



Glover Park

Commercial District Analysis

Final Report | October 2006

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ACKNOWLEDGEMENTS

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SECTION I

Introduction



The District of Columbia's Office of Planning engaged HNTB Corporation to investigate retail business improvement, public realm, pedestrian mobility and parking improvement strategies along Wisconsin Avenue within the Glover Park Commercial District in Northwest Washington. The study area includes the buildings and lots that front on Wisconsin Avenue from Whitehaven Parkway to Calvert Street as well as the few businesses which have entrances on 37th Street near the intersection of Wisconsin and Calvert. The study boundary is based on both the ANC boundary as well as the accepted neighborhood boundary of Glover Park. Figure A depicts the location of the study area.

BACKGROUND AND STUDY PURPOSE

The Glover Park Commercial District is an essential part of the Glover Park neighborhood and greater community. Although a strong retail base exists, the area continues to have some empty storefronts and underutilized retail spaces, and the character and identity of the area is not well defined. Sidewalks are narrow in some areas and pedestrian facilities are not as safe and attractive as they could be. Parking availability, signage, and pricing are also seen as issues that are hindering this retail area.

The purpose of this study was to investigate existing retail, public realm, parking and pedestrian circulation issues and to recommend appropriate and implementable improvements to respond to the issues identified and to enhance the Glover Park Commercial District as a neighborhood serving retail area.

The study assessed what is working well in the Glover Park Commercial District and recommends potential ways to build upon the current success as a neighborhood retail area. Improvements to the built environment such as building façades, parking, and area's streetscape will increase the vibrancy of the commercial district and better serve the needs of the Glover Park Commercial District and community residents.

NEIGHBORHOOD CONTEXT

The Glover Park Commercial District is surrounded by stable, well established neighborhoods including Glover Park, Massachusetts Avenue Heights, and Tunlaw. The residential areas are characterized by a mix of low density row houses and many moderate to high density apartment buildings and condominiums. The neighborhoods consist of a mix of older residents who have lived there for decades, families with young children, single professionals and students living in "group houses."

The surrounding community includes almost 14,000 people in approximately 7,900 households. The residents of this area include a mix of older residents who have lived there for decades, families with young children, single professionals, and students living in group houses. The total retail floor area within the Glover Park Commercial District is estimated to be between 175,000 and 190,000 square feet.



STUDY PROCESS

The study was composed of several interrelated tasks that resulted in this report: public involvement; understanding existing conditions/ identifying issues; and developing potential strategies to address the issues and challenges identified. The process began in the spring of 2006 and was completed in October 2006.

Public Involvement

The Office of Planning designed and led the public involvement process that included two public meetings, consultation with the Advisory Neighborhood Commission, and interagency coordination. The first public meeting in July highlighted the results of the existing conditions inventory assessment and provided a preview of preliminary recommendations. The Office of Planning solicited comments and input from the community. The second public meeting in October included the review of draft recommendations and strategies prepared by the study team. It provided an opportunity for

participants to comment on the draft recommendations before the study was finalized. This report was completed following the second public meeting.

GOALS AND OBJECTIVES

The objectives of the Glover Park Commercial District Analysis were to:

- Determine the existing retail service area and customer base
- Determine any unmet retail/ commercial needs
- Guide future retail/marketing efforts
- Promote commercial vibrancy while protecting residential character
- Promote walkability to and within the commercial district
- Develop strategies to maximize the use of existing parking resources
- Develop strategies to improve the sense of place specific to the Glover Park Commercial District including signage, lighting, public realm enhancements, streetscape improvements, green spaces, as well as enhancements to private property including storefronts.



Government of the
District of Columbia
Audrey A. Williams, Mayor
Office of Planning - April 16, 2009
This map was created for planning
purposes from a variety of sources.
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Information provided by other agencies
should be verified with them where appropriate.

GLOVER PARK
URBAN DESIGN, PUBLIC REALM
& PEDESTRIAN ENVIRONMENT

STUDY AREA
(FIGURE A)



Since the Glover Park Commercial District is primarily a neighborhood-serving retail center, pedestrian access and mobility is of primary importance. This however must be balanced with strategies to maximize the use of existing parking resources to improve auto access as well.

KEY ISSUES

Based on the input from residents and merchants in the Glover Park area as well as the analysis by the Office of Planning and the consultant team, issues raised during the process can be grouped under the following topics.

Public Realm and Sense of Place

The Glover Park neighborhood is located north of Georgetown and for many people, it is not clearly delineated from other commercial nodes on Wisconsin Avenue. The residents of Glover Park do not consider themselves to be “North Georgetown” or “South Cleveland Park.” The neighbors desire a distinct identity for the Glover Park Commercial District.

The Glover Park Commercial District has narrow sidewalks along parts of the commercial area, limiting safe and comfortable pedestrian movements and opportunities for outdoor seating or public space enhancements including adequate street tree plantings.

The close proximity of residential uses to the commercial district results in concerns about noise and security issues generated by some of the retail establishments. At the same time, the long city block between Hall Place and Calvert Street is preventing easy and safe access from the area’s residential neighborhoods to Wisconsin Avenue’s retail street front.

There is also concern about the appearance of the area and the perceived lack of sense of place and vibrancy within this neighborhood retail center. In addition, narrow and cluttered sidewalks and under-kept façades reduce the attractiveness of the public space.

Parking and Pedestrian Access

As with most commercial areas in the District, a lack of parking, overcrowded neighborhood parking, and illegal parking are issues within the community. The Glover Park Commercial District is served by several bus routes but not a Metrorail station, therefore making driving more likely than in some other communities. Since the Glover Park Commercial District is primarily a neighborhood-serving retail center, pedestrian access and mobility is of primary importance. This however must be balanced with strategies to maximize the use of existing parking resources to improve auto access as well.

Commercial District with a Diversity Neighborhood-serving Retail

There are opportunities for improvements in the commercial district including an appropriate mix of retail uses to serve the adjacent neighborhoods and activating empty storefronts. The lack of a Merchants Association makes it challenging for the Glover Park Commercial District to promote and secure funding for various improvements as a community.

SECTION II

Existing Conditions



RETAIL MARKET

Statistical Data and Existing Retail Market Conditions

Based on surveys conducted in May 2006, an estimated 175,000 to 190,000 square feet of retail space is located within the Glover Park Commercial District. The current retail vacancy rate is an estimated 2.4 percent.

Approximately 54 percent of Glover Park's retail space is occupied by Neighborhood Goods & Services tenants. This category includes establishments such as grocery stores, drugstores, dry cleaners, spas/salons, health clubs, hardware stores and similar.

Food & Beverage Establishments comprise 29 percent of Glover Park's retail inventory. This category includes sit-down restaurants, cafes, coffee shops, ice cream stores and similar.

The smallest percentage of retail tenants in Glover Park (17 percent) is categorized as General Merchandise, Apparel, Furnishings, and others. Examples of this retail type include bookstores, electronics stores, home décor and furniture stores, and similar. This distribution of retail by type is typical for a neighborhood retail district.

Glover Park faces direct retail competition from Georgetown, Cathedral Heights, Cleveland Park/Woodley Park, and Tenleytown. These nearby retail districts compete with Glover Park for the spending from local households and office workers.

Glover Park's primary customer trade area encompasses the residents and offices within the immediate neighborhood (defined generally as Massachusetts Avenue to Archibald Glover Park and Cathedral Avenue to Q Street). This is the area from which the majority of Glover Park's retail sales are derived. According to 2006 estimates based on 2000 Census information, approximately 13,675 people reside in 7,900 households within the primary trade area's boundaries. The median household income is \$74,370. Approximately 39 percent of households report incomes of more than \$100,000.

Glover Park's secondary customer trade area extends from Connecticut Avenue to MacArthur Boulevard and from Van Ness Street to M Street. This area provides reliable and consistent sales for Glover Park's restaurants and specialty stores/ services, albeit to a lesser degree than the primary trade area.

According to 2006 estimates based on 2000 Census information, approximately 36,925 people reside in 17,770 households within the secondary trade area's boundaries. The median household income is \$91,230.

The success of the Glover Park Commercial District can be measured by the difference between supply and demand for its retail. This assessment concludes that supply (existing retail inventory) and demand (estimated captured expenditures) are approximately equal. These calculations suggest that the retail market of the Glover Park Commercial District is in appropriate proportion to the needs



Glover Park residential area located on 37th Street.

of the surrounding resident and office population. While additional demand remains to be captured in the Food & Beverage and General Merchandise categories, no significant retail demand is unmet.

Retail Business Survey

As a component of the retail market study, a cross-section of retailers was interviewed to determine common issues of concern or interest in the Glover Park Commercial District. Approximately 17 percent of Glover

Park's retailers were surveyed. The following comments represent predominant findings from these discussions:

- The average length of occupancy for the responding Glover Park retail establishments is 16 years.
- The two major reasons that retailers have selected Glover Park locations are its proximity to Georgetown without Georgetown rents, and the education and income levels of nearby residents and office workers.
- Customers for Glover Park's businesses fit into many categories, but are most likely to be between the ages of 25 years and 40 years old; local residents or office workers; and career professionals.
- Retailers describe their customers as originating from the local neighborhood or seeking out their establishment as a destination. The destination stores offer unique merchandise or service that is

not replicated in other nearby neighborhoods. The Vespa Store and Pearson's Wine and Spirits are two examples.

- Concerns about the current condition of the retail district are heavily focused on traffic and parking, including parking restrictions on Wisconsin Avenue. Other issues included loitering associated with adult entertainment clubs, security and lack of space for outdoor dining and seating.
- When asked about their vision for the Glover Park Commercial District, retailers described their ideal as family-oriented, upscale, and neighborhood-centric.

Nearly all surveyed retailers stated that they hope for only minimal change in Glover Park. The “status quo,” with improvements, was

a commonly stated goal for the long-term development of the commercial area.

Impact of Liquor Moratorium

On April 15, 2005, a three-year moratorium on new liquor licenses in the Glover Park Commercial District was initiated. The immediate or short-term impact of this suspension on the neighborhood's retail market is limited, as few spaces appropriate for restaurant or tavern uses are readily available. Because food and beverage retail locations have ventilation systems and utility requirements not shared by other types of retail, these establishments are limited in the spaces they can lease.

However, by the termination of the moratorium in spring 2008, there should be a serious evaluation of the license moratorium and its impacts — pro and con.

Significant demand for new restaurant space will build up during the moratorium and will remain unfulfilled as long as the moratorium is in place. This is because even as restaurant-appropriate space is constructed or vacated, the inability to obtain a liquor license will keep nearly every form of sit-down dining establishment from seeking a location in this commercial district.

URBAN DESIGN, PUBLIC REALM, AND PEDESTRIAN ENVIRONMENT

The Glover Park Commercial District has many positive attributes that distinguish it from other commercial districts in the City. It is a neighborhood-serving commercial district that is quite different from Georgetown to the south, which is a regional destination area. The major



Inconsistent and poor street tree bed treatments are seen throughout the area.



News stands clutter narrow sidewalks.



Sidewalk cluttered with newsstands, bike racks and utility vaults.



Randomly located bike racks create a dangerous pedestrian environment.



“Cobrahead” pole lights are out of scale and unfriendly for pedestrian environment.



Some parking lots and alleyways are used frequently as shortcuts to Wisconsin Avenue.

commercial areas to the north of Glover Park, such as Tenleytown and Friendship Heights, also host regional and community level retailers and have Metrorail access, which expands their market and reach.

Overall, the Glover Park community includes a good mix of neighborhood serving retailers (e.g., grocery stores, hardware store) and service providers (e.g., dry cleaners, gas stations). On the other hand, existing quality of the streetscape and the public realm require some improvements to provide a safer, more pleasant, and inviting commercial environment for residents and visitors.

For example, “cobrahead” streetlights with grey large pole bases, inappropriately narrow areas of sidewalks, inconsistent and poorly maintained street tree box treatments, news stands that are randomly located and chained to parking meters, parked bikes locked to parking meters and utility poles, poor accessibility to the Wisconsin Avenue from adjacent neighborhoods, and lack of public space/gathering places are some of the issues addressed in the specific recommendations and implementation plans in this report. Figure B summarizes the existing conditions inventory for urban design, public realm and the pedestrian environment of the Glover Park study area.

COMMERCIAL DISTRICT ANALYSIS

The Glover Park Commercial District is described below in three segments from south to north based on the distinct characteristics of each.

Southern Segment

The southern segment of Glover Park starts at Whitehaven Parkway and extends north to W Place. This segment has narrow sidewalks on both sides of Wisconsin Avenue and has a limited number of street trees. The east side of Wisconsin Avenue at this end of the corridor has almost no street trees planted for over 500 feet due to the existing underground utility vaults which run under the sidewalk. At the same time, a successful example of private investment in the streetscape exists in front of SOMA Fitness Center, which provides a small private seating area with flowering trees and other plantings. This is a good example of what could be done to create a more pleasant and pedestrian-friendly sidewalk space within the confined conditions of this area.

Whitehaven Parkway also marks the end of the Wisconsin Avenue brick sidewalks that originate in Georgetown. Most of the concrete pavement of the sidewalks along Wisconsin Avenue in Glover Park is in fair or poor condition.

The retaining wall along Holy Rood Cemetery on the west side of Wisconsin Avenue to the north of 35th Street limits available sidewalk space to approximately three feet, which restricts the pedestrian mobility to the Glover Park Commercial District from the south. In addition, existing streetlight poles limit the pedestrian space and ease of movement along the sidewalk, especially for wheelchair uses or others with limited mobility.

Several poorly maintained buildings and buildings under construction line the west side of Wisconsin Avenue between W Place and the



Poorly maintained buildings or buildings that are under construction.

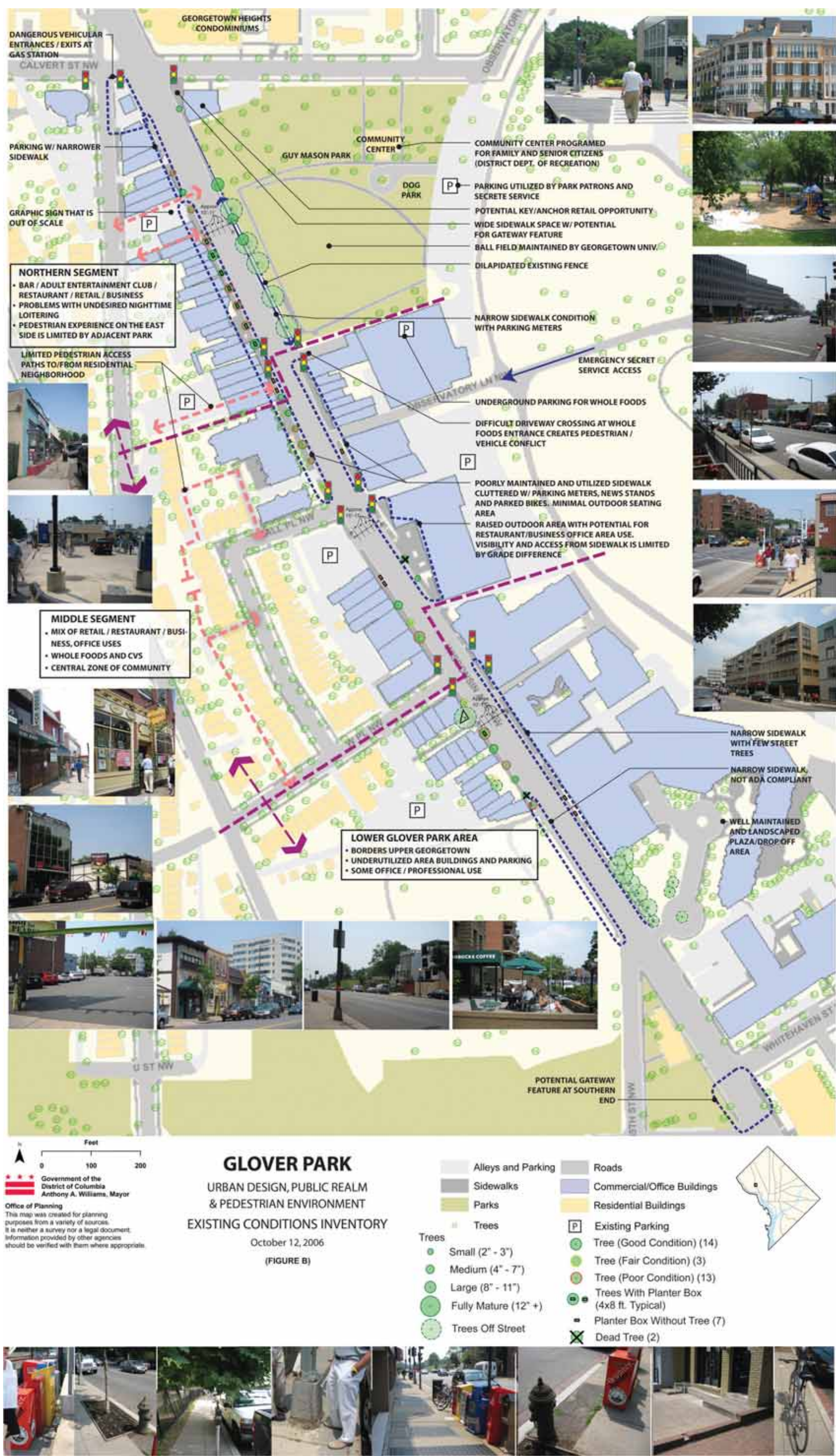


Narrow sidewalk with a streetlight post near Holy Rood Cemetery.

entrance of Holy Rood Cemetery. In addition, the architectural styles of the large office buildings on the east side of Wisconsin Avenue are quite stark. These conditions distract from the attractiveness of the corridor particularly as visitors and residents approach the area from the south. Improving their façades will dramatically enhance the status and feel of the neighborhood.

Middle Segment

The segment between W Place and the south side of Guy Mason Park is the core of the Glover Park Commercial District. Large anchor retailers such as CVS and Whole Foods intermix with a variety of restaurants, bars, smaller retail shops, and offices attracting a large volume of pedestrian traffic. This middle segment of the corridor is



visited by both the local residents and others who drive to the area from neighborhoods such as Georgetown and Dupont Circle.

Being centrally located within the Glover Park Commercial District and having a good mix of retail businesses serving the community, this segment of the corridor should be the focal point for Glover Park. The study team identified an opportunity for a central gathering space in the raised open space in front of the Georgetown Plaza building. This space occupies a raised open space of a comfortable size that provides a commanding view of Wisconsin Avenue.

Along with creating a central focal point/gathering space, providing improved and safer accessibility to this area is also a critical issue. More pedestrians cross Wisconsin Avenue in this middle segment of the corridor than any other part. The crosswalks at the intersection of Hall Place, the alleys to the off-street parking lots and in front of Whole Foods and CVS are used by residents and visitors daily. The exit ramp from the Whole Foods parking garage also creates a conflict between exiting vehicles and pedestrians on the sidewalk. Improvement of these crosswalk and sidewalk conditions to create safer street crossings is needed.

There is a narrow unimproved alley between Hall Place and Tunlaw Road. The parking lot on 37th Street used by Blockbuster's customers is also traversed by residents to access Wisconsin Avenue. In addition, there are a few very narrow alleyways used as shortcuts to Wisconsin Avenue between the retail buildings such as Rockland's and Sargent Cleaners and JP's Night Club and Grogg & Tankard. Pearson's parking lot is also another



Footpath behind Hall Place is used by the residents as a shortcut to Wisconsin Avenue.

well-traveled shortcut between the residential areas and Wisconsin Avenue storefronts. On the other hand, an existing pathway between residences on 37th Street near the intersection of 37th and Tunlaw is blocked by a tall retaining wall behind the residence and the garden fence at the corner of Hall Place. All these shortcuts are the result of a long city block between Hall Place and Calvert Street.

On the east side of Wisconsin Avenue, the small streets such as Observatory Lane and alleys on both the north and south sides of Georgetown Plaza are used for accessing the off-street parking lots behind the retail buildings day and night by both pedestrians and vehicles. However, they are not appropriately designed to safely accommodate pedestrians. There are no sidewalks or pavement markings, leaving the pedestrians exposed to the vehicular traffic. There is inadequate lighting at night for the pedestrians in these alleyways. Poor visibility of the alleys from Wisconsin Avenue contributes to an unsafe and uncomfortable environment for pedestrians at night using the alleys.

Throughout the corridor, the appearance of the tree boxes is inconsistent and this contributes



A commanding view of the corridor from the centrally located Georgetown Plaza area.



Raised open space in front of Georgetown Plaza provides an opportunity for a community focal point/gathering space.



Pedestrians crossing busy Wisconsin Avenue is a part of life in Glover Park.

to the lack of a sense of place and identity to the commercial district. Some beds have timber edges while others have brick edges or no edge treatments at all. There are beds with some grasses, flowers, evergreen groundcovers, and mulch or simply exposed earth. There are also beds



The sidewalk along Guy Mason Park is well shaded with mature trees.

where wine barrels are used as planters to prevent people from walking over the planting beds. It is desirable to have all tree boxes treated and maintained consistently to create a uniform appearance and identity throughout the corridor.

Northern Segment

The two sides of the northern segment of the corridor are distinctly different. The east side is primarily fronted by the Guy Mason softball field and surrounding grounds of the Guy Mason Recreation Center (Guy Mason Park). The west side is lined with small retailers, bars, and restaurants. This northern end of the commercial district is anchored by Chevron gas station on the west and International Union of Operating Engineers building on the east side at the intersection of Calvert Street and Wisconsin Avenue. On the northeast corner of the Calvert Street and Wisconsin Avenue intersection is a recently constructed and occupied condominium known as Georgetown Heights. The high-end price point of these units suggest the strength of the residential market as well as the desirability of Glover Park area.

The wide sidewalk in front of the International Union of Operating Engineers building provides a potential space for a “gateway” feature



Narrow sidewalk at the busy bus stop near Calvert Street intersection.

welcoming the visitors and residents traveling from north on Wisconsin Avenue. Landscaping the small traffic island on the northeast corner of Calvert Street intersection may also provide an additional opportunity for complementing this gateway.

The existing condition of the sidewalk along Guy Mason Park is somewhat hazardous because of the clutter created by the parking meters. Although the ornamental fence along the park is relatively new, it has been vandalized, damaged and is in need of repair. On a positive note, this area is mostly lined with mature trees that provide a well-shaded and pleasant atmosphere for the pedestrians in warmer weather.

A critical issue that needs to be addressed in this segment of the corridor is the unsafe sidewalk conditions at the Chevron gas station. This area is located at the intersection of Calvert Street, 37th Street and Wisconsin Avenue and adjacent to one of the well-used bus stops on Wisconsin Avenue. The four existing curb cuts on the sidewalks around this gas station create conflicts between pedestrians and vehicular traffic. In addition, during rush hour, residents line the narrow sidewalk waiting for the bus creating a pedestrian bottleneck.



Small parking directional signs.

PARKING

Observations were made of existing parking conditions within the Glover Park Commercial District, and then a series of strategies was developed to allow better use of Glover Park’s parking resources. The limit of the study area is Wisconsin Avenue between Whitehaven Parkway and Calvert Street. The study area includes on-street parking on Wisconsin Avenue and off-street parking accessed directly from Wisconsin Avenue or very close to Wisconsin Avenue. The following observations are summarized in Figure C: Existing Parking Inventory.

Much of the off-street parking is free for retail patrons or relatively inexpensive. There are approximately 780 spaces in off-street surface lots and garages within the study area. Of these, approximately 425 spaces are reserved for patrons of specific business establishments. These spaces constitute underutilized parking resources during evening hours. The remaining off-street spaces are available to the public

starting at \$3.00 for the first hour up to \$8.00 a day. Two surface lots have evening parking at a \$3.00 flat rate.

Off-street parking is, in general, poorly marked with either illegibly small signs or no signs at all. Examples are shown here. The perception that there is a lack of parking is driven in part by poor visibility or knowledge of existing parking resources. Pedestrian access between off-street parking areas and Wisconsin Avenue is via narrow alleyways shared with vehicles. Pedestrians may feel uncomfortable or unsafe sharing alleys with vehicles.

There are approximately 85 legal public parking spaces on Wisconsin Avenue within the study area. Of these, 79 are metered spaces (some with a one-hour maximum and some with a two-hour maximum) and six are residential parking permit spaces. The general public can use the RPP spaces for free for up to two hours, while metered parking costs \$0.50 per hour. The remaining curbside space is reserved for embassy parking (approximately four spaces on Wisconsin Avenue and three spaces on W Place), commercial loading zones, and bus stops. Bus stops are closely spaced within the study area, nearly one stop every block. The length of the study area is 2400 feet, and there are four southbound bus stops and three northbound bus stops.

As seen in other areas of the city, parking regulation signs in Glover Park are frequent, seemingly contradictory, and potentially confusing. An example is shown here.

Street sweeping on Wisconsin Avenue is currently scheduled for Wednesday nights 10:00 p.m. to 5:00 a.m. on the west side and for Thursday nights at the same hours on the east side, however, evidence suggests that the



Shared alleyway to off-street parking lot.



Poorly marked and illegibly small directional parking signs.



Confusing parking regulation signs on Wisconsin Avenue.

signs are wrong and DDOT is actually sweeping after 1:00 a.m.

On-street parking is well utilized between 35th Street and Calvert Street. South of 35th Street, on-street parking vacancy was observed.



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Office of Planning
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GLOVER PARK
URBAN DESIGN, PUBLIC REALM
& PEDESTRIAN ENVIRONMENT
EXISTING PARKING INVENTORY
October 12, 2006
(FIGURE C)

- Alleys and Parking
- Sidewalks
- Parks
- Trees
- Roads
- Commercial/Office Buildings
- Residential Buildings



SECTION III

Recommendations and Strategies

Three types of organizations were evaluated during the study for their suitability in accomplishing these goals for Glover Park: a Business Improvement District (BID), a retail management district, and an association of retail businesses.

BUSINESS IMPROVEMENT RECOMMENDATIONS

1. Retail Organizational Structure

The Glover Park Commercial District would benefit from an organizational structure that would offer feedback on issues, foster cooperation on mutually advantageous projects, and provide a community representative to the Advisory Neighborhood Commission (ANC) on behalf of the neighborhood's businesses. Three types of organizations were evaluated during the study for their suitability in accomplishing these goals for Glover Park: a Business Improvement District (BID), a retail management district, and an association of retail businesses. Each of these is discussed below.

Business Improvement District (BID)

A Business Improvement District is a collection of property owners and merchants that pay a special assessment to finance a variety of items including improvements, maintenance, security, events and promotions. The District of Columbia government collects the assessment and returns it to the BID, which is responsible for the administration of the money, day-to-day business and special projects, as appropriate.

Currently, there are five BIDs in the District: Adams Morgan, Capitol Hill, Downtown, Georgetown, and the Golden Triangle.

Pros for Glover Park:

- Establishes an official and recognizable commercial district
- Creates a mechanism for funding and executing projects that does not rely on city government agencies

Cons for Glover Park:

- Requires sufficient funds to employ an executive director and to finance projects, programs and events

Recommendation:

Glover Park lacks sufficient retail to generate adequate funds to support the creation of a BID. Additionally, the scale of issues facing the Glover Park Commercial District does not require such a structure-heavy organization.

Retail Management District

A “middle ground” between a BID and an Association of Retail Businesses (see discussion below), the Retail Management District focuses on the most essential elements of business cooperation: consistent policies and collective marketing. A Retail Management District for Glover Park would be funded through dues, rather than a special assessment. A consultant could perform the duties and responsibilities of an executive director, such as fostering communication among retailers and property owners, making recommendations for policies such as hours of operations for stores and restaurants, and creating promotional events and materials.

Pros for Glover Park:

- Organizes Glover Park’s retail community into an entity with common goals and mutual interests
- Allows retailers to create benefits for the commercial district similar to those enjoyed by shopping center tenants (similar hours, district-wide marketing, special events, etc.)

Cons for Glover Park:

- Required dues for an effective district may be difficult for retailers to absorb
- Does not receive the same level of government support as a BID to accomplish complicated projects or events

Recommendation:

A retail management district might be a solid long-range goal for Glover Park’s Commercial District. However, as a start-up structure, it may be too ambitious because of the need to retain a professional (either part-time or as a consultant) and the responsibility of assigning and collecting substantial dues.

Association of Retail Businesses

Commonly referred to as a “merchants’ association,” an Association of Retail Businesses is an informal organizational structure for a district. It is typically governed and run by a volunteer board of officers elected from among the retailers themselves. Dues may be collected and are generally minimal, although special collections can be requested for specific projects or events. The principal goal of an Association of Retail Businesses is to represent the district’s merchants to the community and city government regarding issues of concern. It also provides a framework to create and execute special events or promotions that benefit the district as a whole.

Pros for Glover Park:

- Establishes a point of communication among retailers, the community and ANCs
- Provides a forum for retailers to seek solutions to collective challenges
- Allows retailers to represent their businesses as a part of a larger district in promotional campaigns

Cons for Glover Park:

- Lacks the “official” recognition of a BID
- Relies on a time and effort commitment from the retail community
- May be difficult to achieve large-scale projects without dedicated personnel and funding

Recommendation:

The creation of an Association of Retail Businesses in Glover Park would be a significant step forward for Glover Park in establishing communication among merchants and with the surrounding residential community. The importance of this initial accomplishment cannot be overstated and is critical to forming a recognizable and vibrant retail district in this neighborhood.

Based on the adage “you must crawl before you can walk,” an Association of Retail Businesses is the most appropriate organizing structure for Glover Park. As this group gains momentum and vision, the possibility of growing into a Retail Management District or Business Improvement District can be explored. An association can be formed immediately and begin representing the neighborhood’s retail merchants in community settings and to city agencies.

2. Application to reSTORE DC

ReSTORE DC offers assistance to commercial areas throughout the District. Grants available from this initiative have been used to establish business associations, develop promotions, and create merchants' directories. Funds and professional guidance could be available to Glover Park through this program.

Alternatively, reSTORE DC offers grants to business associations that either do not meet the requirements of, or have not applied to, the Main Streets program. Known as the Commercial Development Technical Assistance Program or CD-TAP, grants from this initiative have been used to establish business associations, develop promotions, and create merchants' directories. Funds and professional guidance could be available to Glover Park through this program.

3. New Retail Uses

- A. As stated earlier in this report, there is no unmet retail demand for Glover Park's customer trade areas. However, additional demand could be captured in the Food & Beverage and General Merchandise categories from outside the Glover Park trade area. Restaurants could be supported that would attract patrons from a larger area. One idea would be the addition of more restaurants to create a "dining cluster."
- B. In the event that the International Union of Operating Engineers building site is redeveloped, explore opportunities for distinctive anchor retail. New development at this site would create a unique opportunity in the northwest Washington, DC retail market. Retail spaces at prominent intersections in this quadrant are rarely available. If the ground floor of any development at the Wisconsin Avenue and Calvert Street intersection is appropriately designed for retail (high ceilings and wide bays) and had sufficient, adjacent parking, then approximately 9,000 square feet of retail space could be supported at the International Union Building site. An estimated 6,000 square feet of this allocation could be occupied by a single retailer. Possible tenants for this "junior anchor" might include a bookstore, a sit-down restaurant, a sporting goods store, a furniture store, or similar retail type.

URBAN DESIGN, PUBLIC REALM, AND PEDESTRIAN ENVIRONMENT RECOMMENDATIONS

Based on the comments received at the initial public meeting and the interviews with key stakeholders, there is general agreement in the community that improvement of the physical environment along Wisconsin Avenue is a priority. To create a safe and vibrant retail environment, the following recommendations were crafted. These recommendations are also summarized in Figure D. Images from comparable projects are also provided in Figures F-1 and F-2.

1. General Recommendations and Strategies (Area-wide)

- A. Replace the "cobrahead" street lights with more pedestrian-friendly, ornamental light fixtures with hanging flower baskets and banners. Banner designs should reflect the history and culture of the Glover Park community and the commercial district. These elements are an important part of the public realm as they can provide an identity throughout the corridor by promoting a uniform appearance and sense of place.
- B. Provide mid-block pedestrian access routes from adjacent residential areas to Wisconsin Avenue through existing open spaces, parking lots, alleyways and public utility easements. Examples of these routes include the Blockbuster and Pearsons Parking lots and the public alleyway between residences at the intersection of 37th Street and Tunlaw Road out to the corner of Hall Place. Figure D shows the recommended route locations.
- C. Relocate and consolidate news stands, bike racks and other sidewalk obstructions to a few carefully selected locations such as the open space in front of the Georgetown Plaza to reduce clutter and promote a safer pedestrian environment.
- D. Introduce a master parking meter system to further reduce clutter. (See the parking recommendations in the next section of this report for further details on this strategy.)
- E. Introduce uniform street tree box treatments and improve with perennials, groundcovers, and ornamental iron fencing, etc.
- F. Provide more visible and consistently designed directional signs for off-street parking lots.
- G. Explore the potential of widening of the sidewalks in selected locations to allow for improved street tree planting, a safer and accessible sidewalk environment, and shorter street crossings.
- H. Educate business operators on District regulations requiring businesses to maintain the retail façade and public spaces—including tree boxes—in front of their establishments.

2. Southern Segment Strategies

- A. Work with the Department of Community and Regulatory Affairs (DCRA) to identify unsafe construction sites and poorly maintained buildings and issue fines for lack of compliance. Explore potential widening of the sidewalks between the entrance to the Holy Rood Cemetery and 35th Street.
- B. Create a community “gateway” using signage or a sculpture element at the open spaces located on the northwest corner of Whitehaven Parkway.
- C. Promote façade improvements such as architectural and signage up-grades, painting, awnings and canopies of the large office buildings along the east side of Wisconsin Avenue.



Sculpture feature provides a gateway into a community. (Bethesda, MD)

- C. Improve pedestrian safety on Observatory Lane and alleyways that lead to off-street parking lots by building sidewalks or striping the walking zones. Provide appropriate street lighting.



Colorful flower baskets hanging on streetlight poles provide identity and beauty. (Georgetown)

3. Middle Segment Strategies

- A. Improve key intersections at W Place, Hall Place, and the Whole Foods garage entrance. Re-stripe crosswalks for better visibility.
- B. Initiate discussions with the property owners of Georgetown Plaza about potential improvements to the raised open space in front of their building. This site provides an opportunity to create a community focal point and a neighborhood gathering space. Provide better accessibility and visibility from the street by reconfiguring the retaining walls along the sidewalk and creating more open access points to the plaza using steps and ramps. Consider adding a water feature as a focal point in this space. This would provide an attractive and cool environment to gather around. It would also muffle the sound of the vehicular traffic. See Figure E-2 for an illustrative design for this area.

4. Northern Segment Strategies

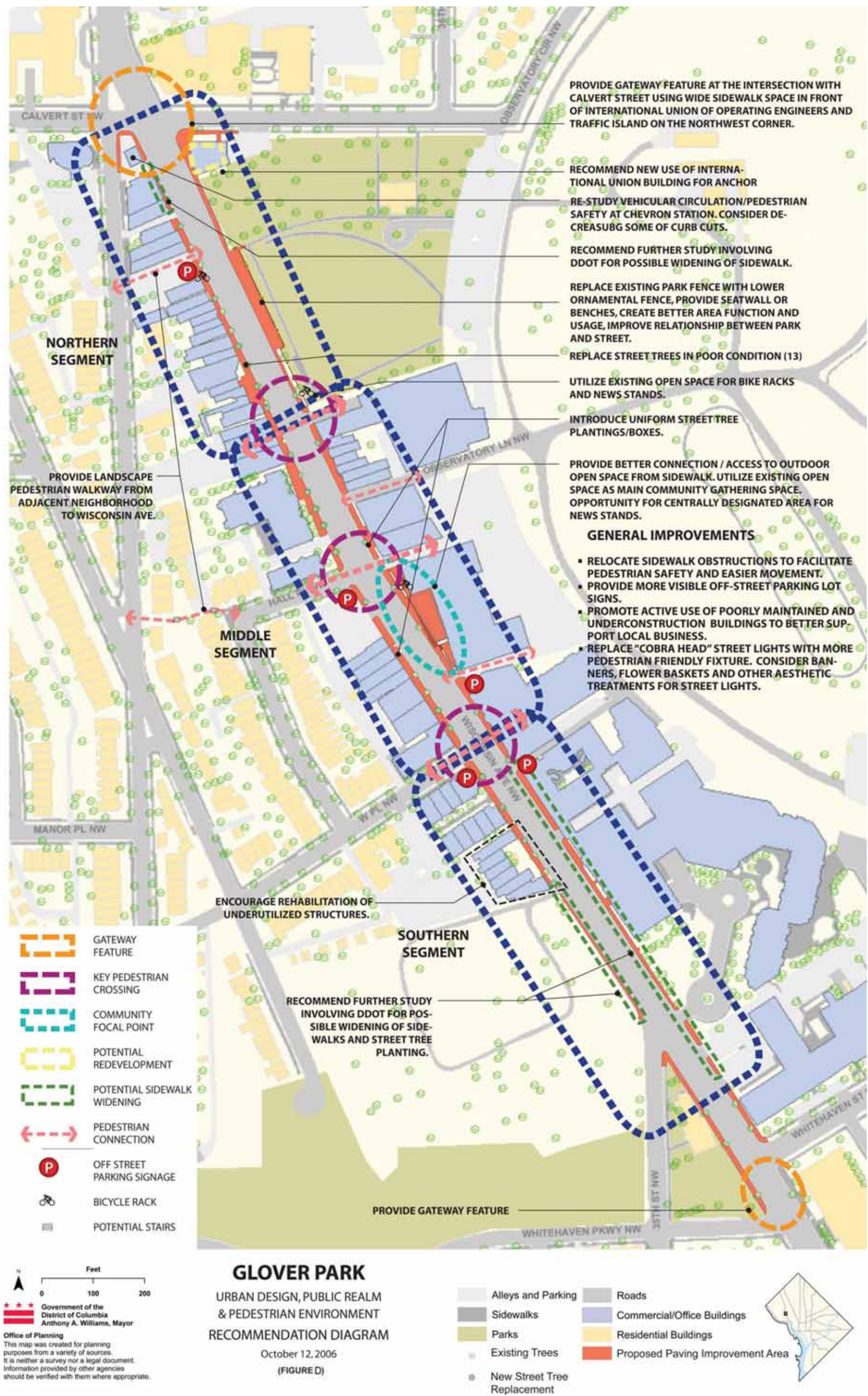
- A. Create a gateway feature at the intersection of Calvert Street using the relatively wide sidewalk space in front of the International Union of Operating Engineers building. Also provide landscaping on the small traffic island on the northwest corner.
- B. Consider changes to the gas station circulation by possibly eliminating one or two existing curb cuts to promote pedestrian safety at the intersection of Calvert Street. Also consider landscaping appropriate areas of the gas station perimeter to prevent trespassing by pedestrians and minimize pedestrian/vehicular conflicts at the gas station.
- C. Replace the existing fence along Guy Mason Park with a lower and more durable ornamental fence and provide seating to create pedestrian-friendly spaces and promote interaction between the park and street activities. See Figure E-1 for the concept.

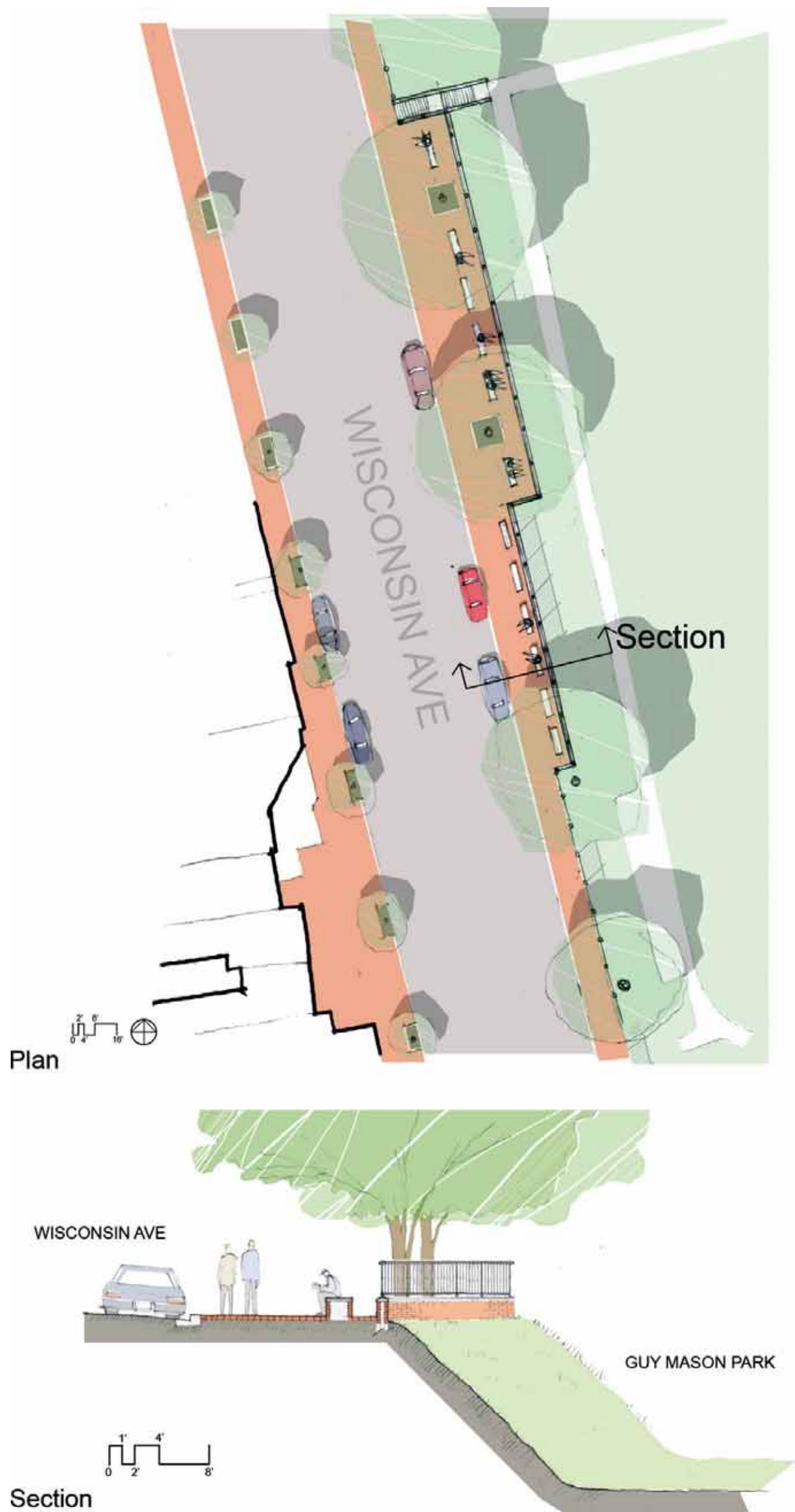


Consistent and well-maintained tree boxes contribute to an attractive retail environment. (Downtown, DC)



A strategically located open space with complementary businesses creates a central gathering space for the community. (Silver Spring, MD)

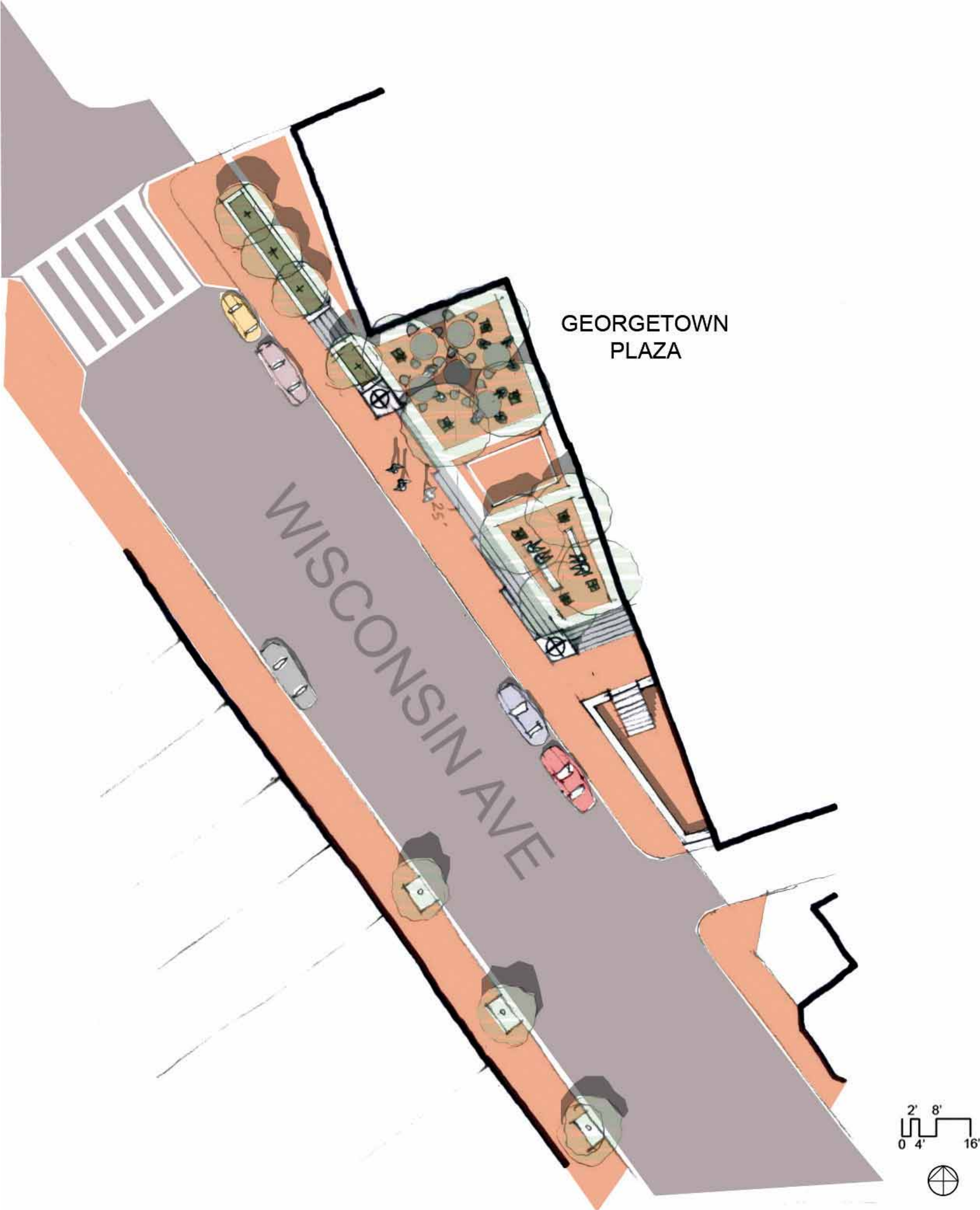




Glover Park Commercial District

Proposed Terrace Seating Area at Guy Mason Park

FIGURE E-1



Glover Park Commercial District

Proposed Plaza at Georgetown Plaza

FIGURE E-2



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Anthony A. Williams, Mayor

Office of Planning
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GLOVER PARK
URBAN DESIGN, PUBLIC REALM
& PEDESTRIAN ENVIRONMENT
COMPARABLE IMAGES - STREETSCAPE
October 12, 2006
(FIGURE F-1)





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GLOVER PARK
URBAN DESIGN, PUBLIC REALM
& PEDESTRIAN ENVIRONMENT
COMPARABLE IMAGES - PUBLIC REALM
October 12, 2006
(FIGURE F-2)



PARKING RECOMMENDATIONS

There is a desire to retain and enhance existing parking areas to minimize spillover of commercial parking into neighboring residential areas. The following strategies provide for better use of existing parking resources, both off-street and on-street. Figure H for the summary of parking recommendations.

1. Maximize Off-street Parking

As described above, the off-street parking inventory identified approximately 780 spaces in parking lots and garages within the study area. Because of the high value of land, constructing additional parking facilities may be financially infeasible. Therefore, the use of existing parking resources should be maximized.

- A. To address the visibility of existing parking opportunities, signing should be improved to better indicate the location of off-street parking. Larger signs, visible from both travel directions on Wisconsin Avenue, should be installed. The signs should project a consistent image, preferably using internationally recognizable symbols such as a large “P” and arrows.
- B. To make use of underutilized parking spaces, the Office of Planning should work with owners of private lots in single use to navigate the permitting process to open these lots to the public, if the owners choose to do this. Some examples of such parking lots are:
 - CVS
 - Whole Foods
 - Pearson’s Liquors
 - 2150-2176 Wisconsin
 These lots are typically underutilized in the evening when restaurants and nightlife oriented establishments are

busy. The four lots listed above hold approximately 285 spaces all together. One challenge to overcome with this strategy is the need to address liability and insurance issues and city permitting regulations.

- C. The pedestrian connectivity between off-street lots and Wisconsin Avenue should be improved. Poor connectivity dissuades drivers from using existing off-street parking. Connectivity can be improved in a number of ways. Pavement marking can be used to stripe out part of the alley as a pedestrian zone. If there is room in the alley, a raised sidewalk could be constructed to further reinforce a sense of pedestrian safety. Adequate lighting for nighttime use should be in place. The lighting design should be pedestrian-scaled to communicate clearly that pedestrians belong in the space. Cities such as San Francisco have been developing design guidelines for shared use alleyways.
- D. Recommend local businesses to provide information to their patrons about parking availability. This would be especially useful for bar and restaurant patrons needing parking after hours. In addition, encourage businesses to validate parking for patrons using off street parking, especially in the evenings.

2. Maximize On-street Parking

The on-street parking inventory identified approximately 85 spaces available to the public within the study area, including metered and residential parking permit spaces. On-street parking is valuable and frequently fully occupied within the core of the commercial district. However, parking south



Consistent and well-maintained tree boxes contribute to an attractive retail environment. (Downtown, DC)

of 35th Street was underutilized during observations. The following recommendations address on-street parking.

- A. Pay-and-display master parking meters should be introduced. Individual meters are typically spaced to accommodate the largest vehicle reasonably expected to park. As a result, parking spaces are about 25 feet long. With master meters, on the other hand, cars can park closer together on average, creating a few additional parking spaces. Perhaps as many as 20 new spaces within the study area could be created.
- B. Residential parking permit spaces should be eliminated on Wisconsin Avenue within the study area. These spaces could then be converted to metered parking. This could produce six additional parking spaces.

C. On-street parking should be priced to encourage turnover and to steer long-term parkers to off-street lots. On-street spaces are the most valuable and should be priced accordingly. For example, parking in one off-street lot in Glover Park costs \$3.00 for one hour and \$4.50 for two hours. It would be desirable to price on-street parking for less than one hour lower than \$3.00, but on-street parking for two hours should cost more than \$4.50 to encourage longer-term parkers to park off-street. Pricing can be used as a different means of encouraging turnover, rather than setting maximum allowable parking times at meters.

Metered parking should be in effect throughout the period of peak parking demand. This period may be in the evenings or on weekends when meters are typically not in effect. Metering throughout peak periods will continue to encourage turnover. Some changes to on-street parking regulations outside the study area may be needed to manage spillover parking. Preferably the underutilized off-street parking lots can be made available to help contain parking impacts.

- D. Parking regulations should be simplified and signing pared down to the extent possible. Signing should quickly and clearly communicate where parking is permitted to make on-street spaces easier to identify.
- E. The number of bus stops within the study area could be reduced to free up curb space for parking. Currently all buses stop at every block. The impacts of consolidating bus stops to every other block should be investigated. Each eliminated bus stop could produce three parking spaces. See Figure G.

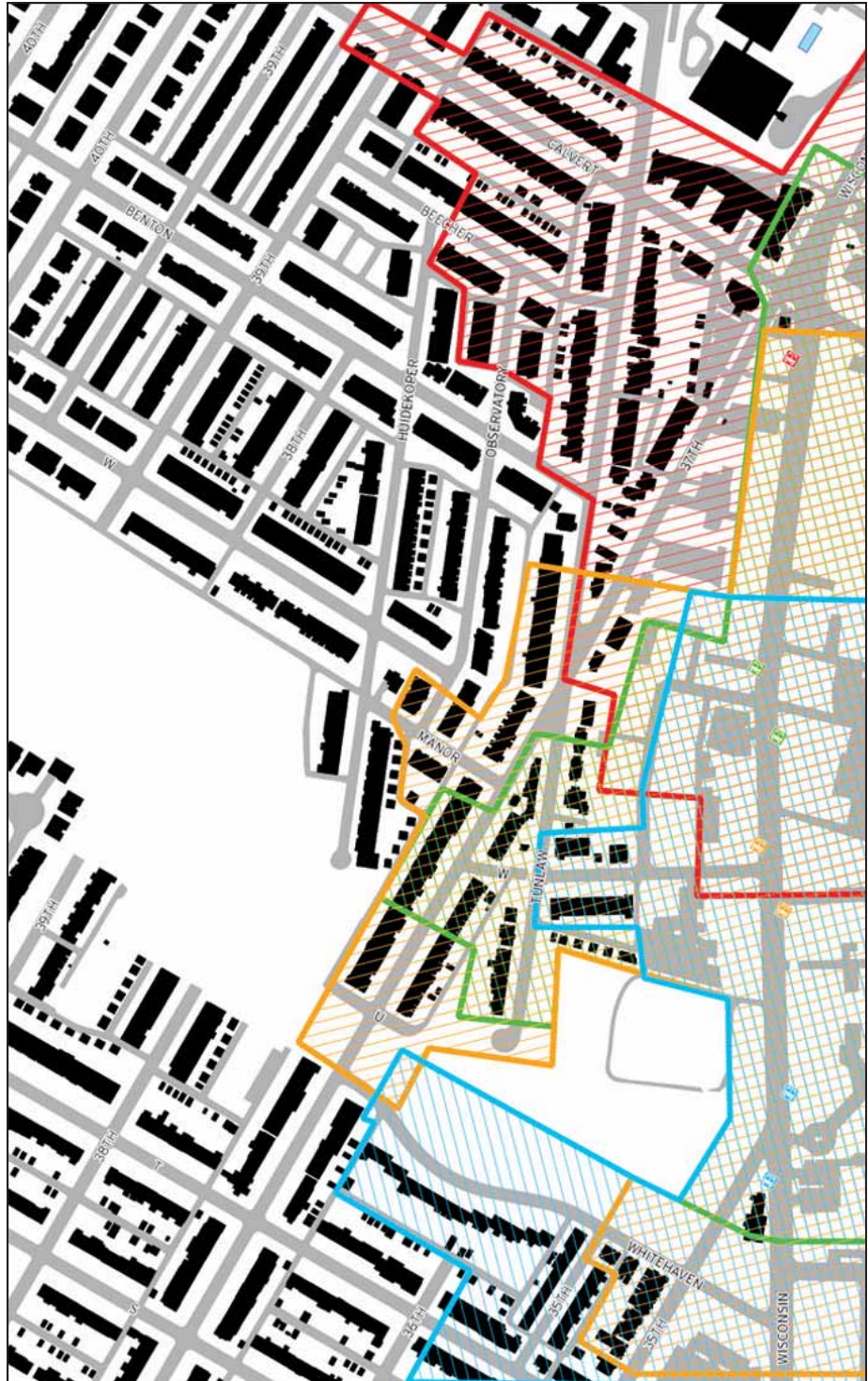


FIGURE G: EXISTING BUS CATCHMENT DIAGRAM

This figure shows the pedestrian catchment areas for the four bus stop pairs on Wisconsin Avenue. The catchment is defined as the area within a quarter-mile walking distance along streets and alleys from the bus stop. The red area is for the bus stops at Calvert Street, the green area is for the bus stops at Hall Place, the orange area is for the bus stops at W Place, and the blue area is for the bus stops at 35th Street. It can be seen that the green area for the Hall Place bus stops is entirely contained within the other stop catchments.

3. Integrate Parking with Urban Design

Parking should be made integral with the urban design of Wisconsin Avenue throughout the Glover Park commercial district. The following actions have largely been discussed in the parking strategies above as well as in the urban design and streetscape strategies.

- A. Pay-and-display master parking meters should be introduced to reduce sidewalk clutter. One meter for every parking space could be reduced to one meter for every eight parking spaces
- B. Parking graphics should be consistent and visible to passing motorists. At the same time they should remain within the scale of existing building signs in the commercial district.
- C. Realigning parking lanes to allow sidewalk widening should be investigated. This would not necessarily affect the number of parking spaces, but it would improve the experience of parking users. Two examples where realignment might be possible are described below.
 - The northernmost 300 feet of Wisconsin Avenue in the study area has a very narrow sidewalk on the west side, and the roadway is striped for six lanes. The Office of Planning should coordinate with the District Department of Transportation and the Department of Public Works to determine if the outside lanes can be removed so that the sidewalk can be widened by as much as 10 feet.
 - The 200 feet of Wisconsin Avenue north of 35th Street has narrow sidewalks as well. The Office of Planning should coordinate with the District



Narrow sidewalk at the north end of the study area.

Department of Transportation and the Department of Public Works to determine if the roadway can be narrowed to still allow four travel lanes for peak periods while widening the sidewalk. For example, if the current roadway is 48 feet wide, it may be possible to narrow it to 40 feet and use the remaining eight feet to widen the sidewalks.

- D. Finally, pedestrian access to off-street parking lots should be made safer through pavement marking, sidewalk construction, and lighting design, for example. The design of pedestrian access to parking should be incorporated into the overall pedestrian accessibility scheme. Figure H shows depicts these parking recommendations.



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GLOVER PARK
URBAN DESIGN, PUBLIC REALM
& PEDESTRIAN ENVIRONMENT
PARKING RECOMMENDATIONS
October 12, 2006
(FIGURE H)

- Alleys and Parking
- Sidewalks
- Parks
- Trees
- Roads
- Commercial/Office Buildings
- Residential Buildings



SECTION IV

Implementation Plan

It is only with the well-organized and determined actions of each participant that the successful implementation of the enhancement of the Glover Park Commercial District will be achieved.

To successfully execute the strategies recommended in this study, this Implementation Plan is included in this report. Building the next level of success in the Glover Park Commercial District involves multiple aspects of physical and non-physical improvements, coordination and cooperation among public and private entities, harnessing various financial resources, and the continued participation of the community. It is only with the well organized and determined actions of each participant that the successful implementation of the enhancement of the Glover Park Commercial District will be achieved.

This Implementation Plan outlines steps toward successful implementation. The recommended timeframe, possible financial resources, and responsible parties for each action are listed in Table 1: Implementation Strategy Matrix.

Table 1 organizes the various recommended elements into two timeframe groupings:

- **Short-term** — things that are already underway or should be accomplished within the next two years;
- **Long-term** — implementation in two years or more

The first grouping — short-term — are projects that can potentially be put into place by the city agencies or the private sector under existing operating budgets.

The second group — long-term implementation — consists of projects that require engineering or other design work and inclusion in the District's capital budget or substantial investment by the private sector. These projects are competing with others for funding. Therefore, community support is essential to leverage political support to make things happen.

BUSINESS IMPROVEMENT — IMPLEMENTATION STEPS

Glover Park Association of Retail Businesses

An Association of Retail Businesses is an appropriate organizing mechanism to distribute information between retailers and to the community at large.

1. The Office of Planning and the ANC should solicit interest from community merchants regarding the formation of a Glover Park Association of Retail Businesses.
2. Several business owners interested in the Association should be recruited to contact reSTORE DC. Funds and advisory services for organizing the Association may be available to Glover Park through this initiative.
3. The initial members of the Association should determine draft bylaws (including board election procedures), annual dues, and a meeting schedule and place. ReSTORE DC should be approached to assist with these efforts.
4. One of the first tasks of the organization should be to appoint a liaison to the ANC.

PUBLIC INVOLVEMENT — IMPLEMENTATION STEPS

On-going Public Engagement through Focus Group Sessions

1. Residents and business owners in Glover Park want to and should be actively involved in the evolution of their neighborhoods. By attending Advisory Neighborhood Commission meetings or joining a new Association of Retail Businesses, community members will have several outlets to express their ideas, concerns and visions for Glover Park.
2. Following the completion of this study, the neighborhood should have additional opportunities to discuss and evaluate the impact of the implementation strategies. An appropriate method for gathering input from the community would be a series of focus groups. Each focus would be convened to evaluate implementation strategies or test new ideas. Focus groups are interviews, but of six to 10 people at the same time in the same setting. This will continue the dialog, community input process, and maintain a focus on the improvement of the Glover Park Commercial District.

URBAN DESIGN IMPLEMENTATION — IMPLEMENTATION STEPS

Based on the support and comments received from the public and the Office of Planning, the study team developed the following implementation steps for the recommended physical improvements of the Glover Park Commercial District.

1. The Office of Planning should initiate discussions with the District Department of Transportation and the Department of Public Works to study the possibility of widening sidewalks along Wisconsin Avenue at the following locations: the west side between 35th Street and the entrance to Holy Rood Cemetery; the east side between Whitehaven Parkway and The Regency (across from W Place); and the west side between Calvert Street and the alley adjacent to Pearson's.
2. The Office of Planning should also initiate discussions with the District Department of Transportation, the Department of Public Works, and the Department of Parks and Recreation to study the possibility of widening the sidewalk, replacing the existing fence, and creating pedestrian-friendly seating areas along Guy Mason Park as illustrated in Figure E-2.
3. The Office of Planning should request that the District Department of Transportation replace dead or dying street trees with new trees as illustrated in Figures B and D.
4. In coordination with the District Department of Transportation, the Office of Planning should identify potential funding sources for design and implementation of streetlight replacements, street tree boxes enhancements, banners, flower baskets, and other items listed in Table 1: Implementation Strategy Matrix.
5. The Office of Planning should initiate discussions with the District Department of Transportation and the Department of Public Works on the design of the improvements for pedestrian access routes to off-street parking lots.
6. During construction, the designers and the contractors of the streetscape implementation projects should develop phasing, physical screening and other temporary measures to minimize the impacts of construction activities on area businesses.
7. The Office of Planning should initiate a conversation with the property owner of

8. The Office of Planning should initiate discussions with the property owner of International Union of Operating Engineers and the District Department of Transportation to pursue implementation of the “gateway” at the corner of Calvert Street and Wisconsin Avenue.
9. The Office of Planning should initiate discussions with the property owner of Divine Science Church and the District Department of Transportation to pursue implementation of the “gateway” on the corner of Whitehaven Parkway and Wisconsin Avenue.
10. The Office of Planning should coordinate with the Department of Public Works and discuss the relocation of news stands and bike racks along the sidewalk to reduce clutter.
11. Once the Glover Park Association of Retail Businesses is established as recommended, the Office of Planning should approach the Association and discuss strategies to promote and support active uses and improvements of the underutilized or under-construction properties.
12. The District Department of Transportation should study the possible reduction or relocation of curb cuts at the Chevron station.

PARKING

After public input and discussions among the study team, the parking implementation strategies were refined to the following items.

1. The Office of Planning should begin discussions with the District Department of Transportation, and Department of Public Works to replace the existing parking meters with pay-and-display master meters on Wisconsin Avenue and 37th Street within the commercial district. The District Department of Transportation’s Curbside Management would be responsible for removing and replacing existing parking regulation signs. This would be an opportunity to reduce the number of signs and simplify the regulations. As part of this simplification, it is recommended that the Residential Parking Permit zone be eliminated in front of the Sheffield apartment building and that curb frontage be converted to six metered parking spaces. The Department of Public Works’ Parking Services Division would be responsible for removing existing meters and installing new pay-and-display meters. Pay-and-display meters offer wider payment options making them easier to use than conventional coin operated meters. After a period of operation, utilization data from the master meters should be used to help set pricing for peak periods.
2. The existing Wisconsin Avenue bus stops at Hall Place and W Place should be consolidated, perhaps closer to W Place. An analysis of walking distances to bus stops shows that the existing Hall Place bus stops are redundant, and that the W Place bus stops cover the same catchment or area of pedestrian access. Figure G shows the overlap of catchment areas. Transit use is heavy throughout the day, so the consolidated bus stops should be located where there is adequate waiting space and where a high quality bus shelter could be provided. The eliminated bus stop curbside areas should be replaced with metered parking. Approximately three parking spaces could be created at each bus stop. The District Department of Transportation Mass Transit Administration and the Washington Metropolitan Area Transit Authority would be responsible for implementing this concept with the support of the ANC.
3. More consistent and visible directional signs for off-street parking lots should be designed and installed. The Office of Planning would be responsible for coordinating the design of these signs. The project could potentially be funded by contributions from the business coalition, who would stand to benefit the most from increased parking visibility and a high quality image.
4. The Office of Planning should open discussions with CVS and Whole Foods for public use of their parking lots after hours. It is the study team’s understanding that using the parking lot at Pearson’s Liquors had been attempted but that the permitting requirements could not be met. The study team further understands that Wachovia Bank is not interested in allowing public parking in its lot after the bank closes. The 2150-2176 Wisconsin Avenue office complex currently has an agreement with the neighborhood to provide spillover parking for residents. The Office of Planning should work with these businesses to develop consistent, high quality signing to indicate after hours parking availability.

TABLE 1: IMPLEMENTATION STRATEGY MATRIX

Item	Recommendation / Proposed Action	Responsible Agencies	Possible Funding Source	Timeframe	Reference
BUSINESS IMPROVEMENT					
1	Create streetscape maintenance guidelines and distribute to the individual business owners.	OP, DPW	OP	Short-term	not applicable
2	Create business/store façade maintenance guidelines and distribute to the individual business owners.	OP	OP OP/DCRA	Short-term	not applicable
3	As opportunity arise, consider a new use for the International Union of Operating Engineers building at the corner of Calvert Street.	OP	not applicable	Long-term	Figure D
4	Establish an Association of Retail Businesses to represent merchants in the commercial district and organize collective projects and promotions.	OP	not applicable	Short-term	not applicable
5	Encourage cooperation and communication between the retailers' association and the ANC.	OP	not applicable	Short-term	not applicable
6	Pursue funding sources for projects related to the Association of Retail Businesses	reSTORE DC	reSTORE DC	Long-term	not applicable
7	Within one year following this study, the Office of Planning should conduct Focus Group sessions within Glover Park to vet potential implementation measures and ideas.	OP	OP	Short-term	not applicable
URBAN DESIGN, PUBLIC REALM, AND PEDESTRIAN ENVIRONMENT					
1	Replace "cobrahead" pole lights with more pedestrian friendly pole light fixtures.	DDOT	DDOT	Long-term	Figures D & F
2	Supply and install flower baskets on pole lights.	OP, DDOT		Long-term	Figures D & F
3	Design, supply and install banners on pole lights. Design of the banners to reflect the identity of Glover Park.	OP, DDOT	DDOT	Long-term	Figures D & F
4	Improve pedestrian access routes. Provide safer walkways through existing alleys, path ways, open spaces, easements, and possibly privately owned properties. This includes walkways from neighborhoods to Wisconsin Avenue as well as alleys from Wisconsin Avenue to off-street parking lots. May involve pavement improvements, vegetation removal, fencing, guard rails, steps, and better lighting.	OP, DPW	DDOT	Long-term	Figure D
5	Relocate news stands to selected locations.	OP, DDOT	not applicable	Short-term	Figure D
6	Survey existing street tree conditions and replace damaged or diseased trees. Add new street trees where missing.	DDOT/Urban Forestry	DDOT	Short-term	Figure B & D
7	Design and implement street tree box improvements such as planting and wrought iron fences.	DDOT	DDOT	Short-term	Figures D & F
8	Continue discussions about possible widening of sidewalks and associated relocation of street curbs.	OP, DDOT	DDOT	Long-term	Figure D
9	Promote and support active use and improvements of underutilized or under-construction properties.	OP	not applicable	Short-term	Figure D
10	Design and implement the North "Gateway" at Calvert Street.	OP, DDOT	DDOT, Business Owners	Long-term	Figures D & F
11	Design and implement the South "Gateway" at 35th Street or Whitehaven Parkway.	OP	DDOT, Business Owners	Long-term	Figures D & F
12	Improve key mid-block crosswalks. Re-stripe cross walks.	DDOT	DDOT	Short-term	Figure D
13	Initiate discussion with building owner to improve raised open space at the Georgetown Plaza.	OP	not applicable	Long-term	Figures D, E & F
14	Redesign and reconfigure the vehicular pattern at the Chevron gas station to improve pedestrian safety.	OP, DDOT	DDOT, Business Owners	Long-term	Figure D
15	Design and implement improvements of the sidewalk along Guy Mason Park. Improvements may include replacement of existing fence, widening of sidewalk, relocation of street lights and parking meters, introduction of seating.	OP, DDOT, DPR	DDOT, DPR	Long-term	Figures D, E & F
PARKING					
1	Replace existing parking meters on Wisconsin Avenue and 37th Street within the commercial district with pay-and-display master meter system.	DPW - Parking Services Division	DDOT, meter revenues	Short-term	Figure H
2	Remove and replace existing parking regulation signs. Simplify signing.	DDOT - Curbside Management	DDOT	Short-term	not applicable
3	Eliminate the Residential Parking Permit zone in front of the Sheffield apartment building and replace with metered parking.	DDOT - Curbside Management, DPW - Parking Services Division	DDOT	Short-term	Figure H
4	After operation of the new meters has been in place for some time, use the meter utilization data to help set parking pricing for peak periods.	DPW - Parking Services Division	not applicable	Short-term	not applicable
5	Consolidate the existing bus stops at Hall Place and W Place near W Place. Allow parking at the abandoned bus stop location.	OP, DDOT - Mass Transit, WMATA	WMATA	Short-term	Figure G
6	Work with businesses to develop consistent and more visible directional signs for off-street parking lots. Indicate after hours parking options on the signs.	OP	Assoc. of Retail Businesses	Short-term	not applicable
7	Open discussions with the following businesses regarding after-hours use of their parking facilities: CVS, Whole Foods, and 2150-2178 Wisc Ave.	OP	not applicable	Short-term	not applicable
8	On-going maintenance of pedestrian access paths.	OP, DCRA	Assoc. of Retail Businesses	Short-term	not applicable