AICP

National Capital Planning Commission

Washington, DC

Julia Koster directs the Office of Public Engagement at the National Capital Planning Commission, the federal government's central planning agency for America's capital. As Commission Secretary, she is the official liaison between the Commission and NCPC staff. Ms. Koster is a city planner with expertise in public involvement, sustainability, smart growth and environmental issues. Prior to joining the agency, she was the development coordinator for the Governor's Office of Smart Growth in Maryland and led waterfront redevelopment and environmental policy initiatives as a senior planner in Tacoma, Washington. She is the past president of the American Planning Association National Capital Area Chapter and teaches land use planning at the University of Maryland. Ms. Koster received a master's degree in Urban Planning from the Harvard University Graduate School of Design.

Dan Reed

Urban Planner and Report Writer

Silver Spring, MD

Dan Reed represents the smart, creative next generation of smart growth leader. He began the blog Just Up the Pike in 2006, chronicling his experiences as an urbanist in eastern Montgomery County. In addition to his blog, he is a senior editor at Greater Greater Washington, writes for Washingtonian magazine, and is a professional urban planner.

Dan's family came to the Washington area from Guyana and North Carolina. This native of Montgomery County has brought a fresh perspective to smart growth, urbanism, transportation and education in our changing suburbs. He uses his writing and speaking talents to explain issues to a broad audience, to engage the community, and to persuasively advocate for sustainable and inclusive urban communities. Among his achievements as an activist, Dan has helped advocate for the Purple Line and Bus Rapid Transit on Route 29; highlighted issues of segregation and inequality in Montgomery County Public Schools; and led a community effort to reuse a vacant Art Deco movie theatre.

Dan has worked for Nelson/Nygaard Consulting Associates, and today he is an urban planner at Toole Design Group and an agent at Living In Style Real Estate. Dan sits on the board of the Action Committee for Transit, and lives with his partner in downtown Silver Spring.

Matt Steenhoek

PN Hoffman

Washington, DC

Matthew Steenhoek joined PN Hoffman & Associates in 2005 and is currently the Vice President of Development. In the past 13 years, Matt has helped lead the design, entitlement, and construction of approximately 1,800 residential apartments, more than 450 condominiums, 380,000 square-feet of urban in-line retail, 1-million square-feet of Trophy and Class-A office, over 1,000 hotel rooms, 20 acres of parks, piers, streets, and public spaces, and approximately 150,000 square feet of cultural or civic uses. He has completed developments in Alexandria, VA, and the Kalorama, NoMA, and Southwest neighborhoods of Washington, DC. Additionally, Matt works on master planning and development visions for new deals and oversees the development process.

Matt received his Bachelor of Science in Architecture from the University of Maryland, is a graduate of the 2012 Urban Land Institute Regional Leadership Institute and holds a Master of Urban and Regional Planning degree from Virginia Polytechnic Institute where he was recognized by the local chapter of the American Planning Association as the 2011 Outstanding Graduate Student for Virginia Tech - Alexandria. He is a LEED Accredited Professional and member of the Anacostia Watershed Steering Committee. Matt lives in Northeast, DC with his wife and two young children and is an avid bike commuter.

Stan Wall

HR&A Advisors

Washington, DC

Stan Wall is senior real estate executive with over 20 years of experience across the entire real estate project lifecycle including strategy, planning, finance, development, and construction. Mr. Wall is a Partner with HR&A Advisors, Inc. – an economic development strategy, real estate development advisory, and program design and implementation firm. At HR&A, Stan leads the firm's Washington, DC office working with public and private sector clients in the region, including the DC Housing Authority, Fairfax County Government, National Park Service, DowntownDC Business Improvement District, and a number of private development firms.

Before joining HR&A, Stan was Director of Real Estate and Station Planning at the Washington Metropolitan Area Transit Authority. In this role, he led the agency's transit-oriented development (TOD) program. With over 117 miles of rail, 91 stations, and over 1.2 million daily rail and bus trips, Metro is the second busiest transit system in the U.S. The agency also has one of the most active and successful joint development programs. The program has created value for Metro by providing funds for reinvestment into the transit system, as well spurring value-creating economic development activity within the District of Columbia and municipalities across the entire Washington region.

Stan is also owner of Wall Development Group, a Washington, DC based development firm focused on sustainable development, urban infill, and community-oriented projects. With Wall Development, Stan is completing development a mixed-use, retail/residential building in the emerging H Street NE corridor in Washington. Among the highlights of the project, it is designed to achieve LEED Platinum Certification upon completion, 25% of units will be set aside as affordable housing units.

Mr. Wall previously worked with Arup – an international firm of designers, planners, engineers, consultants and technical specialists with a focus on innovative projects. At Arup, he assisted the firm in creation of a new business initiative focused on assisting owners and investors of real estate portfolio create value through sustainability initiatives.

Stan also worked for a number of years at Jones Lang LaSalle as a vice president in the firm's public institutions practice. There, he assisted public sector clients in maximizing the strategic and financial value of their real estate assets through public-private initiatives. Some of the clients he worked with included the U.S. General Services Administration, the U.S. Department of Veterans Affairs, the District of Columbia, Prince George's County, Maryland; and the Washington Metropolitan Area Transit Authority. In this role, Stan helped create and implement a portfolio and asset management program to assist the U.S. Department of the Army in oversight of its military housing privatization initiative.

Prior to Jones Lang LaSalle, Mr. Wall was a Manager with Deloitte Consulting, where he provided strategic advisory services to Fortune 500 companies in the areas of real estate, construction, and capital program management. He began his career in Lend Lease's construction management group, where he was an on-site project engineer focusing on healthcare projects in the Washington-Baltimore region.

Stan received a Bachelor of Architectural Engineering (Construction Management emphasis) from Pennsylvania State University and a Master of Business Administration in finance and real estate from the Wharton School at the University of Pennsylvania. He is a registered Professional Engineer in the District of Columbia and he has certification as a LEED Green Associate from the US Green Building Council. Stan currently serves on the Board of Directors for Greater Greater Washington and for the Landscape Architecture Foundation. He is a member of the Urban Land Institute and serves on the Transit Oriented Development Council and he previously served as a commissioner for the Maryland Sustainable Growth Commission. In 2013, Mr. Wall was recognized by the Washington Business Journal as one of the region's Minority Business Leader Award winners.

Michael Winstanley, AIA

Winstanley Architects & Planners

Alexandria, VA

Michael Winstanley, AIA, loves to design things. Big things, little things, complicated things, green things, blue things. That's why he established the office as a multi-disciplined (architecture, planning and interiors) design studio that tackles all sorts of projects. Big projects, little projects, complicated projects. He even designed our office in Old Town Alexandria. The open office environment is absolutely a catalyst for our creative process; and clients love coming here, seeing all the models, and interacting with our staff. We refuse to let him design our clothes too!

Michael is both an architect and planner and thrives in his true element when projects have more than one discipline – either planning, architecture or interiors. Michael is also a very creative problem-solver who understands that clients require solutions that involve more than aesthetics or current trends. In the past 30 years, Michael has earned numerous accolades from his peers that include nine design awards from the American Institute of Architects, four awards from the American Planning Association and two awards from the American Society of Landscape Architects.

One of those award-winning architecture projects is 1401 New York Avenue, NW, in Washington, DC, one of the more inventive projects where the entire exterior skin was replaced with a new modern look in a fully occupied building and not a single desk was moved during construction.

Another notable architecture assignment is The Institute of Genomic Research where Michael combined the owner's love and interest in Roycroft architecture with a high tech bio-genetic facility, a building that Washington Post critic Benjamin Forgey praised for its "inventiveness and richness."

His planning experience is illustrated by equally notable assignments such as the Memorials and Museums Master Plan for Washington, DC, where he led the planning effort to re-establish and organize over 400 available sites for future memorials and museums. And most recently, he has been honored with preserving and reinvigorating Yale Architecture alum James Gamble Rogers' master plan for the Southern Baptist Theological Seminary in Louisville, Kentucky. The master plan includes the restoration of the Olmsted Brothers' landscape plan.

Michael started his career in New York and for 15 years he worked with international design firms before relocating to Washington, DC, in 1998. He has lectured and served as guest critic at Harvard University and Rhode Island School of Design among others and held the post of Visiting Associate Professor at the University of Buffalo. He is surprisingly accessible to all clients except every four years during the World Cup in soccer. We even had to install a TV in the studio so we could find him during the competition.

Michael never sees the trees, he only sees the forests.



Urban Land Institute

Washington

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