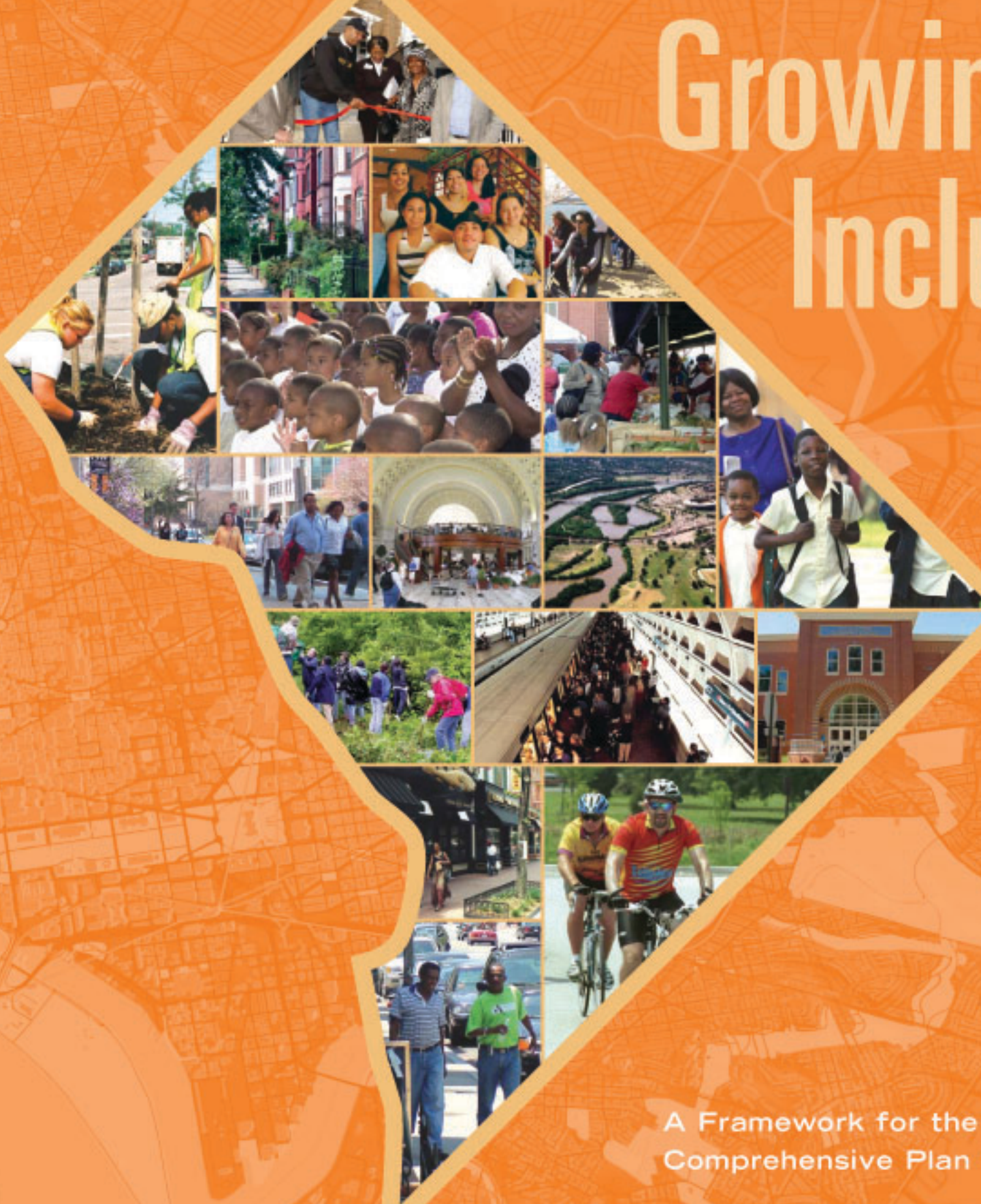


A Vision for Growing an Inclusive City



A Framework for the Washington, DC
Comprehensive Plan Update

A Vision for Growing an Inclusive City

FOREWORD

3

INTRODUCTION:

Shaping the Vision for DC

5

THE FIRST CHALLENGE:

Creating Successful Neighborhoods

19

THE SECOND CHALLENGE:

Increasing Access to Education and Employment

41

THE THIRD CHALLENGE:

Connecting the Whole City

57

CONCLUSION:

A Call to Action

73



FOREWORD

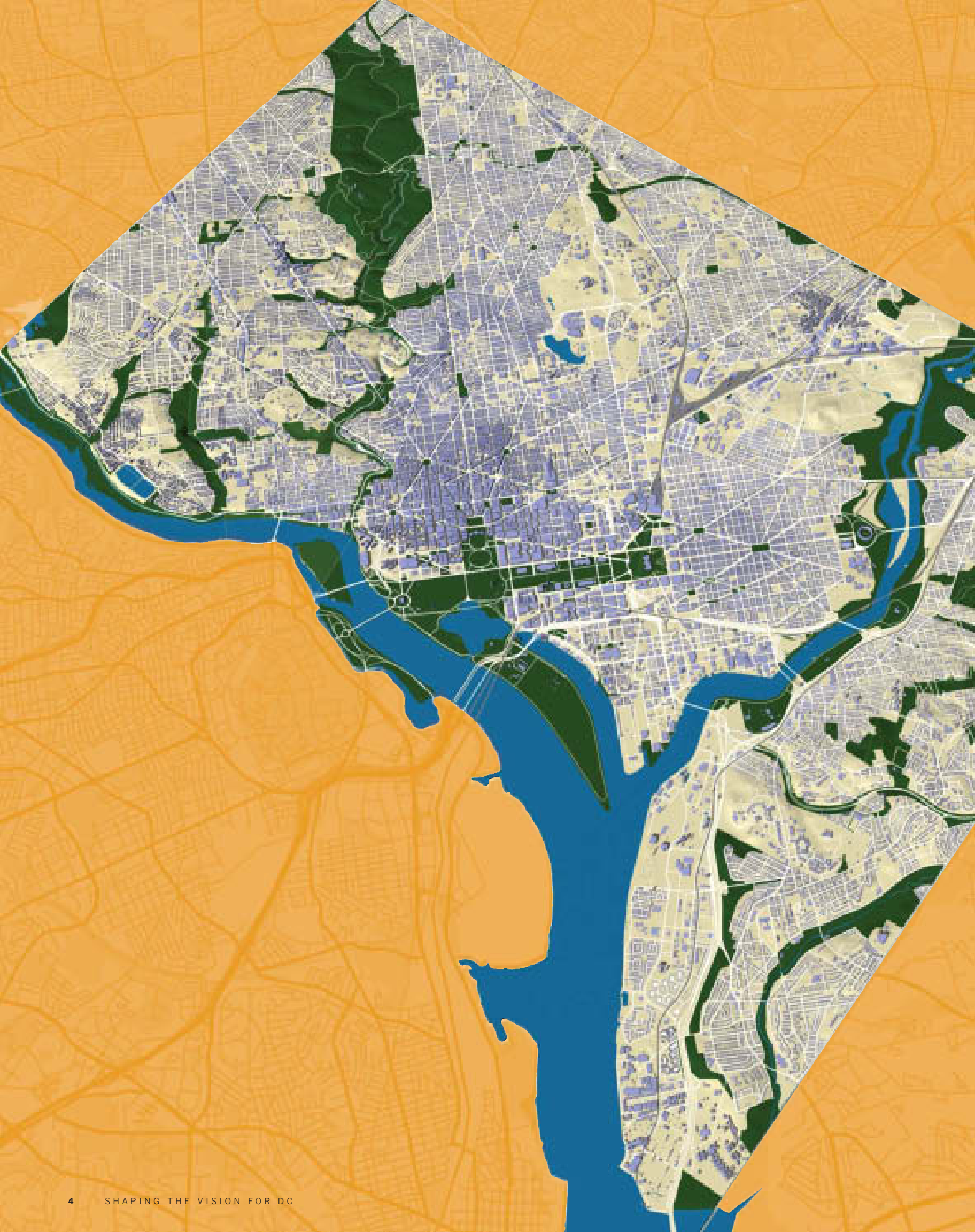
This document provides a policy framework for the update of the Washington, DC Comprehensive Plan. It is not the Comprehensive Plan itself, nor does it legally change or amend the existing Plan.

On June 30, 2004, the Council of the District of Columbia conducted a public hearing on this document and subsequently passed a resolution concurring with its general direction. The resolution did not formally or statutorily adopt the Vision, nor did it make its maps and illustrations official statements of public policy.

Instead, the Vision lays the foundation for the community dialogue that will lead to an adopted, updated Comprehensive Plan in 2006. It identifies the major issues and challenges to be addressed in the upcoming Plan update. It also establishes the basic premise that the city must grow more inclusively to achieve its full potential. The Vision also outlines a new way of organizing the Comprehensive Plan, with a focus on three major challenges rather than traditional topics such as housing and transportation.

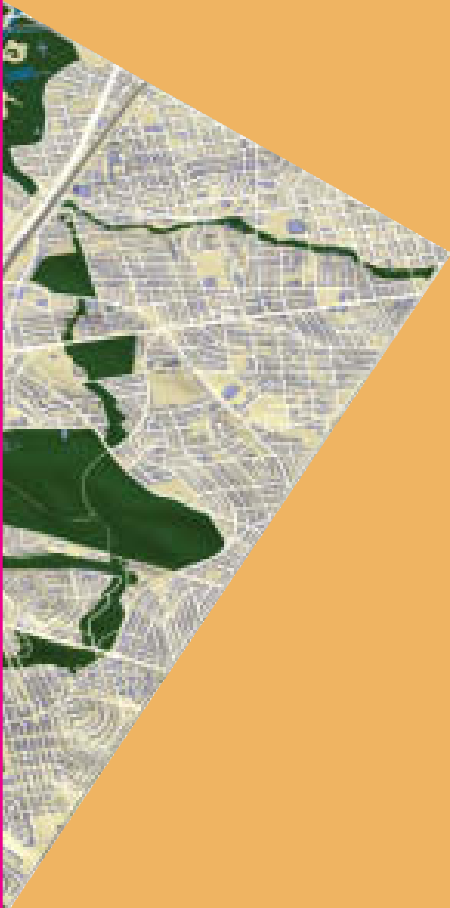
During the next 18 months, the ideas and concepts presented in this Vision will continue to be researched and analyzed. Many established policies from the previous Comprehensive Plan will be carried forward and many new policies will be drafted. Issues that are not covered by this report will undoubtedly arise through this process. These issues should be addressed without losing sight of the overarching goal of growing more inclusively.

A commitment to grow inclusively also means a commitment to plan inclusively. With that in mind, this document has also been designed to raise public awareness of the critical challenges facing our city. Its intent is to engage residents from all neighborhoods and backgrounds in making the key choices that will shape Washington, DC's future.



INTRODUCTION:

Shaping the Vision for DC



It's time for DC residents to plan our own city—the city we know beyond the monuments and museums.

Washington DC—our nation's capital and home to almost 600,000 people—has reached a pivotal moment in its evolution as a city. A booming economy, a hot housing market, and improved government services are transforming the landscape before our very eyes. After more than two centuries of development, Washington is reaching the stature of other great world capitals—places like London, Paris, and Tokyo.

A closer look at our landscape, however, reveals a legacy we have yet to overcome. We remain a divided city. We are geographically divided by race, educational attainment, income, and employment. Physical barriers, such as rail lines and freeways, only compound our social and economic divides.

This document, **A VISION FOR GROWING AN INCLUSIVE CITY**, seeks to move our city beyond these divides. The Vision is intended to guide an update of our city's Comprehensive Plan, the legally mandated document that regulates how and where we grow. With the Comprehensive Plan update before us, there is no better time for Washingtonians and DC government to make the hard choices that will create a more inclusive city for future generations.

Growing inclusively means that individuals and families are not confined to particular economic and geographic boundaries but are able to make important choices—choices about where they live, how and where they earn a living, how they get around the city, and where their children go to school. Growing inclusively also means that every resident can make these choices—regardless of whether they have lived here for generations or moved here last week, and regardless of their race, income, or age.

Our citizens and political leaders have collectively expressed the desire to pursue this goal. The question now is—what will it take to get us there?

This vision begins by building on Washington's solid foundation of planning

More than 200 years ago, George Washington commissioned Pierre L'Enfant to plan a new national capital city on the banks of the Potomac and Anacostia rivers. In less than six months, L'Enfant designed Washington's unique diagonal and grid street system and located some of America's most symbolic landmarks, including the US Capitol and the White House.



George Washington



Pierre L'Enfant



The Washington DC Plan, 1792.



Clockwise, from top left: Senator McMillan and three members of the Commission: Charles F. McKim, Frederick Law Olmsted, Jr., and Daniel Burnham.



One hundred years later, the McMillan Commission was asked to raise Washington's status to that of a world-class capital city. It responded by beautifying Washington with the National Mall and many neighborhood parks and by expanding Rock Creek Park.



A great deal of long-range planning, involving many dedicated DC residents, has taken place since the District was granted home rule in 1973. Yet as recently as a few years ago, the federal government was still planning our future. Some plans suggested extending federal development along key boulevards with little attention paid to our neighborhoods nearby. While many worthwhile ideas were proposed, Washington is much more than a Federal city. It is home to 130 diverse neighborhoods, a thriving downtown, rich local history, unique cultural assets, and a diverse population. Because we know the city best, we are in the best position to guide its future.



The McMillan Plan, 1902.

Why We Need This Vision

Maybe a handful of leaders can plan a nation's capital but it will take our residents to plan an inclusive city

The first step in planning to become an inclusive city is to conduct an honest appraisal of where we stand today:

DC IS GAINING NEW RESIDENTS

People are packing up the moving vans and coming back to the city. In some cases, residents that once lived here are returning to make DC their home again. Since 2000, 8,000 new housing units have been built, and 20,000 more homes are planned for construction over the next five to ten years.

RETAIL THAT FLED DURING THE 1960S AND 1970S IS RETURNING

New grocery stores, local entrepreneurs, superstores (such as Home Depot), and sit-down restaurants are providing new choices in our neighborhoods.

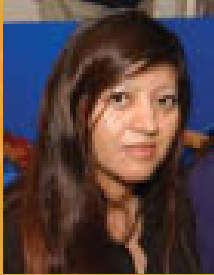
DC'S DOWNTOWN IS THRIVING AND DIVERSIFYING

It's now the third-largest central city office market in the country. Meanwhile, new housing, retail, and entertainment are turning Downtown into a "24-hour" neighborhood.

DC GOVERNMENT HAS A STRONG RECORD OF FISCAL RESPONSIBILITY

The Control Board, appointed by Congress in 1995 to oversee the management of our city, disbanded in 2001. Since then, DC government has balanced the budget every year, demonstrating our capability to self-govern.

And yet, even during such progress...



It will take our residents to plan an inclusive city.

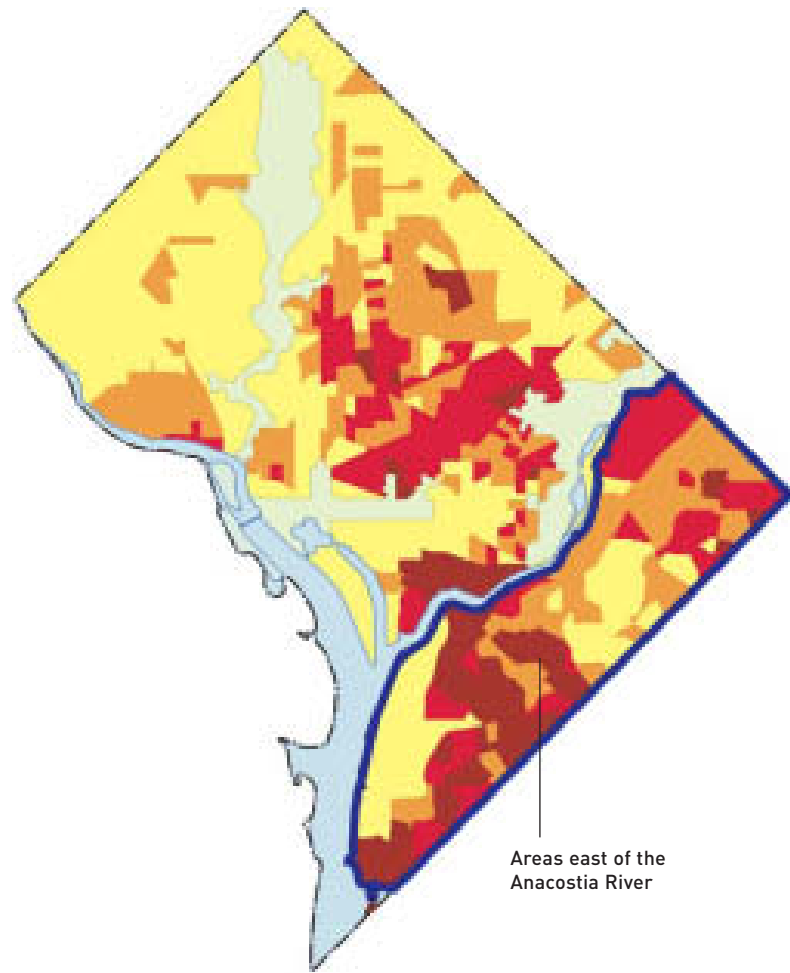


Why We Need This Vision

...Our city is divided by inequities:

INCOME

Some parts of our city are prospering while others are not. Poverty actually became more concentrated during the 1990s (predominantly in areas east of the Anacostia River), a trend that runs counter to what happened in most US cities.



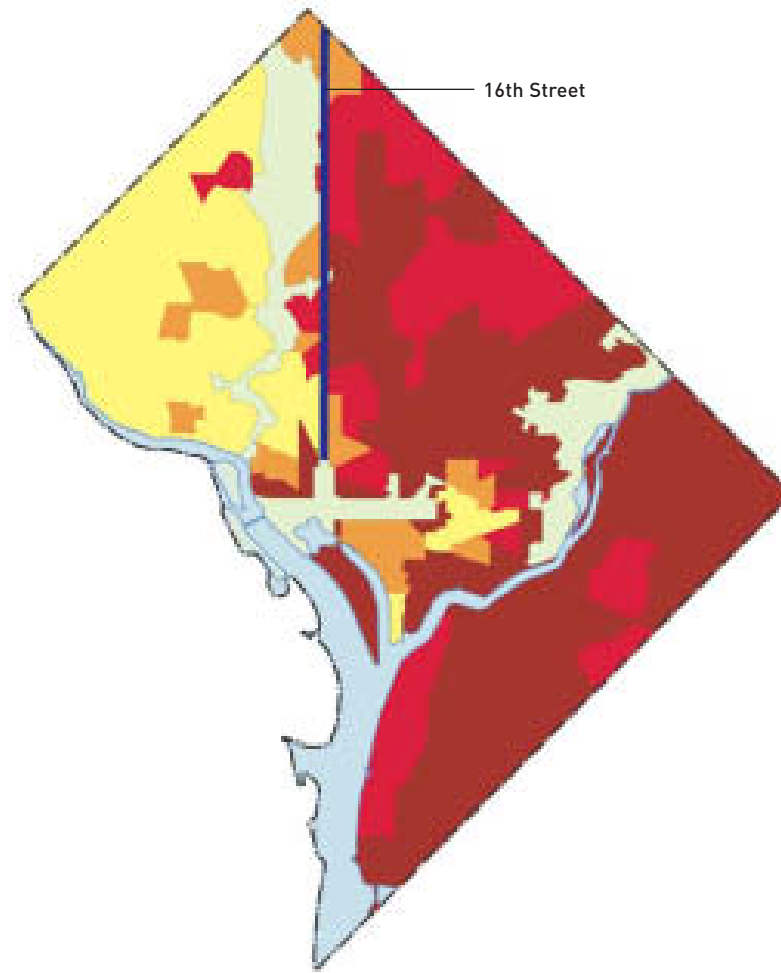
Poverty rate in 2000

- 0-13 percent
- 13-26 percent
- 26-44 percent
- 44-91 percent

Mapped by Census block group, adjusted for institutional uses.

EDUCATION

In areas west of 16th Street, more than half of our residents have college degrees. In most neighborhoods to the east, less than 20 percent hold a college degree.



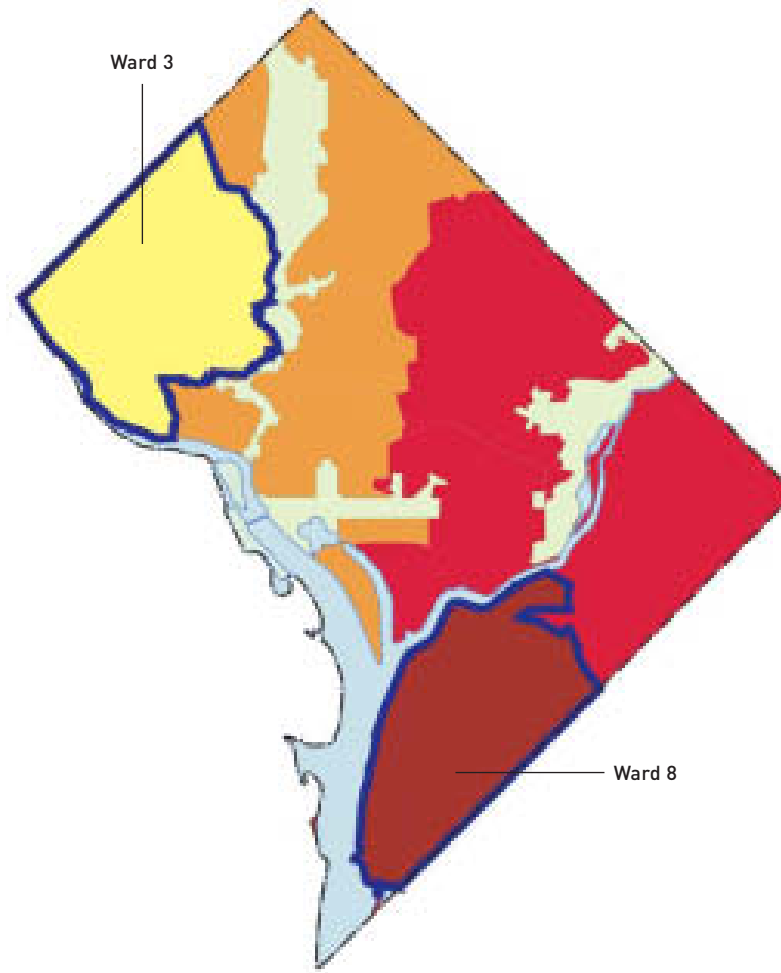
Percent of persons 25 and older without college degrees in 2000

- 0-25 percent
- 25-50 percent
- 50-75 percent
- 75-100 percent

Mapped by Census tract.

EMPLOYMENT

In Ward 3, the unemployment rate is 2 percent. In Ward 8, it's 13 percent.



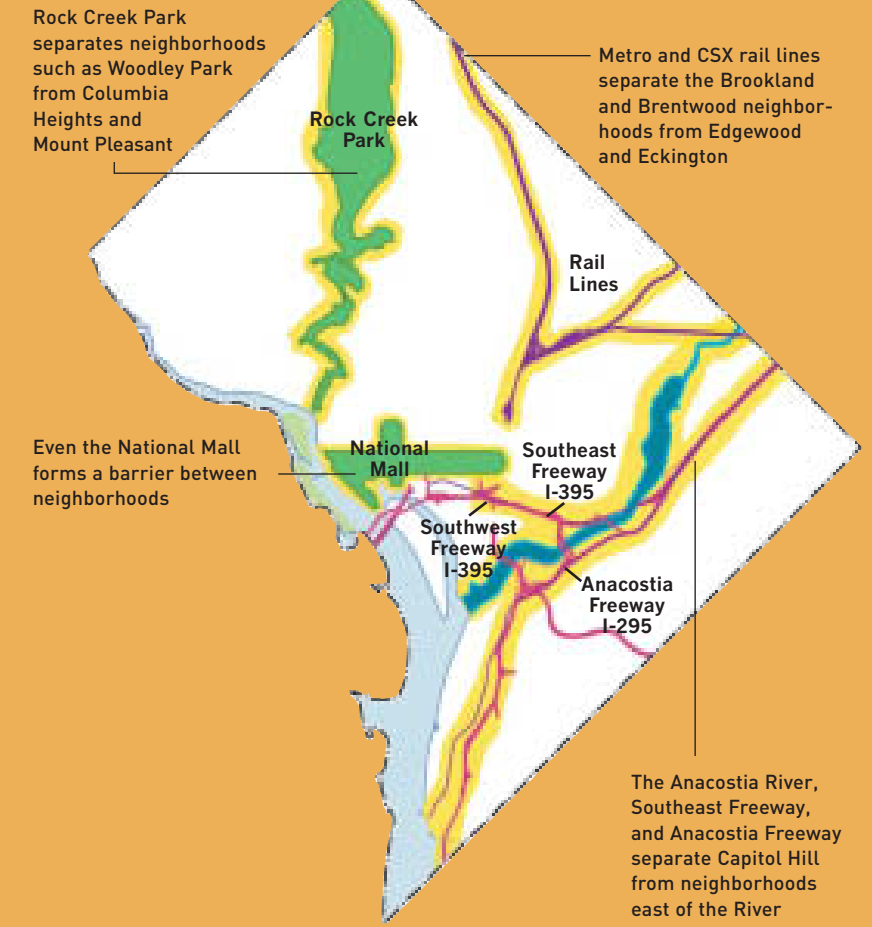
Percent unemployment in 2002

- Less than 3 percent
- 3-7 percent
- 7-12 percent
- Greater than 12 percent

Mapped by Ward.

AND PHYSICAL BARRIERS

Our city is also divided by physical barriers. These include rail lines in Northeast, the Southwest/Southeast Freeway, the Anacostia River, Rock Creek Park, and large pieces of federal property. While some of these barriers, such as Rock Creek Park, are treasures, they still separate neighborhoods from one another.





How the Vision was Created

Almost 90 percent of the participants in the November 2003 Citizen Summit agreed: creating an inclusive city is one of DC's highest priorities.

An important step in shaping this Vision was to identify and analyze many of the key issues and challenges facing our city. To do this, the DC Office of Planning commissioned eight papers by industry experts. These papers examine issues of social equity, transportation, housing, historic preservation, environment, education, economic development, and urban design.

Building on the insights gained from the eight papers, the Office of Planning met with other government agencies and citizens and organized discussion groups to review the overall findings. After these meetings, a draft Vision was created.

Mayor Anthony A. Williams presented the draft Vision at the Citizen Summit on November 15, 2003. More than 3,000 citizens of different ages, races and cultures came together from all neighborhoods of the city to discuss citywide priorities. That day, almost 90 percent of the participants told the Mayor that creating an inclusive city is an important—if not the highest—priority for DC. The Mayor also presented the draft Vision at Neighborhood Summit meetings in all Wards in February 2004.

As you read this report, you may find that some of the strategies for growing inclusively are not new. In fact, many of these ideas have already been put to work. This Vision has evolved through more than four years of collaboration by committed citizens, nonprofits, businesses, institutions, faith-based organizations, the DC government, and many others. Together, these groups have worked to develop neighborhood plans, discuss transportation projects, determine how to improve our parks and recreation centers, and address many other important issues.



Citizens shape the Vision at neighborhood and citywide meetings.

One Vision—Three Challenges

Growing inclusively is the singular expression of our vision for DC's future. It means strengthening our city in a way that reflects our values and goals as DC residents—protecting the things we cherish about the city while making changes that reconcile inequities. This one goal should shape the way we plan our neighborhoods, the way we educate our children and expand our economy, and the way we develop the infrastructure that ties our city together. It is the underlying result that will be pursued as we update our Comprehensive Plan.

We must address three challenges to become inclusive

FIRST...CREATING SUCCESSFUL NEIGHBORHOODS BY:

- Strengthening neighborhood identity
- Creating housing choices
- Strategically guiding growth
- Improving environmental health
- Targeting investment in neighborhoods.

SECOND...INCREASING ACCESS TO EDUCATION AND EMPLOYMENT BY:

- Improving education quality
- Preparing residents for employment
- Expanding the economy into our neighborhoods
- Continuing to diversify our Central Employment Area.

THIRD...CONNECTING THE WHOLE CITY BY:

- Creating new public spaces
- Investing in transportation
- Transforming corridors
- Connecting our greenways and waterways
- Building federal and regional ties.

These three challenges form the key chapters of this document. Each chapter includes three components: 1) where we are today, 2) where we hope to be tomorrow, and 3) getting there. "Getting there" is particularly important because it provides overarching direction for the Comprehensive Plan revision. Because of the legal power of the Comprehensive Plan to guide land use, it will become one of the most important tools for translating this Vision into reality.



Updating DC's Comprehensive Plan

The District's Comprehensive Plan was adopted in 1984. It provides policy and planning guidance on a range of issues, including economic development, environmental protection, housing, historic preservation, and transportation. It also guides our zoning laws, such as the types of uses allowed in residential and commercial areas and the maximum height of buildings. In 2002, the Mayor and Council of the District of Columbia asked the DC Office of Planning to

conduct a thorough review of the Comprehensive Plan. With the help of a public task force, the Office of Planning determined that the Plan was out of date and failed to address many of the key challenges facing our city today. Both the Mayor and Council approved a recommendation to revise the Comprehensive Plan. The Office of Planning is leading this effort, which is now underway.



Our DC Tomorrow: A More Inclusive City

Creating a more equitable city that works for everyone will require more than individual strategies. We need a collective vision that offers real solutions to three major challenges:

THE FIRST CHALLENGE:

Creating Successful Neighborhoods

IN OUR CITY TOMORROW...

All neighborhoods will have a strong identity
pg. 21

Our historic treasures will be protected and celebrated
pg. 23

Neighborhoods across the city will provide a wider range of housing types and prices
pg. 25

Special needs housing will be more equitably distributed across the city
pg. 27

We will create new places to live, work and play around transit stations, along boulevards, and on surplus government land...
pg. 30

...and transform abandoned buildings into attractive homes
pg. 31

Growth Around Metro Stops

New Neighborhood Sites

We will create a greener, healthier city
pg. 33

All neighborhoods will have safe, clean, accessible parks
pg. 35

Emerging neighborhoods will be transformed into vibrant communities
pg. 38

THE SECOND CHALLENGE:

Increasing Access to Education and Employment for All

IN OUR CITY TOMORROW...

We will become a "City of Learning"
pg. 43

Our institutions will help sustain healthy communities
pg. 45

DC residents will learn the skills to fill local jobs
pg. 47

Residents will shop in their own neighborhoods
pg. 49

Tourists will explore beyond the National Mall
pg. 51

New job centers will provide jobs and help DC remain competitive
pg. 53

Our city center will continue to diversify and thrive
pg. 55

Current Employment Areas

Future Employment Areas

Specialty Schools

THE THIRD CHALLENGE:

Connecting the Whole City

IN OUR CITY TOMORROW...

There will be more places of common ground for all DC residents
pg. 59

More residents will enjoy walking and bicycling in our city
pg. 61

Public transportation will provide long-needed connections and relieve congestion on our roads
pg. 63

Boulevards across the city will be transformed
pg. 65

The Fort Circle Parks and Anacostia waterfront will become "green necklaces" of open space
pg. 67

Federal and local interests will both be satisfied
pg. 69

Jurisdictions will work together to address regional issues while keeping DC the strong center
pg. 71



Fort Circle Greenway and Civil War Historic Forts



Transformed Boulevards



New Light Rail Lines

Looking Forward to an Inclusive DC

Shaped by and for Washingtonians, this vision will help improve our city by strengthening and growing our:



POPULATION, by keeping longtime residents here while attracting 100,000 new people to our neighborhoods.



INCOMES, because we provide access to good jobs.



SCHOOLS, to give all our children a good education.



NEIGHBORHOODS, to make them places where people are able to shop, work, play, and live.



TRANSPORTATION SYSTEMS, which connect community to community.



NATURAL SETTINGS, to create a greener, healthier environment for all of us.

OPEN

A Real Plan Requires Real Choices

Growing inclusively will require tough choices and trade-offs. It means we must:

INCREASE density around our Metro stations and along key boulevards.

USE federal land to develop vibrant mixed income communities instead of just offices and institutions.

ACCOMMODATE more affordable housing in areas with higher-priced homes and more market rate housing in areas with lower-priced homes.

OPEN UP government-owned land in Northeast DC for public use and divert more public resources to improving neglected parks.

FOCUS government and private investment in emerging neighborhoods and neighborhood centers rather than spending evenly across the city.

SHARE the responsibility to house people with special needs in all neighborhoods.

ALLOW families to choose between public, private, or charter schools without taking funds away from our public schools.

CONSOLIDATE multiple uses such as libraries, schools, and recreation centers into single buildings, closing redundant facilities and creating public/private partnerships to refurbish community facilities.

CREATE high school curricula, mentoring, and apprenticeship programs that give our youth the skills needed to find jobs in DC.

SUPPORT efforts to bring small businesses, national chains, and other retailers to our neighborhoods—and to help tourists discover and enjoy the city beyond the monuments and museums.

EXPAND employment beyond Downtown, creating a new jobs corridor through the heart of our city.

MAKE Downtown more than just an office center by adding housing, entertainment, shopping, and other uses.

SHIFT transportation funds from our road network to our public transit systems, sidewalks, and bicycle routes.

LEVERAGE private investment along the Anacostia River and the Fort Circle Parks to improve access to open space and greenways.

MARYLAND

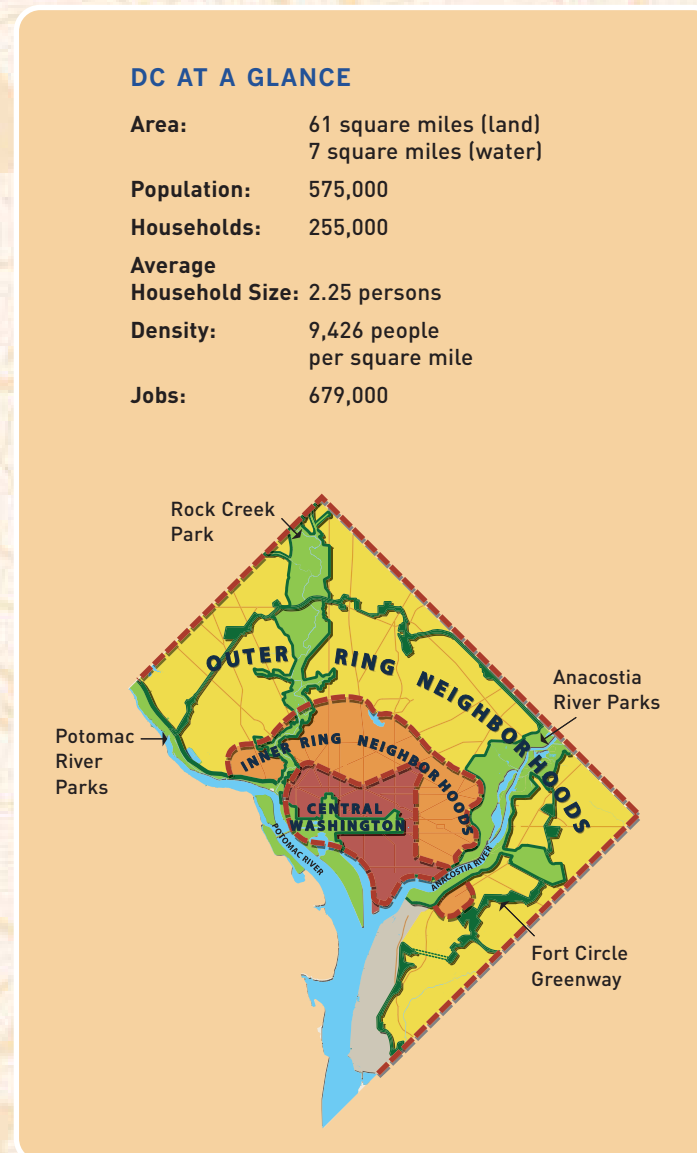
VIRGINIA

MARYLAND

A Framework for the Future

The map below shows how we can address the three challenges identified in this Vision through our land use and transportation decisions.

The map illustrates specific strategies that will be necessary to create successful neighborhoods across the city. It shows the general locations of the institutions, job centers, and shopping areas that will help us increase access to education and jobs. Finally, it shows the boulevards, open spaces, and infrastructure that will play an important role in connecting the city.



Creating Successful Neighborhoods

- Neighborhoods across the city
- Transit oriented development areas
- New mixed income neighborhoods

Increasing Access to Education and Employment

- Government and institutional areas
- Major employment centers
- Retail shopping and service centers
- Walkable shopping streets

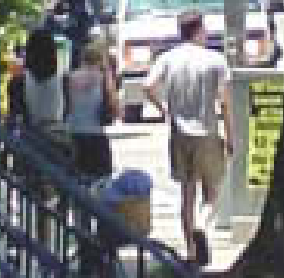
Connecting the Whole City

- Major boulevards
- Highways
- Greenways and open spaces
- Water

**ANT
BAR**
rasandbar.com

ZAWADI
202.232.2214

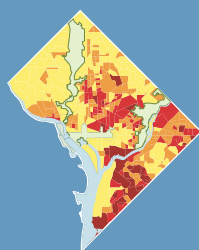
MILLENNIUM
* * *
OPEN



THE FIRST CHALLENGE: Creating Successful Neighborhoods

Washington is much more than a city of monuments and memorials. It is also our home—made up of over 130 neighborhoods. These neighborhoods have a mosaic of people and cultures and a diversity of housing and superb architecture.

Income Divide



While many neighborhoods have great strengths, assets, and distinct character, others need work to realize their full potential.

The challenges are clear. Our city is divided by income. Our neighborhoods have many different styles of homes, but not all residents have housing options. We have nature all around us, but there are not enough safe parks and open spaces within

close reach. Our local histories and traditions are strong, but not all neighborhoods have the resources to protect and revive their historic landmarks.

To grow an inclusive city, we need to start where we live. We need to make our neighborhoods more accessible to everyone by:

STRENGTHENING NEIGHBORHOOD IDENTITY—Making sure each neighborhood has a unique focal point—a place that serves as the heart of the community.

CREATING HOUSING CHOICES—Providing a range of housing options and prices in all neighborhoods across the city.

GUIDING GROWTH—Strengthening neighborhoods as we grow by eliminating blight, making better use of land near transit stations and along boulevards, and converting surplus government-owned land into new communities.

IMPROVING ENVIRONMENTAL HEALTH—Improving the environment in each neighborhood, from having a park in every neighborhood to cleaning our air, streams, and rivers.

TARGETING INVESTMENT—Focusing public and private investments in specific areas, creating models for success that neighborhoods across the city can follow.

Growing a more inclusive city starts in our neighborhoods—the building blocks that make up DC.

Strengthening Neighborhood Identity

IN OUR CITY TODAY...

Some neighborhoods lack strong centers

What feature comes to mind when you think about your neighborhood center? Is it a row of shops? A park or tree-lined street? An historic theater?

Traditionally, it was the town square or marketplace that was the center of community life. Today, a variety of places and spaces serve this role. They may be main streets, they may be parks, or they may even be local grocery stores. What these places share is the sense of place and pride they evoke for the residents they serve. Unfortunately, not all neighborhoods in our city have such places. Problems like blight, drugs, and crime have been obstacles to their development.

The potential to create a unique center exists in every DC neighborhood. Through a series of strategic and coordinated projects, every neighborhood can have a strong heart that reinforces its identity and provides a destination for its residents.

Neighborhood identity can also be reinforced through good design. By regulating the height and bulk of buildings, and providing guidelines for rehabilitation and new development, we can protect and strengthen the qualities that give our neighborhoods their unique character.



Focused public and private investments along a corridor such as this can strengthen neighborhood identity.

IN OUR CITY TOMORROW...

We will build on each neighborhood's unique characteristics to create lively centers of different types and sizes. These centers could be:



**GETTING THERE
will require
policies that:**

All neighborhoods will have a strong identity

SHOPPING DISTRICTS where residents can easily walk to stores and restaurants. You can see this today along some of DC's newly developed Main Streets, from 14th Street NW to Barracks Row in Southeast.

PUBLIC BUILDINGS that offer many services. Schools, libraries, and similar places will be multi-use centers where residents go for education, childcare, job training, health care services, and more.

OUTDOOR GATHERING PLACES such as public plazas, parks, or other open spaces. Depending on the neighborhood these places might include features such as gardens, trees, recreation, or public art.



IDENTIFY specific centers in each neighborhood. Ideally these will be safe, appealing places with direct public transit access to the rest of the city.

PRIORITIZE public and private investments (such as street lighting, landscaping, and public building improvements) so that neighborhood centers receive funding.

INTEGRATE uses in public facilities such as schools, recreation centers, and libraries. This will mean consolidating services and possibly even closing redundant public facilities.

GUIDE additional services—such as childcare and job training—to our schools, transforming school campuses into “wrap-around” centers that serve the whole community.

PROTECT neighborhood aesthetics and promote high quality architecture and urban design.

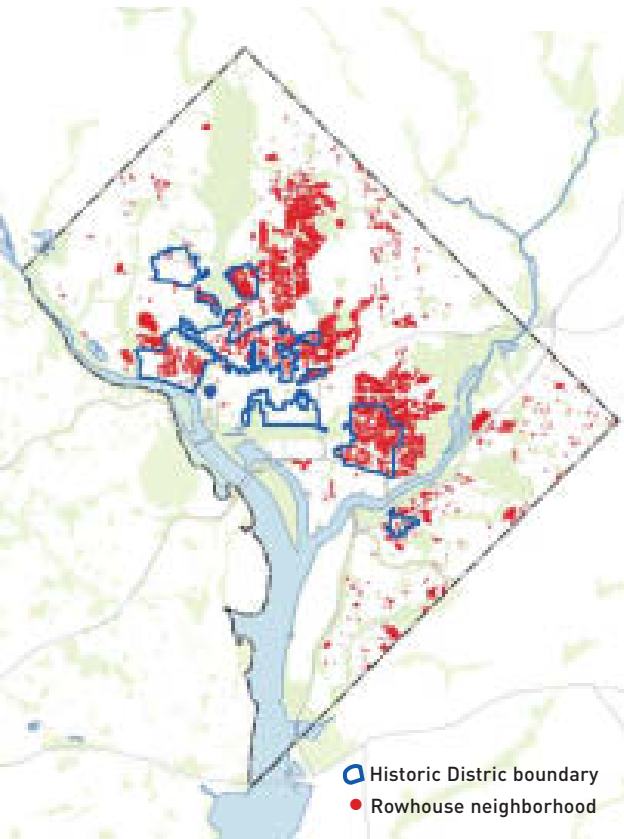
INVOLVE residents in design and development decisions to make sure each center reflects its neighborhood's heritage and interests.

Strengthening Neighborhood Identity

IN OUR CITY TODAY...

Some of our older neighborhoods are in jeopardy

Historic buildings are an important part of our city's unique heritage. DC has over 23,500 official historic structures and 26 neighborhood historic districts.



Many rowhouse neighborhoods are outside historic districts and are not protected.

Older single family homes, rowhouses, and apartments make up much of our city's housing stock. Rowhouses in particular contribute to neighborhood character and are one of the strengths that make DC stand out from other US cities. Rowhouse neighborhoods, mostly built between 1870 and the 1930s, make up more than one-fourth of Washington's housing. Many of these neighborhoods continue to provide homes to people of different incomes. One reason is because rowhouses are flexible; they can provide an owner-occupied home above and a rental apartment below or flats on different levels.

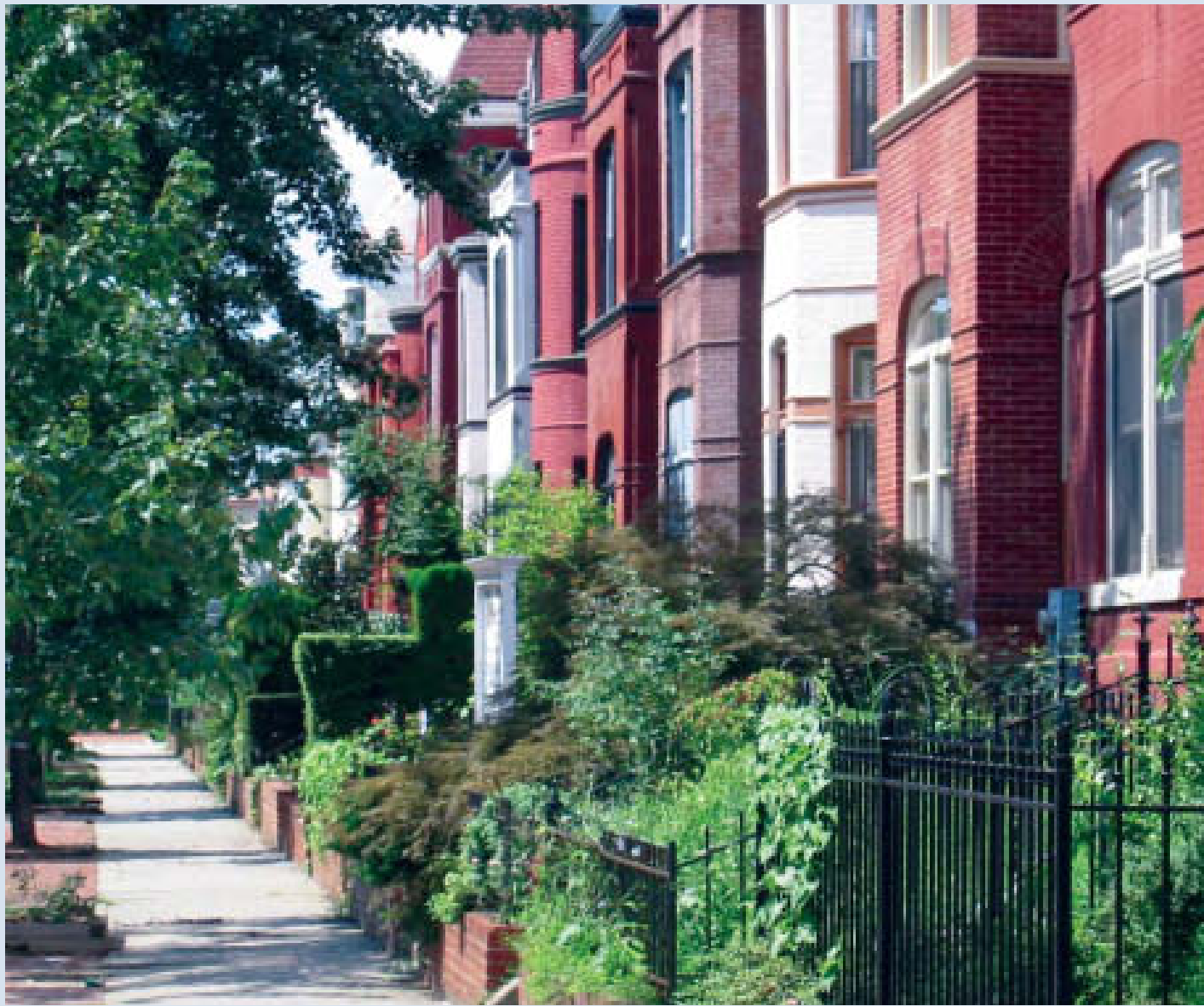
Moving into the 21st century, we face several challenges:

- Renovations, additions and new buildings often look out of place in older areas that are not official historic districts. Building modifications may not fit in with the neighborhood's historic character, and may even damage or destroy older buildings with historic merit.
- Market demand in historic neighborhoods is uneven. In high-demand neighborhoods such as Logan Circle and Shaw rising prices have made housing less affordable for some long-time residents. In other neighborhoods, such as Anacostia, housing continues to be affordable but there are few economic incentives to restore historic homes.
- Many historic commercial corridors are struggling. Stores along these streets are not attractive to new businesses because the buildings or available sites are too small, the second-story spaces are not marketable, or there is a lack of parking.

If we take the right steps we can better protect our historic neighborhoods from demolition, wear and tear, and careless changes. In the process, we can maintain a range of housing options for everyone.

IN OUR CITY TOMORROW...

Promoting and protecting our historic structures is vital to strengthening the identity of our neighborhoods. We can look forward to a city where:



Our historic treasures will be protected and celebrated

MORE HISTORIC BUILDINGS and rowhouse neighborhoods receive permanent protection. **RESIDENTS** are able to renovate and cherish their historic homes.

THE CHARACTER OF HISTORIC MAIN STREETS is restored through the sensitive renovation and updating of commercial properties. **CHILDREN AND ADULTS** across DC discover the exciting history and culture within their neighborhoods.



GETTING THERE will require policies that:

EXPAND existing historic districts and create new ones. Homes in these areas will need to comply with laws that ensure construction and rehabilitation are in keeping with the historic character of the area.

PROMOTE more public education about our city's heritage and the importance of preservation—and public awareness about historic preservation programs and good renovation practices.

PROVIDE tax credits and other financial incentives for homeowners and business owners in historic districts. This will help offset costs for restoring or rehabilitating historic buildings.

CREATE more incentives to enable low income renters and homeowners to remain in historic neighborhoods, thereby preserving their mixed income character.

SUPPORT small businesses in historic commercial corridors and capitalize on existing businesses to promote corridor revitalization.

Creating Housing Choices

IN OUR CITY TODAY...

Most neighborhoods do not provide adequate housing choices

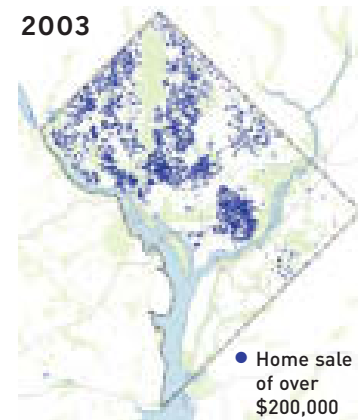
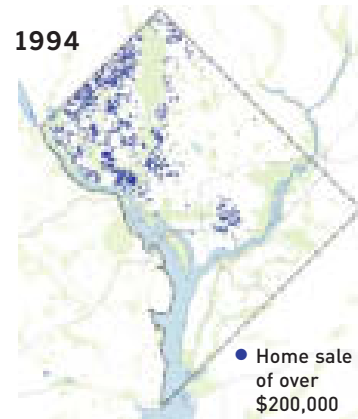
We choose a neighborhood to live in for many reasons, such as proximity to family or work, school quality, and cost. For a growing number of DC residents, housing cost has become the single factor that defines where they live. In fact, the high cost of housing is one reason why our city is so divided today.

- In many neighborhoods west of the Anacostia River, rising housing costs have resulted in fewer choices for residents. Some neighborhoods that were affordable just 10 years ago are now out of reach for many households. Other neighborhoods have never been affordable to most DC residents. For example, there is almost no subsidized housing west of Rock Creek Park.

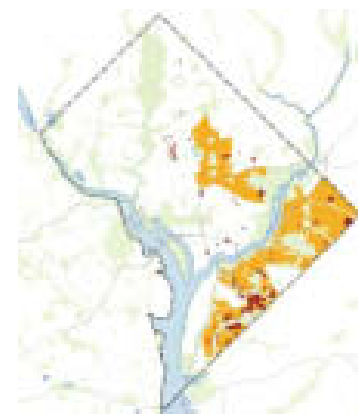
- In many neighborhoods east of the Anacostia River—and in other parts of Northeast and Southeast DC—there are high concentrations of government-subsidized housing and market rate housing prices that are lower than the city average. Although east of the river neighborhoods have just 22 percent of the city's housing units, they contain 47 percent of the city's subsidized housing. In 2002, the median sales price of a single family home east of the river was \$97,700 compared with \$210,000 in the city as a whole.

- Washington's housing divide is a regional issue that extends well beyond the city limits. The western parts of the District share some of the same issues that affect Montgomery and Fairfax Counties. The eastern sections of the District and the nearby suburbs in Prince Georges County face similar housing issues. Rising housing prices on both sides of the income divide are driving middle class families further away from the city, to new housing developments as far away as Pennsylvania.

Because the type and price of housing being built is a function of the market, government can only do so much to create more options for our residents. But more can be done to add quality affordable housing in the west and encourage more market rate homes in the east. More can be done to increase the choices available to DC renters and owners.



Between 1994 and 2003, the number of homes selling for over \$200,000 skyrocketed. Average home prices increased by 75 percent in constant dollars, topping \$350,000 in 2003.



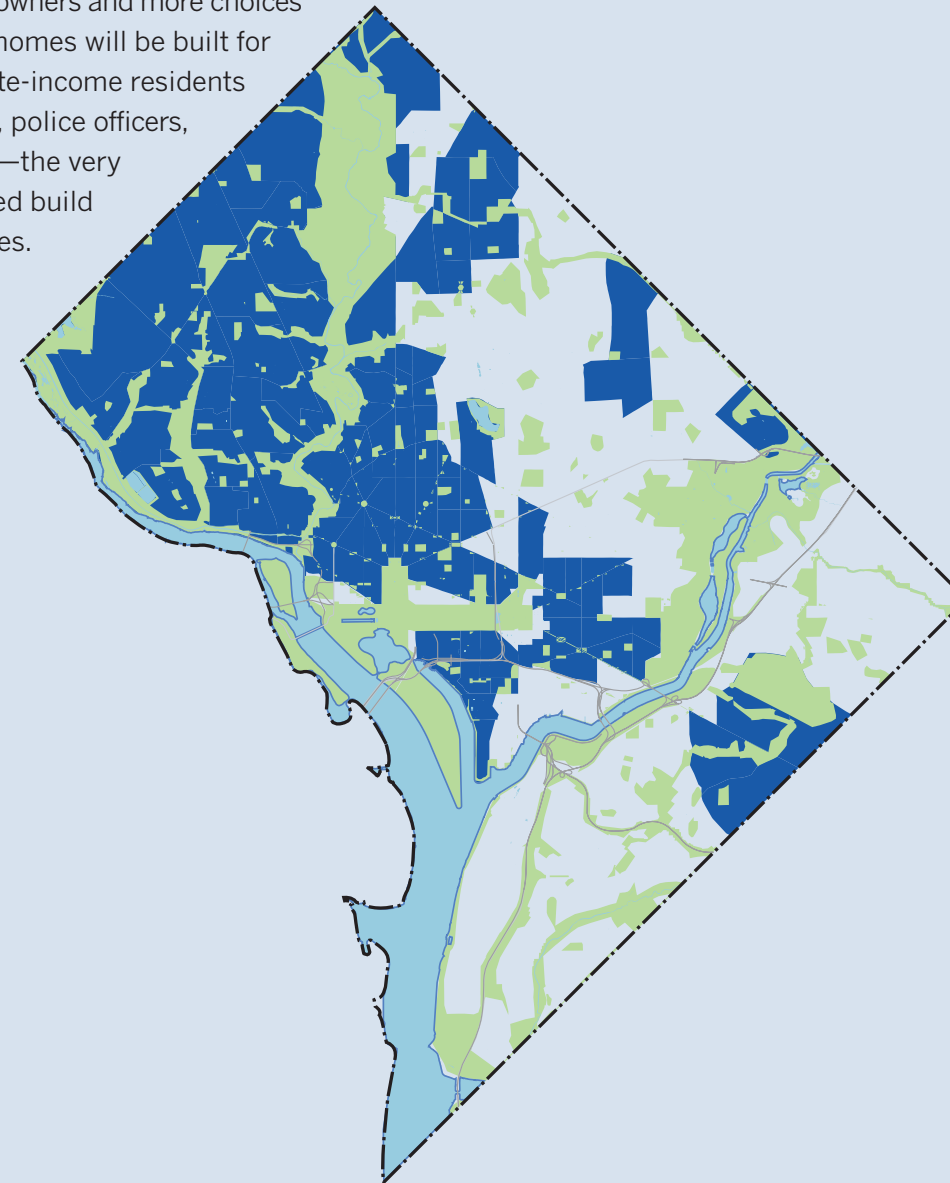
Concentrations of lower cost housing
 ■ Subsidized housing
 ■ Areas where the median home price is less than 75 percent of the citywide average

IN OUR CITY TOMORROW...

Neighborhoods across the city will provide a wider range of housing types and prices

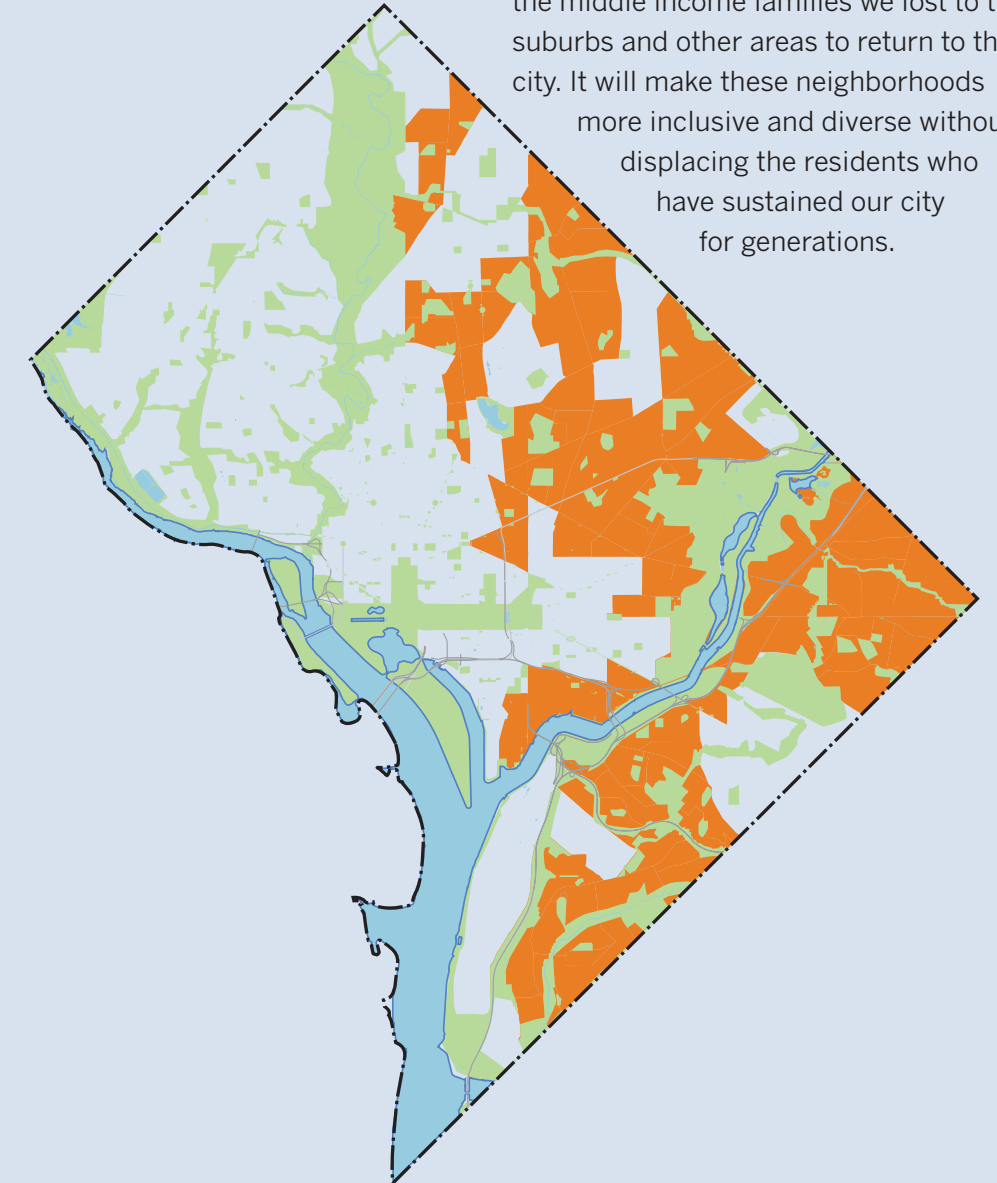
MORE AFFORDABLE HOUSING

Middle class and working families will have more housing options in areas like Northwest and Capitol Hill. There will be more choices for owners and more choices for renters. New homes will be built for low- and moderate-income residents such as teachers, police officers, and tradespeople—the very people who helped build these communities.



MORE MARKET-RATE HOUSING

New market rate housing in these areas will include units that seniors and renters can afford. New housing will encourage the middle income families we lost to the suburbs and other areas to return to the city. It will make these neighborhoods more inclusive and diverse without displacing the residents who have sustained our city for generations.



GETTING THERE will require policies that:

FULLY FUND the Housing Production Trust Fund and leverage local housing dollars to develop more low income and special needs housing.

ENACT zoning laws that result in new affordable housing units across the city. Our policies should ensure that all residents accept a fair share of affordable units in their neighborhoods.

CONSERVE today's affordable housing, especially in projects with expiring federal subsidies.

CREATE development incentives to encourage mixed-income housing in neighborhoods with weak housing demand.

EXPLORE tax rules that help seniors and lower income households avoid financial hardships as home prices in their neighborhoods rise.

ENSURE that our affordability goals do not compromise quality design and construction standards, so that new housing endures as well as our historic housing stock.

PROTECT renters and create new affordable rental housing at the same time we promote home ownership.

Creating Housing Choices

IN OUR CITY TODAY...

Not all neighborhoods support our special needs populations

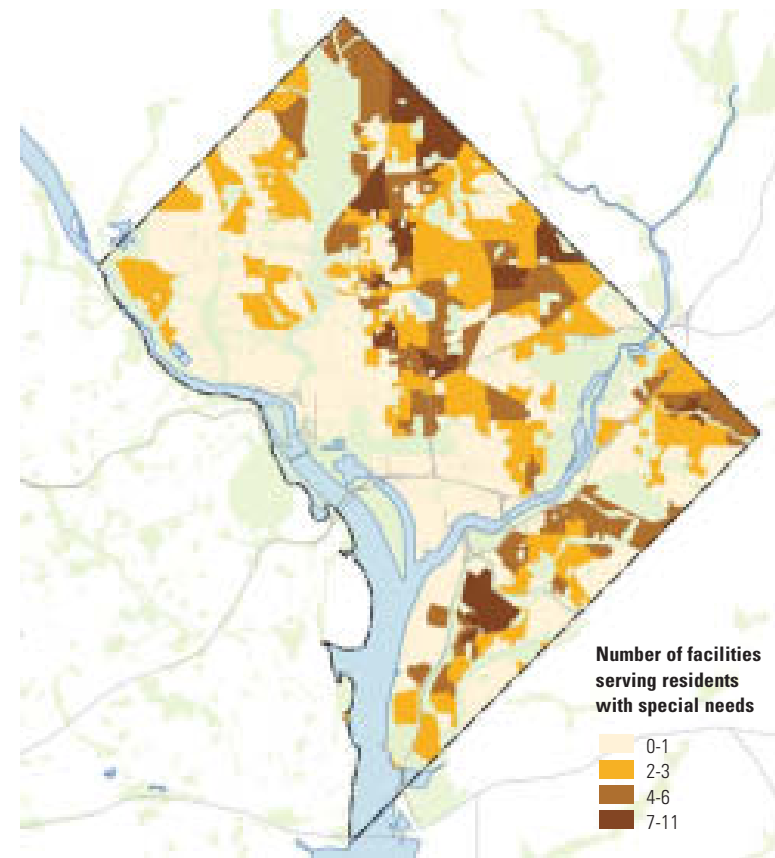
A plan for inclusive neighborhoods cannot ignore our homeless, troubled youth, elderly, foster children, ex-offenders, and others who need special help.

Of our 572,000 residents:

- More than 41,000 (7 percent) have physical disabilities.
- More than 25,000 (4 percent) have mental disabilities.

In addition:

- As many as one in 33 DC residents was homeless or resided in a Continuum of Care facility such as a homeless shelter in 2003.
- About 2,000 to 2,500 ex-offenders return to the city each year.



Some neighborhoods have as many as 11 facilities for special needs residents; others have none.

We must do our fair share to provide homes for these residents in all neighborhoods. This map shows that these homes are not spread evenly across the city but are concentrated in a few neighborhoods. Concentrations of these homes can become a heavy burden for any neighborhood.

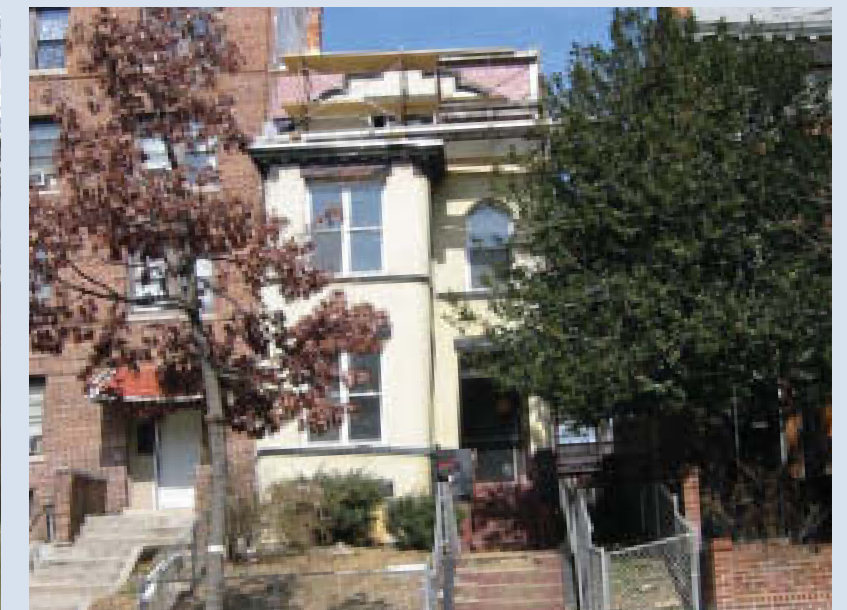
IN OUR CITY TOMORROW...

Our entire city will help accommodate residents with special needs as:

SPECIAL NEEDS HOUSING IS MORE EVENLY DISTRIBUTED ACROSS THE CITY. This means that neighborhoods with few or no facilities today will house more special needs residents in the future.

SPECIAL NEEDS HOUSING RESPECTS NEIGHBORHOOD CHARACTER. Group homes and other forms of special needs housing will be designed in a way that fits with the unique physical character of each DC neighborhood. Standards and policies for community-based residential facilities will be tailored to reflect the populations they serve.

Special needs housing will be more equitably distributed across the city



Q: Which of these homes serves residents with special needs?

A: All of them.

GETTING THERE will require policies that:

ESTABLISH a process for locating special needs housing more equitably so that all neighborhoods accept their fair share.

INCORPORATE neighborhood concerns, such as parking, density, and design compatibility in development standards for special needs housing.

PROMOTE closer partnerships with non-profits and other organizations representing special needs residents.

REQUIRE extensive community involvement in siting special needs housing to better address neighborhood concerns.

MONITOR the management of special needs housing to lessen adverse neighborhood impacts.

Guiding Growth

IN OUR CITY TODAY...

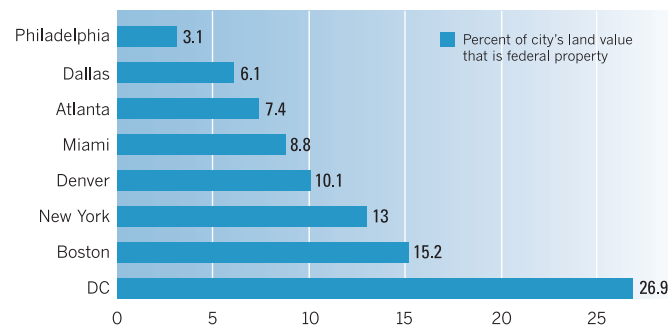
We need to retain existing residents while bringing new residents to DC

After 50 years of population decline, our city is growing again. This is good news for all of us.

Population decline—from 800,000 residents in 1950 to about 570,000 residents in 2000—was painful to the city on many levels. The loss of almost one-third of our population left us with abandoned homes, shuttered businesses, closed public schools, and a reduced tax base.

Increasing the population means attracting the families we lost to Maryland and Virginia during the last 50 years, as well as residents from other areas. Adding 100,000 residents—a long-range target set by Mayor Williams—will help restore many of our once-vibrant neighborhoods. But growth strategies must be carried out in concert with efforts to retain our existing residents, including those with lower incomes, if we are to have the mixed income communities that sustain a healthy city. Adding residents must be about diversity, not displacement.

NON-TAXABLE FEDERAL LAND IN MAJOR CITIES



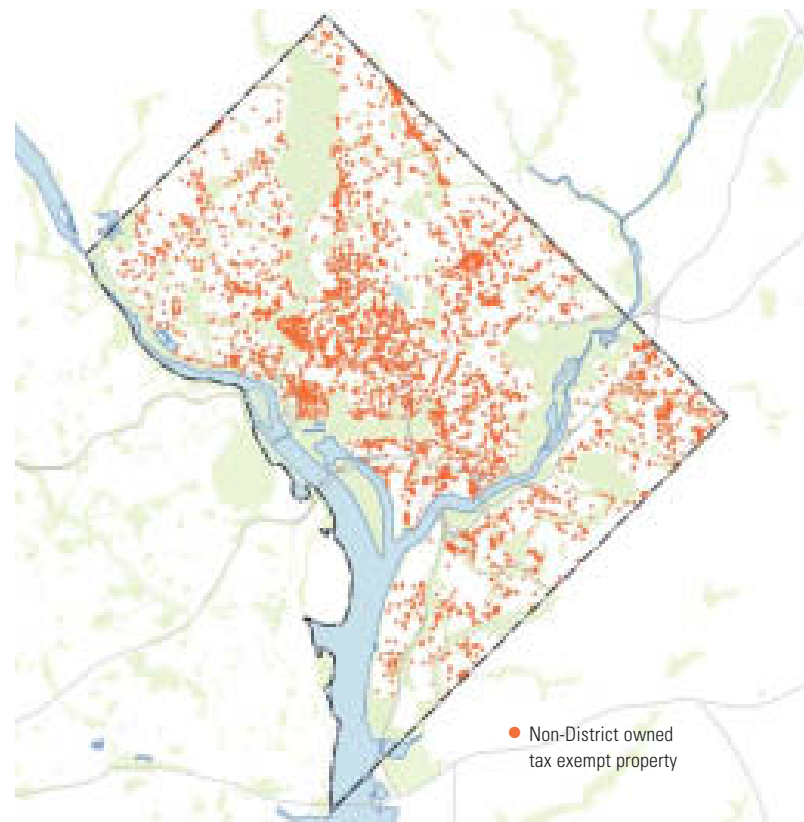
Attracting new residents means there will be enough people to support and sustain new neighborhood shops and services.

More people will also generate additional tax revenue for our city.

This is particularly important because:

- DC collects no local property taxes on land owned by the federal government. This is also the case for embassies, international organizations, and many institutions and non-profits. These exemptions cost the city about \$550 million a year.
- Over two-thirds of the income earned in our city is earned by suburban residents and not subject to DC income taxes. That's another \$1.4 billion a year we can't collect.
- The District provides public services normally offered by a state government. These services, such as higher education and health coverage, are provided without state funds.

Retaining and growing our population will help keep taxes down for current residents. It will also help pay for city services, care for our most vulnerable residents, and fund improvements we can all enjoy, like new libraries, parks, and schools.



Each dot represents a non-District owned tax-exempt property. Tax-exempt land makes up more than 53 percent of the District's area.



These young DC residents are actively involved in Latino youth activities.

...and we need to provide room for our fastest-growing populations

DC's senior citizen and immigrant populations are growing faster than other groups. In fact:

- The number of residents over age 65 (now about 70,000) is expected to reach 92,000 by 2025—growing at twice the rate of the general population.
- During the 1990s the number of Asian and Latino residents increased by more than 16,000. At the same time, the number of white and African-American residents declined by more than 60,000. In the past, most immigrants to the Washington region settled in the suburbs rather than in the city. This may change in the 21st century, making some DC neighborhoods more diverse in the future than they are today.

We must provide housing options and services for these growing populations as well as the programs they need to prevent financial hardship.

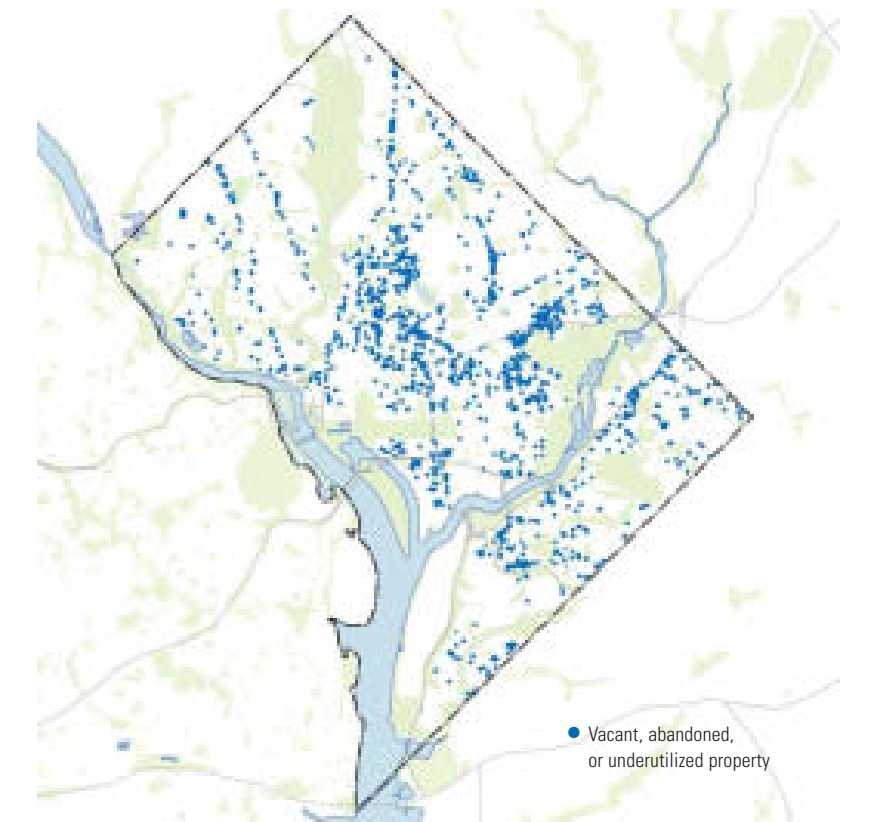
While some segments of our city's population are naturally growing, there are other groups we need to work harder to attract. This is particularly true of middle-class families, who left the city in large numbers after 1950. In fact, the goal of adding 100,000 residents stemmed from research by the Brookings Institution on the future fiscal and social health of the city. Brookings found that growth was essential for DC, and recommended that half of the 100,000 new residents be middle-income families. This would create richer civic life, help our schools and local merchants, boost our institutions, and ease the growing economic divide in the city.

Although much of our city is fully developed, we still have room to grow

When we talk about adding 100,000 residents, a common question asked is where will they all live? Despite the fact that DC is landlocked, we actually have plenty of room to grow. Each blue dot on the map below represents a piece of land that has the potential for additional development under current zoning. The data tells us that we have the potential for more than 30,000 housing units on these sites. That translates to 60,000 to 80,000 residents. Another 30,000 to 40,000 residents can be accommodated on large sites (see next page).

The reality is that our city is growing already. In fact, the US Census reports that we've added nearly 5,100 privately owned housing units in the past four years alone—more than twice the number we added during the entire decade of the 1990s.

Because we care about preserving our neighborhoods, we need to be very careful about how we grow. Growth must be directed to the parts of the city that are best equipped to handle it. This will mean increasing densities in some areas. It will also mean taking a close look at the impacts of growth on infrastructure, services, city finances, and the environment.



Each dot on this map indicates a vacant lot, an abandoned building, or a property that is developed well below its full potential. Together, these properties could accommodate 30,000 new housing units.

Guiding Growth

IN OUR CITY TOMORROW...

We will create new places to live, work, and play...

By strategically focusing future growth, we can accommodate new residents without displacing existing residents. This means:

GROWING AROUND KEY TRANSIT STOPS. These areas will provide new housing and jobs that will rely on the Metro, reducing traffic impacts to our streets. Our transit stops can become vital centers with the shops and services that many of our neighborhoods have been missing for years.

GROWING ALONG BOULEVARDS. Georgia Avenue, H Street, Martin Luther King, Jr. Avenue and others will become lively tree-lined boulevards from end to end. Each will have a mix of housing, retail, and other uses to make these boulevards the gateways to our neighborhoods.

GROWING IN NEW NEIGHBORHOODS. More than 750 acres of vacant or underdeveloped land owned by the Federal and District governments can be transformed into mixed income neighborhoods. With access to open spaces and parks, these neighborhoods will allow more families than ever to realize the dream of owning a home.

...and transform abandoned buildings into attractive homes

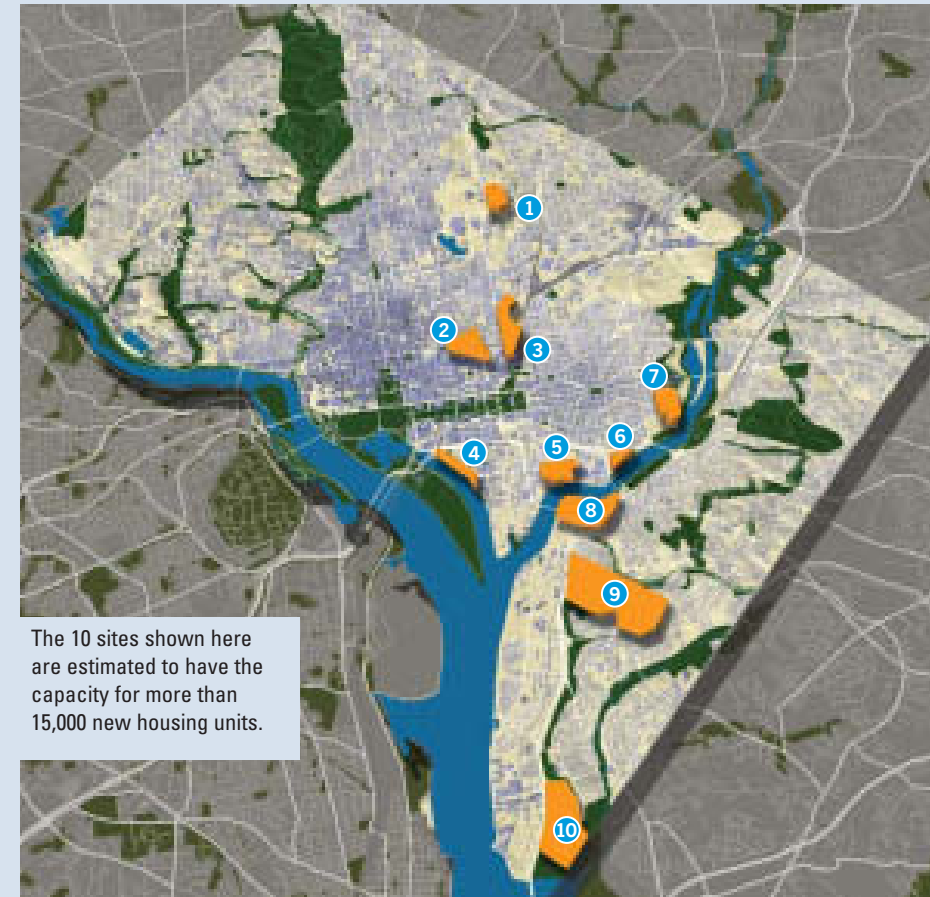
By reusing abandoned buildings, we will eliminate eyesores from our neighborhoods and provide new housing options for households of different incomes. This will not only create new places to live, it will help stabilize our neighborhoods and promote economic growth.



- Key transit stops**
- | | | | |
|----------------------------|----------------------|---------------------|----------------------|
| 1. Takoma | 6. Columbia Heights | 12. New York Avenue | 18. Deanwood |
| 2. Fort Totten | 7. U Street/Cardozo | 13. Waterfront | 19. Benning Road |
| 3. Friendship Heights | 8. Shaw/Howard Univ. | 14. Navy Yard | 20. Capitol Heights |
| 4. Tenleytown/AU | 9. Mt. Vernon Square | 15. Potomac Avenue | 21. Anacostia |
| 5. Georgia Avenue/Petworth | 10. Brookland/CUA | 16. Stadium Armory | 22. Congress Heights |
| | 11. Rhode Island Ave | 17. Minnesota Ave | 23. Southern Ave |



- Boulevards**
- | | | |
|--------------------|---------------------|--------------------------------|
| 1. Wisconsin Ave | 5. Rhode Island Ave | 9. Pennsylvania Ave SE |
| 2. Connecticut Ave | 6. New York Ave | 10. Minnesota Ave |
| 3. 16th St NW | 7. Benning Rd | 11. Martin Luther King Jr. Ave |
| 4. Georgia Ave | 8. Kenilworth Ave | 12. South Capitol St |



- New neighborhoods**
- | | |
|---------------------------------|---------------------------|
| 1. Armed Forces Retirement Home | 6. M Street Southeast |
| 2. Mount Vernon Triangle | 7. Reservation 13 |
| 3. North Capitol Area | 8. Poplar Point |
| 4. Southwest Waterfront | 9. St Elizabeths Hospital |
| 5. Southeast Federal Center | 10. DC Village |

BEFORE



AFTER



Between 1999 and 2002, the number of abandoned buildings in our city was reduced from 4,000 to 2,300. About 98 percent of these buildings were privately owned.

GETTING THERE will require policies that:

ALLOW higher density housing and mixed use development. Our policies must begin to treat higher densities as an asset and not something to be reluctantly accepted.

DIRECT growth incentives to areas of weak demand rather than to areas where the real estate market is already strong.

MAKE investing public funds near transit stations a priority. Public investments in housing, street improvements, and public facilities should be focused in these areas before others.

IMPROVE bus service, pedestrian, and bicycle access to Metro stations.

PURSUE the transfer of key sites from Federal to District ownership.

PARTNER with institutions to promote the development of surplus land with housing, parks, and other uses.

REQUIRE a large amount of housing—including affordable units—when any major site is redeveloped.

WORK with nearby communities to determine how reuse of development sites can benefit the entire neighborhood.

PROMOTE building codes that make reuse and updates easier.

SUPPORT the use of public funds to acquire blighted properties.

CREATE tax incentives that encourage the reuse of abandoned buildings.

STRENGTHEN code enforcement and tax policies that discourage continued neglect by private property owners.

Improving Environmental Health

IN OUR CITY TODAY...

The quality of our natural environment is in jeopardy

DC continues to be known as one of the nation's "green cities." This is in part because almost 20 percent of the city's land area—7,500 acres—is permanent open space. However, many of our natural resources have been compromised by overuse or neglect.

- While the Potomac and Anacostia rivers are cleaner than they used to be, they are still polluted. More than 2 billion gallons of raw sewage are released into the Anacostia River every year. Rainwater also picks up pollutants as it runs off buildings and streets into city storm drains and pipes, and eventually into the river. A much larger contributor to pollution is runoff from upstream in Maryland.
- Our air regularly fails to meet ozone standards. In June 2004, the Washington region will be designated a moderate non-attainment area for the 8-hour ozone standard by the EPA. In the past three years our region has violated this standard on an average of 23 days a year. On these days, the amount of pollution in the air may pose a risk to children, senior citizens, and those with breathing ailments.
- Tree cover in DC declined 64 percent between 1973 and 1997. Trees help stabilize the soil and keep the air clean by absorbing harmful pollutants. They also help keep rivers clean by soaking up rainwater that would otherwise flood our streets and pollute our waterways.

TREE COVER IN 1973...



...AND IN 1997



These satellite images show the dramatic reduction in tree coverage in our city between 1973 and 1997.

IN OUR CITY TOMORROW...

We will have a greener, healthier city

We will restore our city's natural resources and create a healthier environment in all of our neighborhoods. If we act now, we will have a city where:

- OUR RIVERS WILL BE HEALTHY AND CLEAN.** Children will safely swim and fish and the Anacostia and Potomac rivers will become places where people from across the city come to enjoy outdoor activities.
- TREES AND PARKS WILL BE RESTORED.** Trees will strengthen the identity of neighborhoods, boulevards, and residential streets while providing shade and removing pollutants from our air.
- BUILDING CONSTRUCTION WILL BE LESS DESTRUCTIVE TO OUR ENVIRONMENT.** There will be more and more "green" buildings, with environmentally-friendly design features like rooftop gardens and energy-efficient construction. Eco-friendly design will be practiced across the city, promoting the use of recycled materials and conserving natural resources.



GETTING THERE will require policies that:

- PROMOTE** clean water initiatives, such as the Combined Sewer Overflow Control Plan, restoration of the Anacostia River and nearby wetlands, and improvements to the Blue Plains Wastewater Treatment Plant. These initiatives will have high costs and will require setting priorities.
- ADDRESS** the siting of new waste management and trash transfer facilities.

- SUPPORT** tree planting and urban forestry programs on a massive scale. To succeed, these efforts will require partnerships with community groups and nonprofits.
- PROMOTE** environmental education in our schools.
- MAINTAIN** safe, clean neighborhoods.

- ENCOURAGE** water and energy conservation and recycling programs. Residents will need to learn to consume less and recycle more.
- CREATE** incentives for LEED (Leadership in Energy and Environmental Design)-certified construction and sustainable design techniques.



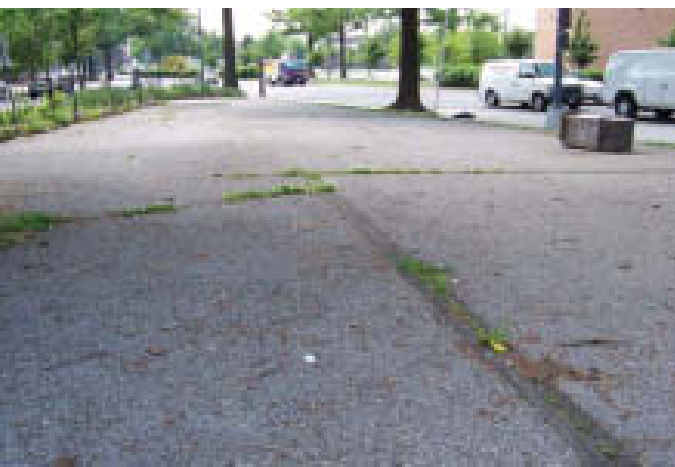
Improving Environmental Health

IN OUR CITY TODAY...

Some neighborhoods have parks and open space in poor condition—or no parks and open space at all

Parks and open space provide more than just a place to play. They strengthen neighborhood identity, increase property values, and help sustain our environment.

DC has one of the finest park systems in the country, including 900 acres of city parks and more than 6,700 acres of national parkland—all of it open to the public. We have more parkland per person (13 acres per 1,000 residents) than Baltimore, Boston, Philadelphia, or New York.



Too many of our parks are forgotten lands.



Northeast DC residents have little access to parkland.

Yet, despite these assets:

- Many of our city's parks are in poor condition or lack quality design. Years of limited funding have made it difficult to keep parks in good repair. Some of our parks have become unsafe because of illegal activity.
- Our parks include small pockets of land along busy streets. Some of these places are littered with debris and are not inviting spaces.
- Some of our neighborhoods, particularly those in Northeast DC, have no access to public open space at all.
- Not all parks are equal. Parts of our city have plenty of parkland but lack recreational facilities such as ballfields and playgrounds. Other parkland is within the confines of school campuses and cannot be easily accessed by the community.

IN OUR CITY TOMORROW...

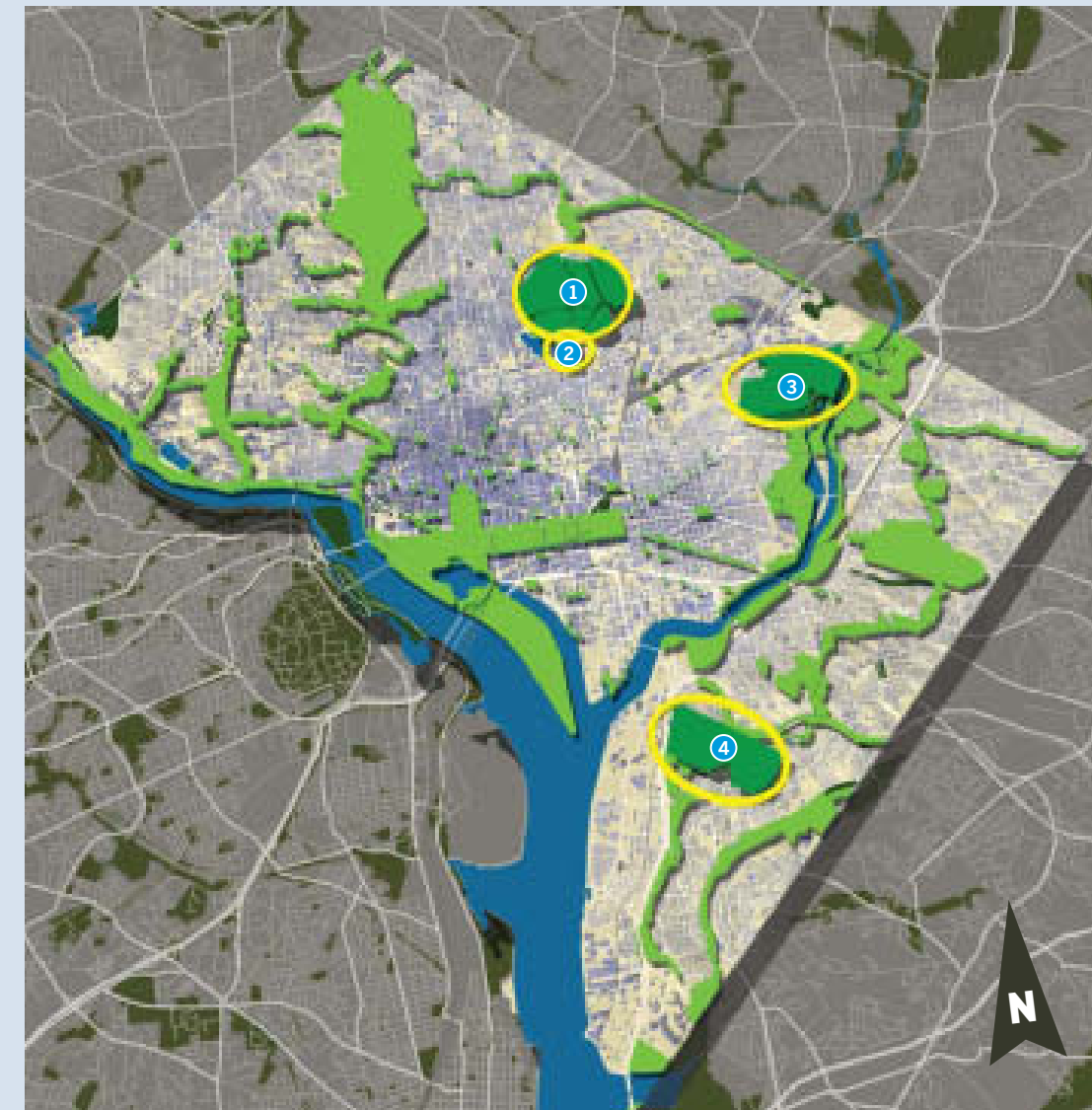
Improving our city's parks and open spaces will mean that:

ALL OF OUR PARKS WILL BE SAFE, WELL-MAINTAINED PLACES. Our city's parks will be beautifully and sensitively designed, preserving their open character. They will welcome people of all ages and become a source of pride for all of our neighborhoods. Residents will help care for their parks and will pitch in through community-based clean-ups.

RESIDENTS WILL HAVE ACCESS TO A WIDE RANGE OF RECREATIONAL EXPERIENCES. Whether it's hiking on a riverfront trail, taking the kids to a playground, or enjoying a softball or basketball game, residents will use our parks for a variety of leisure activities.

NEIGHBORHOODS THAT ONCE HAD NO OPEN SPACE WILL HAVE PLACES TO PLAY AND RELAX. Land owned by the Federal and DC governments—such as the Armed Forces Retirement Home and the McMillan Reservoir Sand Filtration Site—will be opened to the public, allowing residents to enjoy these spaces.

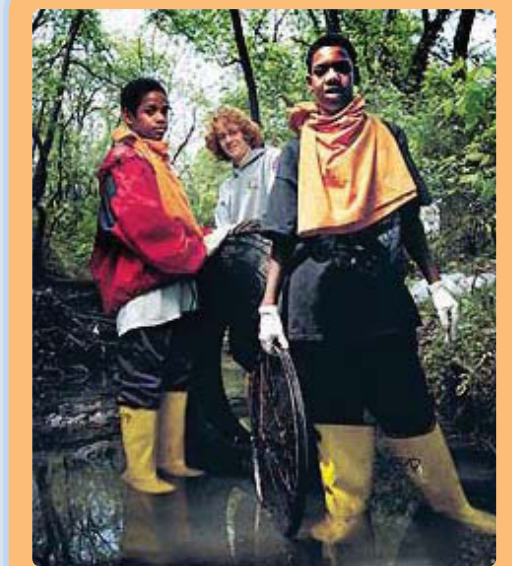
All neighborhoods will have safe, clean, accessible parks



Through creative partnerships, we can open up our government-held lands and make them more accessible to the neighborhoods around them.

Government-held lands

1. Armed Forces Retirement Home
2. McMillan Reservoir Sand Filtration Site
3. National Arboretum
4. St. Elizabeth's Campus



Making it Work at Watts Branch Park

Watts Branch is the longest city park and creek in Washington. The stream and trail run through the Far Northeast DC neighborhoods of Capitol Heights, Burrville, Lincoln Heights, Deanwood, and Eastland Gardens. Generations of people fished and swam in the creek during the late 19th and early 20th centuries. By the late 1900s, the creek was neglected and forgotten by most DC residents. Recent efforts by a committed group of Northeast DC residents, led by Washington Parks and People and assisted by the DC Department of Parks and Recreation, are turning Watts Branch Park around. Since 2001, people of all ages have volunteered to work in the park, clearing overgrown vegetation and improving visibility. Plans for trail and bridge improvements are in the works. A permanent community partnership involving more than 15,000 volunteers from the community and across the District has been formed to restore the park and make it come alive again.

GETTING THERE will require policies that:

REQUIRE open space set-asides within new developments. This means that future developments might be taller and denser, so that more room is left over for small parks and plazas.

PROMOTE partnerships with the National Park Service and other institutions to improve open space access and, in some cases, transfer land to DC. Transferring land means that additional District funds and staff will be needed to maintain this property.

EXPLORE joint use agreements with DC Public Schools to improve access to school open space. Additional funds will be needed to improve the safety and accessibility of these spaces.

SUPPORT the improvement of public properties, such as triangle parks along our major avenues. This will also take additional resources to properly implement.

PROMOTE the development of new trails along the Anacostia River, Watts Branch, Oxon Run, and elsewhere.

CREATE new revenue sources for fixing and maintaining existing parks.

ENCOURAGE citizens and community groups to adopt parks, keeping them clean and well maintained.

Targeting Investment

IN OUR CITY TODAY...

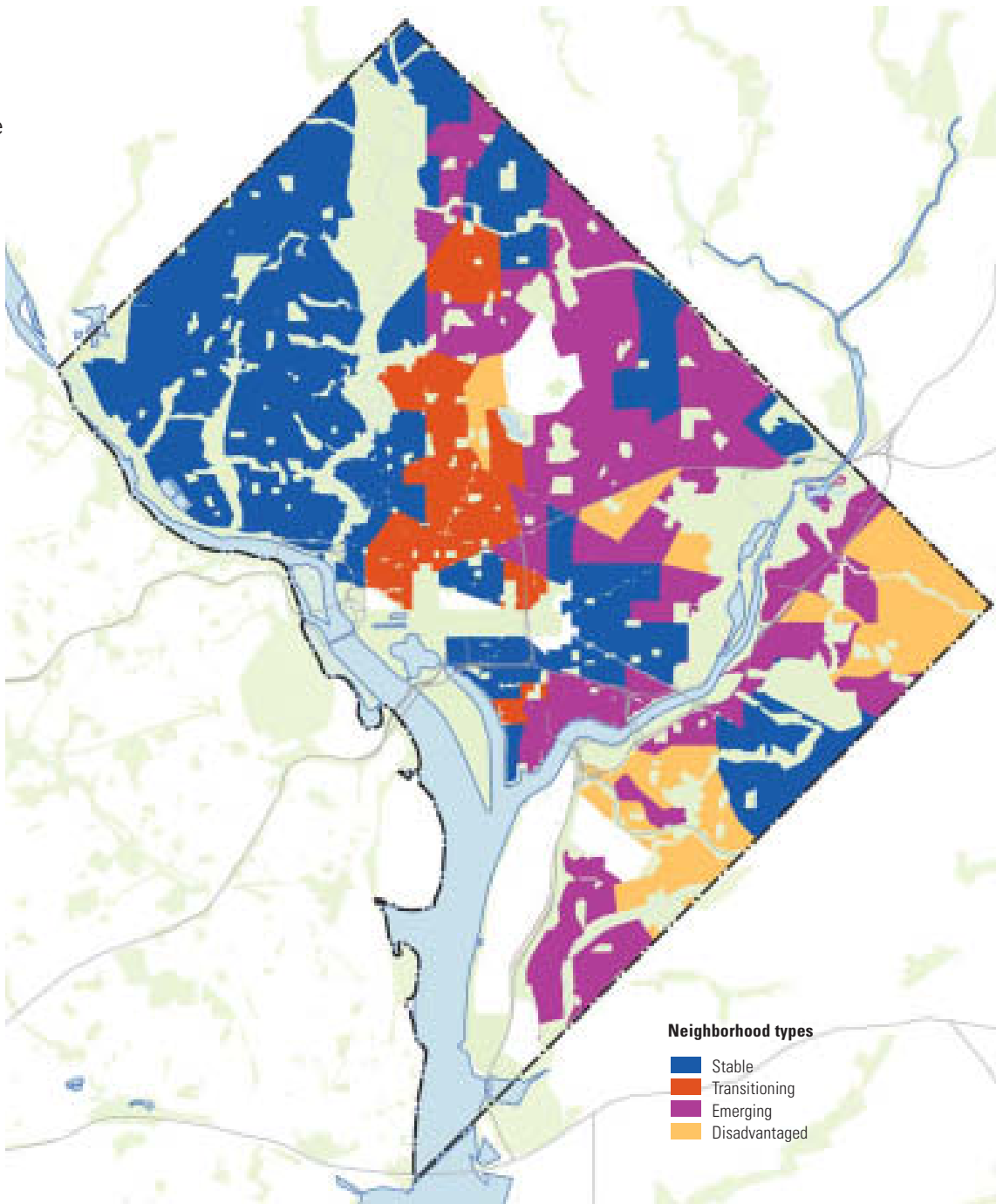
Our neighborhoods have different needs and resources

Strategies for growing more inclusively must be tailored to reflect the different needs and conditions in our neighborhoods. In some areas, our challenge is to manage a booming real estate market. In other areas, our challenge is to generate market interest.

To better understand and respond to neighborhood needs, the DC Office of Planning evaluated data and trends for every neighborhood in the city. The analysis looked at infrastructure conditions, the quality of housing and retail amenities, the local real estate market, crime rates, school performance, and community facilities such as parks. The analysis also considered the level of civic involvement in each neighborhood.

Based on this analysis, neighborhoods were characterized in four ways:

- Stable, with healthy real estate markets, above average home values, and positive social and economic indicators.
- Transitioning, with rapid development, rising property values, and the potential for displacement.
- Emerging, with moderately positive social and economic indicators but underperforming compared to the stable neighborhoods.
- Disadvantaged, with little private investment and low social and economic indicators.



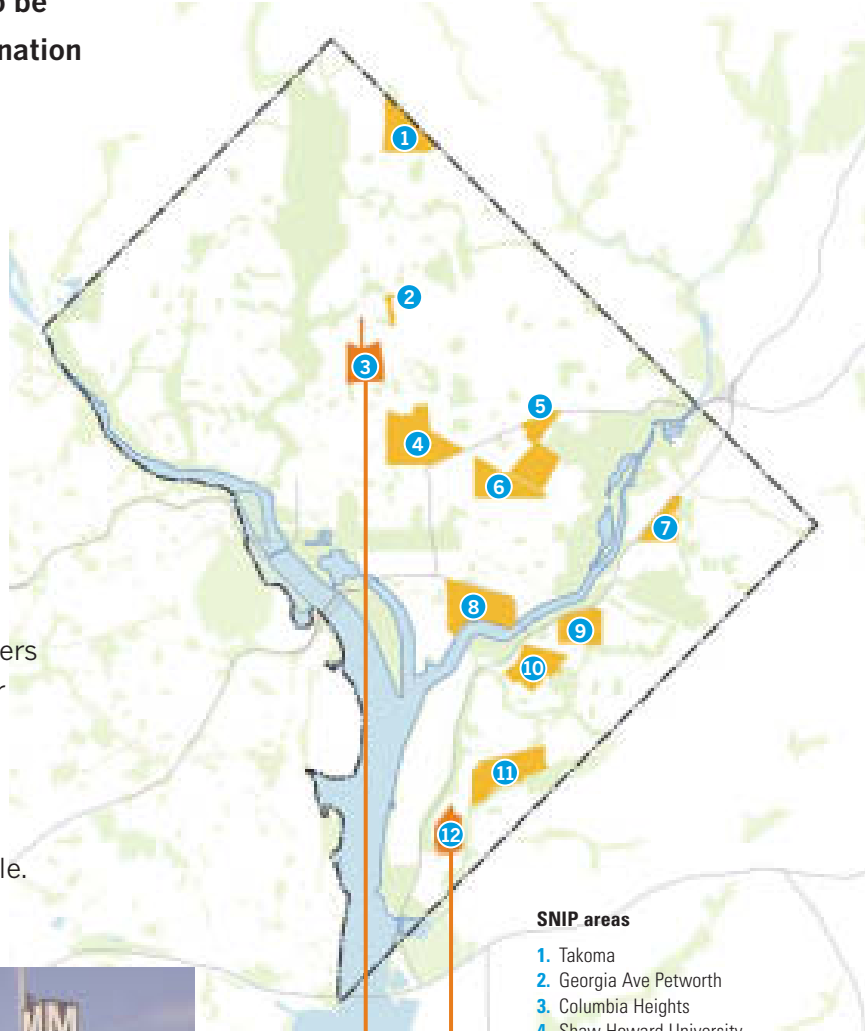
Our revitalization strategies must reflect these differences

Recognizing the city's limited resources, many neighborhood revitalization strategies have focused on areas where visible and significant outcomes can be achieved within the next three to five years. These tend to be emerging and transitional neighborhoods that show some combination of the following qualities:

- Strong anchor institutions such as colleges or hospitals.
- Potential private or philanthropic partners.
- Good access to Metro and major arterial streets.
- Areas of land owned by the District or other public entities.
- Housing and commercial development opportunities.

Based on these qualities, 12 Strategic Neighborhood Investment Program or "SNIP" areas have been identified (see map). Investment of public and private dollars is being coordinated within each of these areas. Examples of public investments include reclaiming blighted properties, upgrading schools and services, improving streets, redeveloping retail and civic centers, and working closely with developers to encourage new development. New SNIP areas will be identified after the 12 original areas show visible improvements.

An example of the program's impacts on two DC neighborhoods is laid out on the following pages. For many years, these neighborhoods—Columbia Heights and Bellevue—have lagged behind the city as a whole.



IN COLUMBIA HEIGHTS, the 2000 Census reported that 33 percent of the residents lived in poverty, compared to 20 percent citywide. Although the median value of a home (\$175,300) was higher than the citywide average (\$157,200), only 14 percent of the households were homeowners.



Vacant land adjacent to the Columbia Heights Metro station.

IN BELLEVUE, the 2000 Census reported that 20 percent of the residents lived in poverty, matching the citywide statistic. However, the median value of a home (\$108,400) was 65 percent of the citywide average. About 35 percent of the households were homeowners, compared to 40 percent citywide.



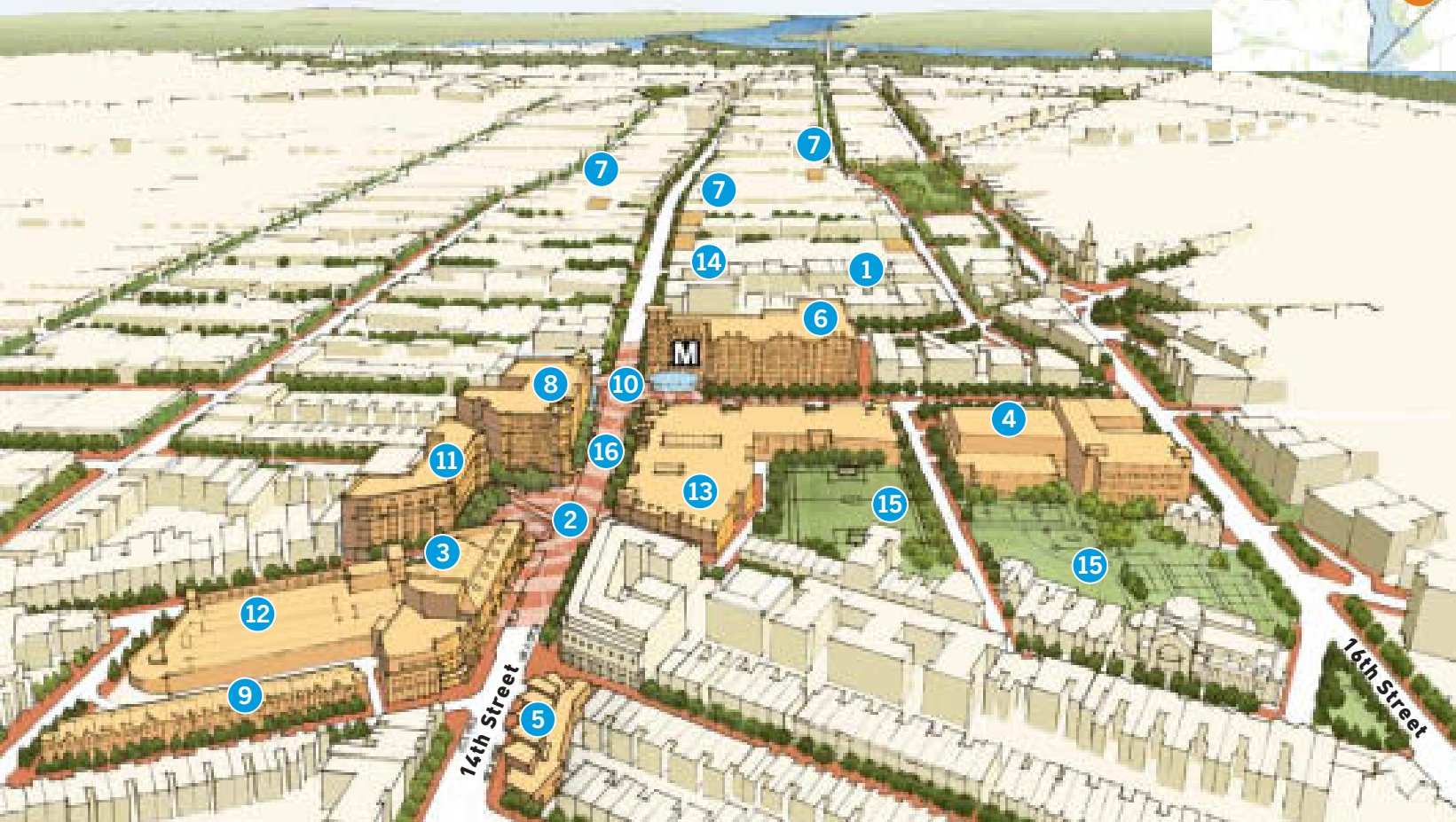
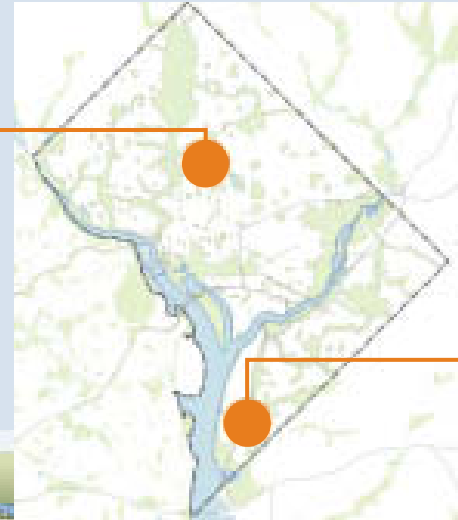
Vacant housing in the Bellevue neighborhood.

A Vision Becomes a Reality

Emerging and transitioning neighborhoods will become stable, vibrant communities

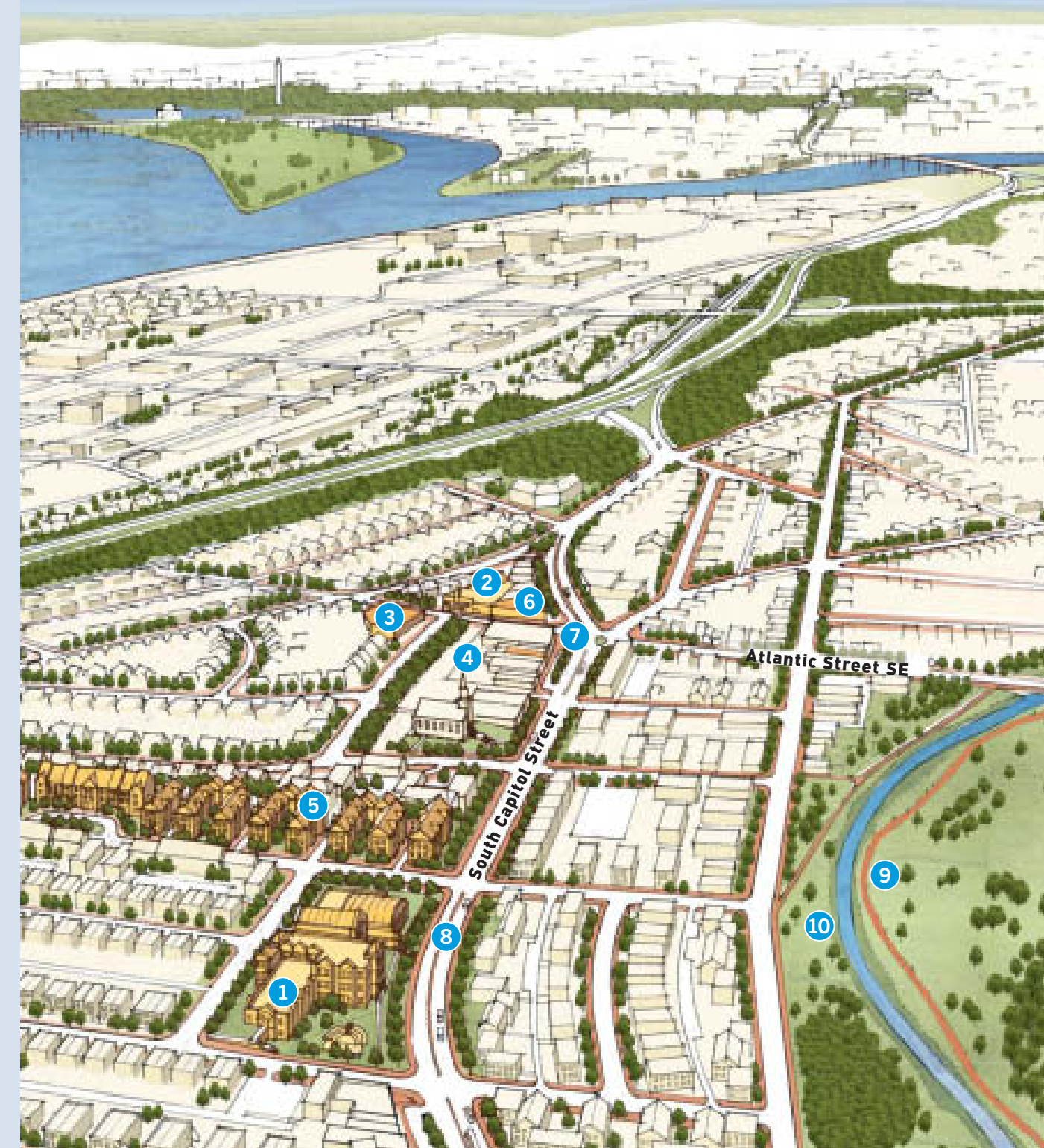
In Columbia Heights

The 1968 riots following the assassination of Dr. Martin Luther King Jr. devastated Columbia Heights. More than half of the neighborhood's businesses were burned or looted and one out of every five houses was badly damaged. Today, the neighborhood is in the midst of a development boom, spurred in part by the opening of the Metrorail Green Line in 1999.



In Bellevue

Between 1980 and 2000, Bellevue lost more than 20 percent of its residents. Today, the Bellevue neighborhood in Southeast Washington already is applying many of the strategies outlined in this chapter to create a successful neighborhood.



STRENGTHENING NEIGHBORHOOD IDENTITY

1. Adding a new Community Center that will provide day care, a gymnasium, and classrooms. Department of Parks and Recreation staff will also be located here.
2. Creating new public spaces, including a new civic plaza, landscaping, street and curb improvements, and unique paving.
3. Rehabilitating the historic Tivoli Theater, which was closed in the 1970s. The exterior will be preserved and the interior will include a theater, a sit-down restaurant, stores, offices, and condos.
4. Rebuilding Bell Lincoln High School, including not only new classrooms, but also a multi-media center and a daycare and recreation center that will be open to the public.
5. Constructing a \$3.8 million state-of-the-art facility for the Dance Institute of Washington.

CREATING MORE HOUSING CHOICES

6. Building 235 new housing units next to the Metro stop. 59 of these units will be affordable for people with low and moderate incomes. Retail stores will be on the ground floor.
7. Building three housing projects totaling 116 new housing units, including at least 40 affordable units for people with low and moderate incomes. Retail stores and a day care center will also be added.
8. Building 222 units of new housing, which will include 75 affordable rental units for senior citizens.
9. Building 40 new townhouses, with 10 to be priced as affordable units for people with low and moderate incomes.

GUIDING GROWTH

10. Creating an extended public plaza for the community at the Columbia Heights Metro Station.

11. Constructing a housing complex with 117 housing units and retail stores on the ground floor adjacent to this plaza.
12. Adding a new 53,000 square foot Giant Food supermarket.
13. Developing a large retail center featuring a Target store and other national retailers.

IMPROVING ENVIRONMENTAL HEALTH

14. Completing a new Girard Street playground by mid-2005. Once an area of intense crime, this playground will have new landscaping, lighting, and play equipment for children of varying ages.
15. Adding two tennis courts, a softball diamond, and a soccer field.
16. Planting trees and landscaping to provide shade and restore lost vegetation.

STRENGTHENING NEIGHBORHOOD IDENTITY

1. Replacing Patterson Elementary with a new \$15 million school.
2. Restoring the vacant Atlantic Theater as commercial space.
3. Exploring options to rehabilitate the neighborhood library.
4. Expanding workforce development opportunities, for instance, by opening the South Capitol One-Stop Career Center to help residents gain the skills needed to succeed in the DC workforce.

CREATING MORE HOUSING CHOICES

5. Replacing an abandoned apartment complex on Danbury Street with 119 new townhouses.
6. Opening two housing counseling centers to help residents realize the dream of owning a home.
7. Working with property owners to acquire and rehabilitate abandoned homes throughout the neighborhood, while keeping them affordable to low and moderate income families.

GUIDING GROWTH

8. Repaving South Capitol Street and improving streetlights—and reconstructing Danbury, Forrester, and Galveston streets and Halley Terrace.

IMPROVING ENVIRONMENTAL HEALTH

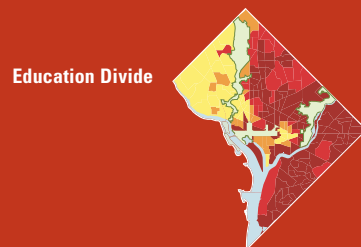
9. Redesigning and extending the pedestrian/bicycle trail in Oxon Run Park. A Park Master Plan Update will start in 2004 and will identify additional improvements to the park and trail.
10. Removing the concrete channel in Oxon Run Park, returning the stream to its natural state and creating a sustainable habitat for plants and animals.



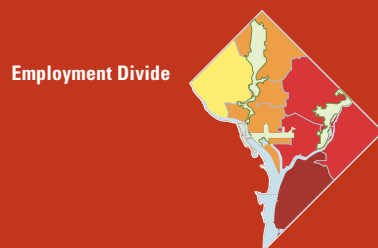
THE SECOND CHALLENGE:

Increasing Access to Education and Employment

The second of the three major challenges facing our city is increasing access to education and employment. A review of DC's education and employment statistics tell us that our city is geographically divided between the "haves" and "have nots".



In the eastern sections of our city, too many of our high school students are dropping out of school. In some areas, more than 75 percent of adults do not have a college degree. At the same time, the western portions of our city have one of the highest concentrations of college-educated residents in the country.



DC's employment divide is just as troubling and illustrates the importance of a good education. In almost the same eastern sections of the city, the unemployment rate is twice as high as it is in the west.

If we are to become a truly inclusive city, we must address the education and employment divides head on. This chapter focuses on specific strategies that will benefit residents across the city by:

IMPROVING EDUCATIONAL QUALITY so that all of our residents learn the critical skills to be successful.

PREPARING FOR EMPLOYMENT so that young adults and adults obtain the knowledge and skills to get a job.

EXPANDING THE ECONOMY INTO OUR NEIGHBORHOODS to provide new jobs and services where we live and help us stay competitive within the region.

CONTINUING TO DIVERSIFY OUR CENTRAL EMPLOYMENT AREA with new housing, retail, and services to benefit residents across the city.

If we are to become a truly inclusive city, we must address our education and employment divides head on.

Improving Education Quality Across the City

IN OUR CITY TODAY...

Too many children are being left behind

Bridging the education divide means we must turn around these statistics:

- Eighth-graders in our public schools test below the national average in math and reading. Approximately 54 percent of the nation's students scored higher than DC students in both subjects.
- 35 percent of all DC students drop out of high school.
- 70 percent of DC public schools are in poor physical condition.



Condition of DC public school buildings

- Schools rated in good or fair condition
- Schools rated in poor condition

IN OUR CITY TOMORROW...

DC will become a “City of Learning” where government, institutions, parents, and other citizens mobilize to strengthen the educational experience.

Key strategies include:



A wealth of brain power

- Colleges and universities
- Federal government
- Hospitals

To address such troubling statistics, we must be creative and draw on a number of resources. DC, in fact, has resources and brainpower unlike any other city in the country. We are home to the federal government, think tanks, research and development institutions, major hospitals, universities, and hundreds of non-profit organizations.

Imagine what could be accomplished if DC's wealth of brainpower mobilized to improve our education system.



GETTING THERE will require policies that:

We will become a “City of Learning”

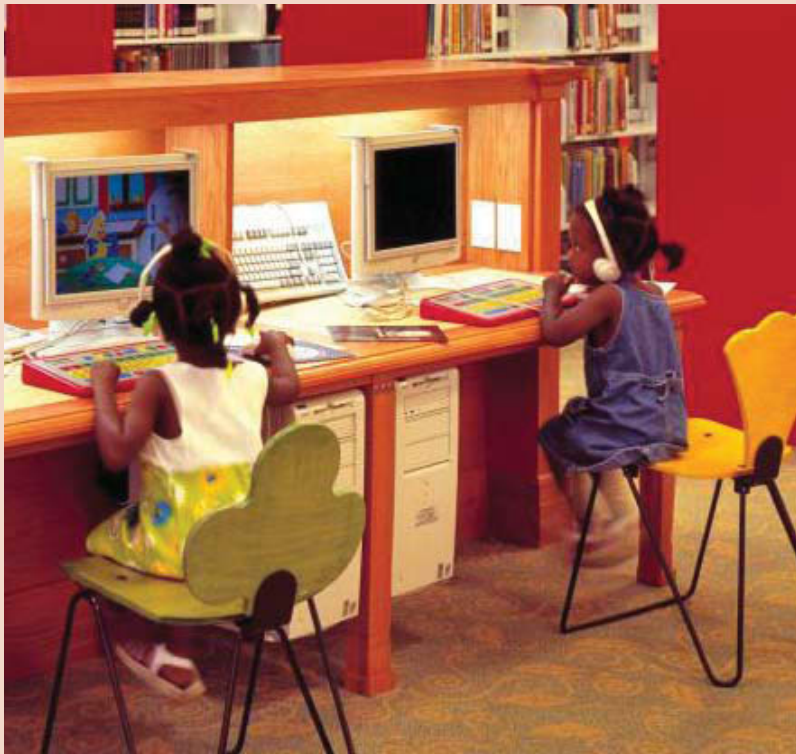
A REFORMED EDUCATIONAL SYSTEM THAT PROVIDES CHOICE. A reformed system will take a long-term commitment to hire high-quality teachers in all public schools and provide a safe learning environment. It will also mean giving families the option to send their kids to charter or private schools, without taking away funding from the public school system.

LIBRARIES WILL BECOME GATEWAYS TO LEARNING. Libraries will partner with nearby schools, offering students safe places to continue learning after school. Libraries will also offer literacy training and access to modern technology.

MORE PUBLIC SCHOOLS WILL BE MODERNIZED THROUGH PARTNERSHIPS. Both public and private partners will work to jointly improve schools while placing other programs, such as recreation centers or housing, in the same locations.

SCHOOLS WILL BE ADOPTED BY DC INSTITUTIONS. Local universities and institutions will help teach students topics such as political science, economics, arts, science, history, and government. These partnerships will increase the odds of our children continuing on to college.

A DEDICATED COMMUNITY COLLEGE. This will give our adults and young adults a less time-intensive and less expensive option to a four-year college.



Quality teachers and libraries are essential to quality education.



Leveraging Our Strengths: The Georgetown and Ron Brown Partnership

Since 1996, Georgetown University has worked with kids at the Ronald H. Brown Middle School in Northeast DC. Georgetown students teach junior-high students vocabulary, study skills, and test-taking strategies, while stressing the benefits of a college education. The University also provides professional development exchanges between its faculty and Ron Brown teachers.

DIRECT public resources to families, allowing them to choose between public, charter, and private schools.

WORK with charter schools to identify new school locations, including non-traditional settings such as neighborhood commercial districts.

COORDINATE facility planning and program coordination efforts between DC Public Schools, other District agencies, and private partners.

BUILD partnerships between public schools and local universities, think tanks, and other institutions to improve the learning environment for DC students.

CREATE vocational centers where DC residents can gain the skills needed to fill jobs in professional and government offices, hospitals, technology, universities, and services.

SUPPORT a community college system in the city, possibly including a campus on one of the large federal or institutional sites available for reuse.

Improving Education Quality Across the City

IN OUR CITY TODAY...

Universities are vital to our city, but their growth sparks debate

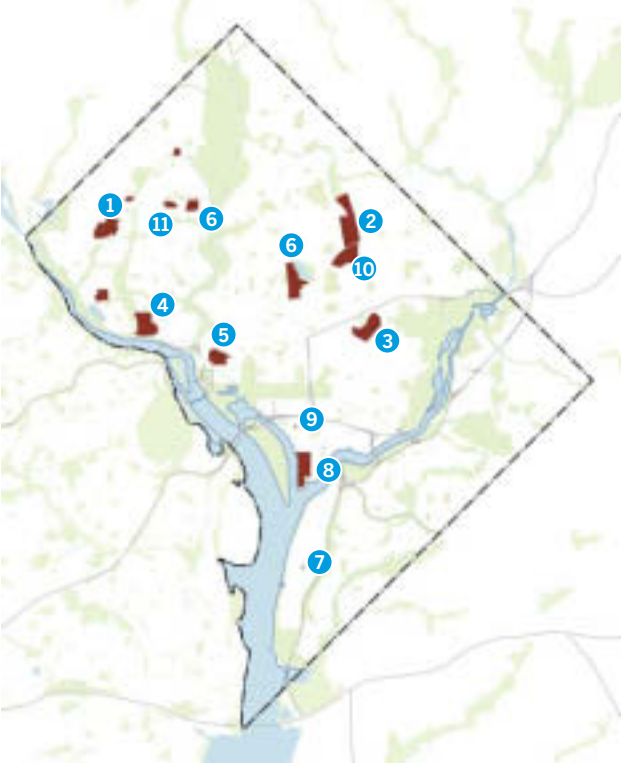
Washington’s colleges, universities, and non-profits make our city an intellectual capital as well as a political capital. For over 200 years, these institutions have been a part of the DC landscape and have shaped the economic, social, and cultural life of the city.

According to the Consortium of Colleges and Universities, in 2003:

- Eight of the 20 largest non-government employers in the District were universities and university-related hospitals.
- DC’s universities spent \$1.8 billion, employed 21,000 DC residents, and enrolled 74,000 students.
- Universities attracted more than \$360 million in research funding to DC.

Many DC colleges and universities have been growing on campus and outside the District to accommodate new programs and stay competitive. In some cases, this expansion has occurred through the conversion of residential or vacant properties near the campus to university uses. Although these expansions have been legally approved, as are all zoning matters, they still spark fierce debate. Nearby residents and organizations have expressed concerns about traffic, noise and changes in overall neighborhood character.

Moving forward, new policies and strategies will be necessary to respond to the needs of our growing universities while also responding to the concerns of the neighborhoods around them.



Colleges and Universities in Washington D.C.: 2003-2004 Enrollment	Students
1. American University	12,521
2. Catholic University	5,527
3. Gallaudet University	1,715
4. Georgetown University	9,506
5. George Washington University	23,019
6. Howard University	10,521
7. Joint Military Intelligence College	574
8. National Defense University	2,503
9. Southeastern University	955
10. Trinity College	1,093
11. University of the District of Columbia	5,241

IN OUR CITY TOMORROW...

Institutional and neighborhood interests are balanced as:

UNIVERSITIES BECOME CATALYSTS FOR REVITALIZATION. New and expanded campuses are created east of the Anacostia River and in other areas of the city that are now struggling to attract jobs and reinvestment.

Our institutions will help sustain healthy communities

OUR KNOWLEDGE-BASED ECONOMY GROWS STRONGER. Universities, colleges, and think tanks will be leveraged to nurture established businesses, generate venture capital, and attract new businesses to the city.

NEW SOLUTIONS ARE CREATED TO REDUCE OFF-SITE IMPACTS. Universities, neighborhoods and the City will work together to identify new and creative solutions to expansion impacts.

UDC IS SUSTAINED AND SUPPORTED. Enrollment grows at the University of the District of Columbia, as more resources are made available and the university becomes a more attractive option for DC residents. More graduating high school students attend UDC and stay in the District.



Collaborative planning between universities and nearby neighborhoods have led to successful projects such as the Pryzbyla Student Center at Catholic University (left) and the new athletic center at Trinity University (right).

GETTING THERE will require policies that:

FACILITATE land use decisions that enhance neighborhoods while providing our institutions with opportunities to grow.

HELP universities and institutions expand into new areas of the city where such growth would be beneficial and desirable.

CONSIDER mutually beneficial ways to reduce the impacts of university and college expansion on adjacent areas.

ADDRESS the consistency of regulations for universities headquartered in the District with those for out-of-state campuses with facilities in the District.

PROVIDE an environment where DC residents can better access the educational, recreational, and cultural benefits afforded by our universities and other institutions.

INCREASE links between our universities and local economic development, job training, and literacy programs

Preparing for Employment

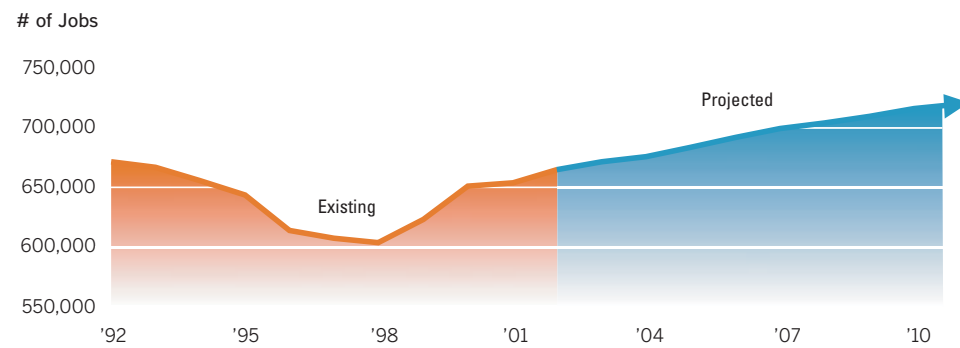
IN OUR CITY TODAY...

DC has many jobs, yet residents are struggling to find employment

In today's competitive environment, DC continues to be the region's top employment center. In fact:

- DC has more jobs than residents. There are approximately 672,000 jobs in the city and approximately 578,000 residents.
- Our city is projected to add an additional 150,000 jobs in the next 25 years.

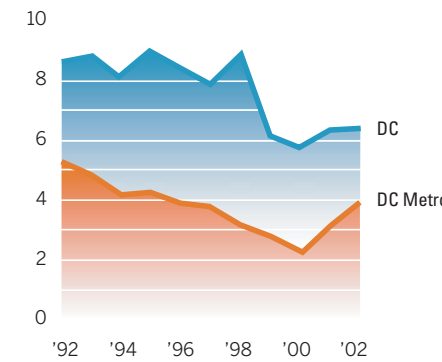
EXISTING AND PROJECTED JOB GROWTH IN THE DISTRICT OF COLUMBIA



While this is good news, too many of our residents are still struggling to find quality work. For example:

- DC's 6.6 percent unemployment rate is more than twice the 3.2 percent regional average. Some 20,000 DC residents were looking for work in February 2004.
- Nationally, only four states had higher unemployment rates than DC in December 2003.

PERCENTAGE OF DC RESIDENTS UNEMPLOYED



- Two out of three jobs in DC are filled by Maryland and Virginia residents.

What does it mean if DC has one of the country's highest unemployment rates at the same time it has the largest number of jobs in the region? It means that there is a tremendous disconnect—DC residents are not being hired for jobs in their own city. While we can't expect all DC residents to work in the District, we can do more to help them fill local jobs. This includes teaching our residents new skills and trades and providing more specialty training. It includes diversifying our economy, creating more jobs in light industry, retail trade, arts and culture, and other sectors. And it includes attracting professions that enable residents to move from entry-level jobs to management.

IN OUR CITY TOMORROW...

Connecting more residents to DC jobs will take multiple strategies—ranging from skill building to job creation. Specifically:

HIGH SCHOOLS WILL CONTINUE TO SPECIALIZE in areas like health care, hospitality, and health sciences. Teaching students the skills needed in DC's growing economic sectors will be one strategy for linking education and employment. Employer mentoring and internships will also help students understand what it takes to obtain a good job.

DC residents will learn the skills to fill local jobs

ADULT LITERACY CLASSES WILL BE LINKED TO JOB TRAINING.

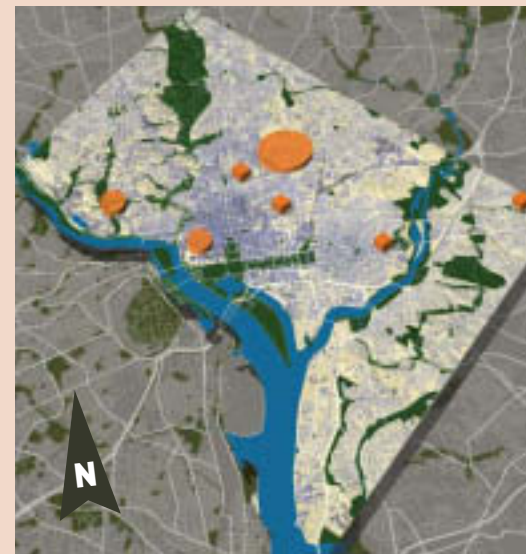
Leaders in DC's job training programs are finding that many adults seeking training do not possess basic reading and writing skills. Coupling literacy classes with job training will be one way to help teach citizens the life skills needed to find and keep a decent job.

NEW APPRENTICESHIP PROGRAMS. In cities across the country, trade organizations have established formal apprenticeship programs to provide exposure to careers and teach residents the essential skills and trades that make them employable. In the future, DC will provide union and non-union apprenticeship programs.



Adult education programs can enable more DC residents to find jobs in the city.

HEALTH AND MEDICAL SERVICES



Specialty Schools Areas with jobs in health and medical services

NATURAL SCIENCES



Specialty Schools Areas with jobs in natural sciences

HOSPITALITY AND TOURISM



Specialty Schools Areas with jobs in hospitality and tourism

TECHNOLOGY AND MANUFACTURING



Specialty Schools Areas with jobs in technology and manufacturing

GETTING THERE will require policies that:

EXPAND customized high school curricula to match growing sectors of our local and regional economy.

PROMOTE the involvement of DC employers in high school education, mentoring, and internship programs.

COUPLE adult literacy classes with job training, counseling, and placement programs. This could mean that if adults fail basic reading and writing classes, they will be required to take adult literacy courses before receiving job training assistance.

DEDICATE resources to develop and expand apprenticeship programs that teach DC residents new skills and trades.

Expanding the Economy Into Our Neighborhoods

IN OUR CITY TODAY...

Residents leave DC to shop

While DC neighborhoods have many strengths, they lack an adequate supply and diversity of neighborhood-serving retail stores:

- Many of our neighborhood commercial corridors have vacancy rates of 30 percent or more, including H Street NE and sections of Georgia Avenue.
- There is so much demand for retail in DC that it would take 7 million square feet of new retail to satisfy our needs—the equivalent of five regional malls the size of Tysons Galleria.
- Building 7 million square feet of retail would create 15,000 to 20,000 new jobs.
- DC is losing one billion dollars a year to stores in nearby Virginia and Maryland.

Not only does the lack of retail hurt DC's economy and create an inconvenience for DC shoppers, it also takes crucial job opportunities away from our residents.



Many stores in DC are vacant, while...



the malls in northern Virginia and suburban Maryland are booming.

IN OUR CITY TOMORROW...

The vision for the future is to provide a greater range of local shopping and employment opportunities for residents by creating:

Residents will shop in their own neighborhoods

MORE SHOPPING STREETS.

One of the greatest opportunities to increase retail is along our shopping streets. Continued designations of "Main Streets" by DC government will help provide financial and technical assistance to these streets.

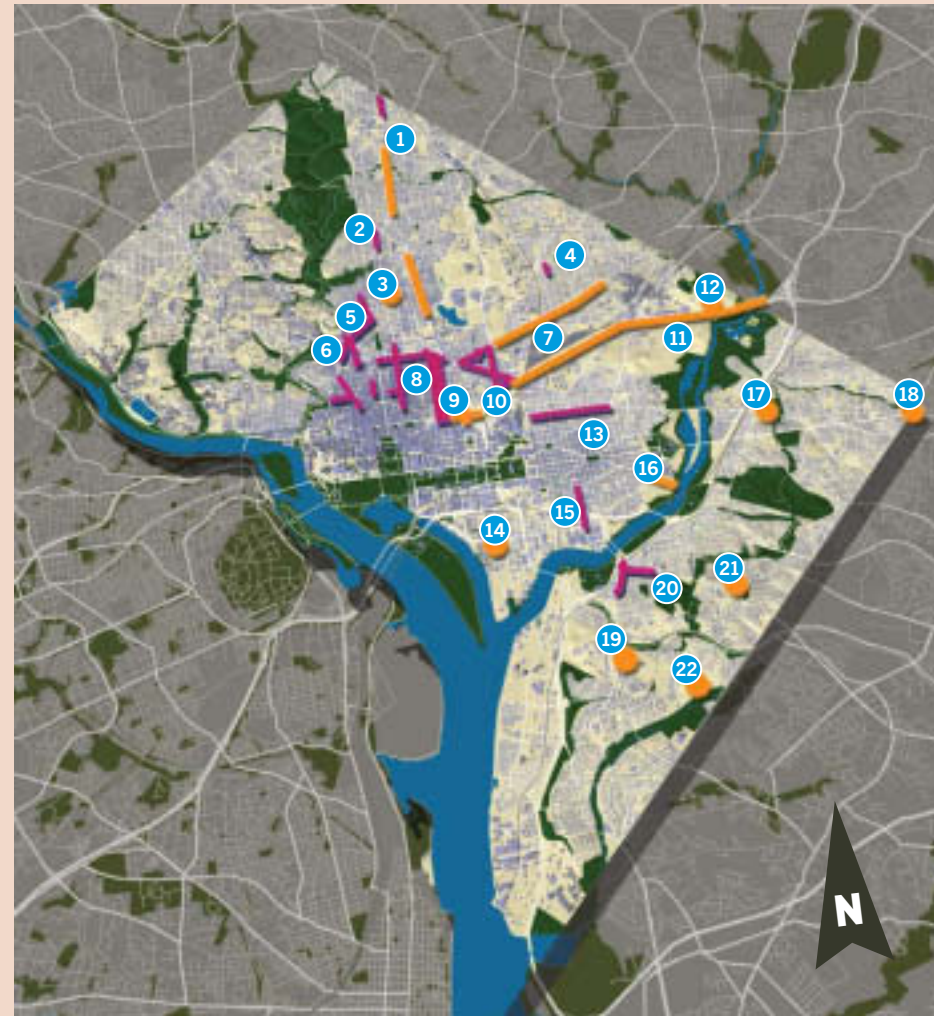
REVITALIZED SHOPPING CENTERS. Updating neighborhood shopping centers, such as the Skyland Shopping Center in Ward 7, will attract new retail stores and new customers and help revive these neighborhood centers.

A DIVERSITY OF RETAIL. Fully tapping our retail potential also means diversifying the types of retail in our city—ranging from small shops to national chains. It means attracting more retail to areas east of the Anacostia River. It also means revitalizing Downtown shopping and finding sites for the large superstores which DC residents now must travel out of the city to find.

Possible retail expansion areas

- DC Main Streets
- Potential community/regional retail corridors
- Potential community/regional retail centers

1. Georgia Ave
2. 14th Street Heights
3. Columbia Heights
4. Brookland
5. Mount Pleasant
6. Adams Morgan
7. Rhode Island Ave
8. 14th & U Street
9. Shaw
10. N. Capitol
11. New York Ave
12. Fort Lincoln
13. H Street
14. Waterside Mall
15. Barracks Row
16. Hill East
17. Minnesota-Benning
18. East Capitol Gateway
19. St. Elizabeth's
20. Anacostia
21. Skyland
22. Camp Simms



DC NEEDS MORE SMALL SHOPS...



SUPERSTORES...



AND NATIONAL CHAINS ACROSS THE CITY



GETTING THERE will require policies that:

SUPPORT programs like ReSTORE DC that help small businesses and revitalize neighborhood commercial districts, including Main Streets.

TARGET retail investments near transit stations or key commercial corridors. This could mean rezoning or phasing out marginal retail areas that are no longer competitive.

SUPPORT a limited amount of superstore development on land currently zoned for industrial uses.

CREATE retail centers that generate opportunities for small local businesses and entrepreneurs along with hiring incentives that benefit DC residents.

ESTABLISH development standards in neighborhood retail areas to maintain unique, pedestrian-oriented districts. This could result in zoning changes and new design guidelines.

HELP small merchants cope with rising rents in emerging business districts.

Expanding the Economy Into Our Neighborhoods

IN OUR CITY TODAY...

We are not fully capitalizing on our tourists

More than 18 million visitors every year come to the nation's capital, making DC one of the leading tourist destinations in America. While this provides a tremendous boost to our economy, we are not reaping the full benefits:

- Tourism generates \$7 billion a year and employs approximately 48,000 people.
- The vast majority of DC tourists, however, do not venture beyond the Mall and into our neighborhoods.
- Tourists in DC spend less money on shopping during their visits than the average tourist nationwide.



Tourists enjoy the Cherry Blossoms at the Tidal Basin.

- Research by Cultural Tourism DC found that more than 60 percent of our city's tourists are interested in visiting historic sites and museums beyond the monuments but are discouraged by a lack of information about these places.
- When tourists did travel to neighborhood cultural attractions, 58 percent of them made a purchase at a local shop and/or dined at a local restaurant.
- Few other large American cities can match Washington's legacy of African-American history, Civil War sites, monuments, and historic home museums. With many of these sites found in our neighborhoods, we must do more to encourage tourists to travel beyond the Mall.

IN OUR CITY TOMORROW...

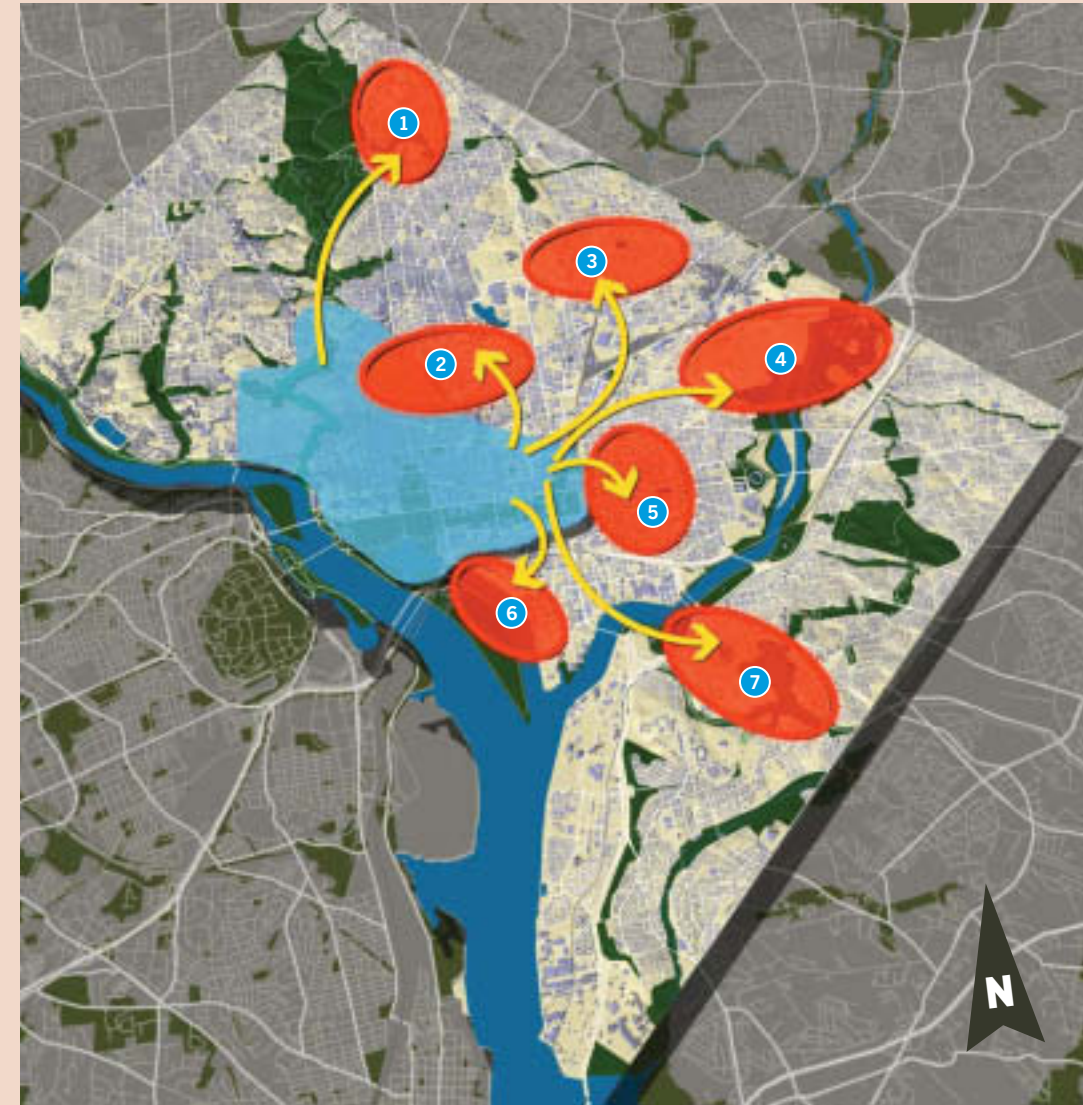
To strengthen our cultural heritage and move tourists beyond the monuments and museums, we must provide:

Tourists will explore beyond the National Mall

ADDITIONAL HERITAGE TRAILS AND HISTORIC ATTRACTIONS. This will bring jobs and retail sales to our neighborhoods while helping tourists understand Washington's compelling history.

MARKETING CAMPAIGNS AND TOUR PROGRAMS. This includes developing public information materials that link Mall attractions to tourist attractions in neighborhoods.

NEW CULTURAL SITES BEYOND THE MALL. New museums, monuments, attractions, and public transportation will be developed along the Anacostia River and elsewhere in our city, enticing visitors closer to our neighborhoods.



Areas to expand tourism beyond the National Mall

- | | | | |
|--------------------------------------|----------------------|---|-------------------------|
| ■ Traditional tourist destination | 1. Upper Georgia Ave | 4. National Arboretum/
Kenilworth Aquatic Garden | 6. Southwest Waterfront |
| ● New cultural tourism opportunities | 2. U Street/Shaw | 5. Capitol Hill | 7. Historic Anacostia |
| | 3. Brookland | | |



The U Street Success Story

For 50 years, U Street was the nation's "Black Broadway" and the heart of African-American business and culture in Washington. The neighborhood and its theaters hosted the brightest stars in American jazz. African-American leaders in science, law, education, and the arts—people like Langston Hughes and Thurgood Marshall—lived and shopped here.

Today, a new generation of residents and visitors is rediscovering this heritage. Since the Metrorail station opened in 1991, U Street has become a living museum. A multi-year strategic plan has helped make this district a national model for heritage tourism. Partnerships between the city, Cultural Tourism DC and local foundations have leveraged millions of dollars in foundation and private investment—creating new jobs and business opportunities as a result.

GETTING THERE
will require
policies that:

CREATE signage, marketing programs, and streetscape improvements to increase the visibility of our neighborhoods to visitors.

SUPPORT transportation improvements—like the Downtown Circulator—that bring tourists to attractions outside the monumental core of the city.

ENCOURAGE new tourist-supportive facilities in our neighborhoods, such as hotels and bed and breakfasts. This may require changes to the way these uses are regulated.

ADDRESS parking and access issues at new tourist destinations.

Expanding the Economy Into Our Neighborhoods

IN OUR CITY TODAY...

Our economy needs to diversify and expand beyond Downtown

All successful cities look for ways to strengthen their economies. Drawing on international, national, and regional trends, DC continues to explore the new and existing job sectors that are most likely to succeed here. We know that:

- Government provides 34 percent of the District's jobs and is the bedrock of our economy—but we are diversifying and growing in new areas.
- Fast-growing sectors in DC include legal services, computer systems, and educational services. Leisure and hospitality and financial sector jobs are also increasing.
- DC is located in one of the nation's top technology markets, with high per capita federal research and development spending.
- Eight of the top 10 non-government employers in DC are universities or hospitals. Collectively, they employ 54,200 people.



George Washington University is one of the top non-government employers in DC.

- The health care industry continues to grow in DC. Research by the Brookings Institution indicates that hospitals have a successful track record of hiring women and people of color. They also are known to promote workers from within the ranks to higher-paying jobs.

As we diversify our economy, we must decide where these new and expanding sectors will locate. Many of our major non-government employers are now located in close proximity to neighborhoods where there is little room to grow.

IN OUR CITY TOMORROW...

Careful planning and focused marketing will bring new jobs to some of our neighborhoods with:

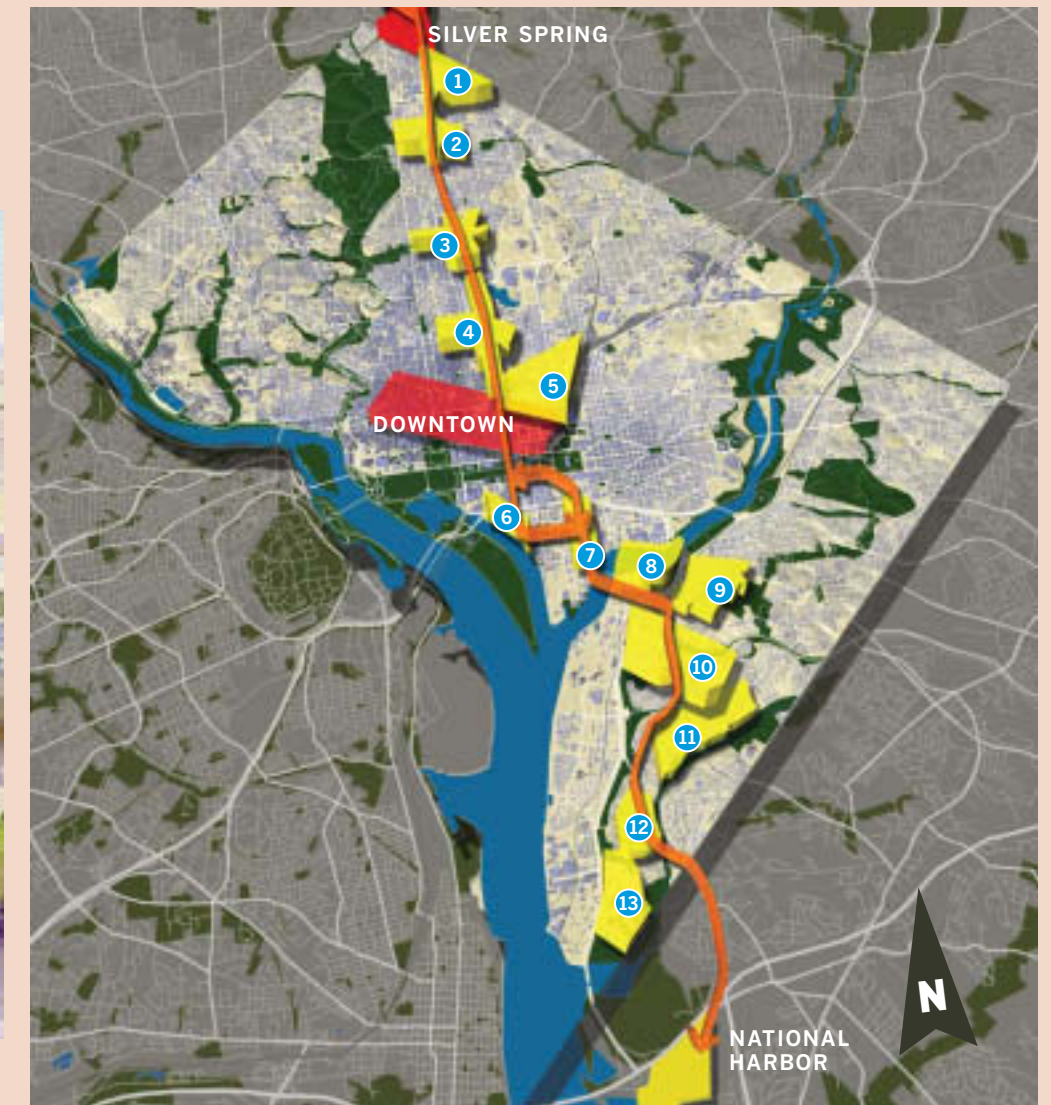


New centers will provide jobs and help DC remain competitive

UNIVERSITIES AND NEW BUSINESSES IN TRANSFORMING AREAS. Focused planning is already identifying future employment centers on sites like the St. Elizabeths Campus and Reservation 13 in the Hill East neighborhood. These sites can become centers for jobs in health care, biotechnology, and other fast-growing industries.

Illustrative rendering of potential mixed-use development at the St. Elizabeth's Campus in Southeast DC.

A NEW MIXED USE JOBS CORRIDOR THROUGH THE HEART OF OUR CITY. New mixed-use centers will develop along this corridor, which connects Downtown with major suburban employment centers. These mixed use centers will also provide neighborhood services such as dry cleaners and grocery stores.



- New job corridor**
- Existing employment centers
 - Future mixed use centers
- | | | | |
|----------------------------|-------------------------|-----------------------|----------------|
| 1. Takoma | 4. U St/Shaw | 8. Poplar Point | 12. Bellevue |
| 2. Brightwood/Fort Stevens | 5. NoMa | 9. Historic Anacostia | 13. DC Village |
| 3. Petworth | 6. Southwest Waterfront | 10. St. Elizabeth's | |
| | 7. South Capitol Street | 11. Congress Heights | |

GETTING THERE will require policies that:

DESIGNATE some of the large development sites in the city for compatibly-designed mixed uses rather than housing alone.

DISTINGUISH the specific types of employment uses that should be encouraged in different mixed use centers, including Downtown.

CREATE opportunities for small neighborhood businesses by providing loan assistance and seed money.

DEFINE the economic sectors the city hopes to attract, along with the land use and transportation strategies needed to bring them here.

SUPPORT land use and zoning changes along new job corridors, such as Georgia Avenue and Martin Luther King, Jr. Avenue. This could allow higher densities and more intense development in these areas, along with new land uses.

Continuing the Diversification of our Central Employment Area

IN OUR CITY TODAY...

Downtown's success is creating new opportunities and new challenges

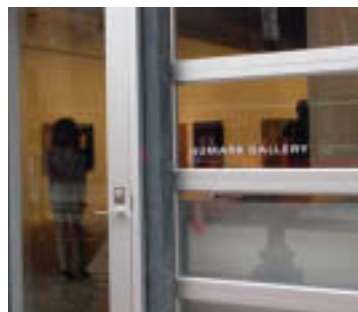
Today, our Central Employment Area—including Downtown DC—is home to the third largest central city office market in the country. Yet over the past five years, our central area has been transforming into much more than an office district:

- More than 2,000 housing units and 400,000 square feet of retail space are under construction.
- New restaurants, hotels, theaters, and clubs are finally making Downtown an after-hours destination.
- The new 2.3 million-square-foot Convention Center and adjoining City Museum are reshaping the Mount Vernon Square area.
- Plans are underway to redevelop the old Convention Center site, creating a great public space as well as a new destination for DC residents.

This is very good news for all of us because a strong downtown generates much of the revenue needed to support neighborhood services such as trash pickup and street paving. Success, however, has created new challenges:

- At the current pace, the traditional Downtown core will be fully developed in five years.
- Height limits for buildings mean that we need to build “out” rather than “up.”
- Downtown faces transportation and access challenges that must be addressed if the area is to remain healthy and competitive.

If our city center is to remain the region's hub, we must identify new development areas that will help us generate the revenue needed to support our neighborhoods.



New activity in Downtown.

IN OUR CITY TOMORROW:

We can continue Central Washington's success by creating diverse urban neighborhoods and strengthening our primary job centers. To get there will require:

Our city center will continue to diversify and thrive

SOME AREAS ARE TRANSFORMED, AND OTHERS ARE PROTECTED. DC has already targeted several areas for new uses. These include North and South Capitol streets, North-of-Massachusetts-Avenue (NoMa), and the Near Southeast. At the same time, it will be important to protect residential areas, such as Shaw and Capitol Hill, from too much change.

A MIX OF USES IN TRANSFORMING AREAS including housing, culture, entertainment, and retail stores. This development will be combined with ongoing efforts to keep Downtown safe, clean, and attractive.

NEW MIXED-USE NEIGHBORHOODS in other parts of Central Washington. We will seize opportunities for revitalization in Mount Vernon Triangle, the Southwest Waterfront and similar areas. In existing neighborhoods adjacent to these areas, public space improvements and support for small businesses will be promoted so that these areas can also benefit from Downtown growth.



Major areas of transformation in Central Washington.



An example of how one new Downtown Washington neighborhood—Mt Vernon Triangle—might look.

Areas of transformation around Downtown Washington

- Central Employment Area
- 1. New York Avenue Metro
- 2. North Capitol Street
- 3. Mt. Vernon Triangle
- 4. DC Convention Center/ Mt. Vernon Square
- 5. Old Convention Center site
- 6. Southwest Waterfront
- 7. Waterside Mall
- 8. Buzzard Point
- 9. South Capitol
- 10. Near Southeast

GETTING THERE will require policies that:

ENCOURAGE a mix of housing, culture, entertainment, retail, and other non-office uses in the Central Employment Area.

SUPPORT the redevelopment of older industrial areas and other low-intensity areas in the Central Employment Area for new office and mixed use development, especially along the waterfront and in the Mount Vernon Triangle.

PROTECT neighborhoods such as Shaw and Capitol Hill from the pressures of Downtown development.

IMPROVE public transportation, walkability, and waterfront connections in and around the Central Employment Area, especially in emerging centers.

ENSURE that substantial allowances are made for public art as new development takes place.

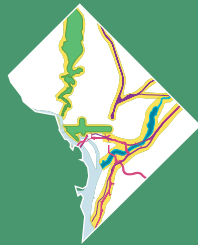


THE THIRD CHALLENGE:

Connecting the Whole City

Connecting the whole city is the third major challenge. While the first two challenges addressed our education, income, and employment divides, this challenge focuses on our physical divides. These divides include railroads, highways, the Anacostia River, federal lands, and even some of our parks and open spaces.

Physical Divide



We can only become more inclusive if we physically link our neighborhoods, increase mobility, and create places where people from across the city can come together. One of the best ways to do this is through large and small investments in infrastructure such as public spaces, parks, streets, and bridges. Through exceptional urban design, we can enhance our city's identity and build neighborhood and civic pride.

Bridging our divides and reshaping our city over the next century will require:

CREATING NEW PUBLIC SPACES where people with diverse backgrounds and interests are comfortable coming together.

INVESTING IN TRANSPORTATION so that every mode of travel becomes an equally convenient option.

TRANSFORMING CORRIDORS through urban design, infrastructure, and economic development.

CONNECTING GREENWAYS AND WATERWAYS, such as the Fort Circle Parks and the Anacostia Waterfront.

BUILDING FEDERAL AND REGIONAL TIES, so that we bridge physical barriers and address issues such as affordable housing and traffic congestion on a regional scale.

While the strategies in this chapter begin with physical connections, the ultimate goal is to strengthen the social connections among neighbors and neighborhoods.

Connecting the city is about creating the physical and social links that tie our city together

Creating New Public Spaces

IN OUR CITY TODAY...

There are few places where residents from across the city come together

We need more places in DC where residents from all parts of the city can congregate—places like Union Station, Eastern Market, and the Washington Fish Market. Regardless of age or race or whether you're from Northwest or Southeast, these places feel comfortable.

Unfortunately, there are not enough places like these in DC today. Because our city is more divided by race, income, and ethnicity today than it was 20 years ago, finding places of common ground has become all the more important.



People from across the city enjoy Eastern Market...



and Union Station.

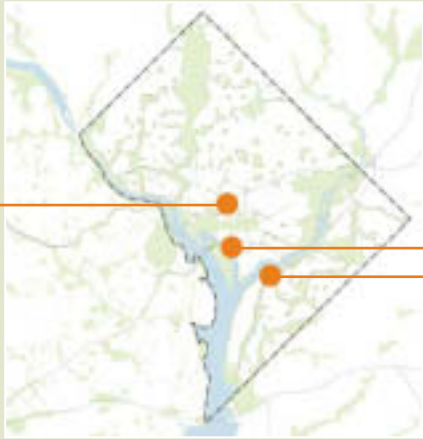
IN OUR CITY TOMORROW...

New public gathering places will be created across our city as redevelopment opportunities emerge. These include:



GETTING THERE will require policies that:

There will be more places of common ground for all DC residents



A REINVIGORATED SOUTHWEST WATERFRONT. This dramatic site will become a true urban waterfront destination for residents and visitors alike. New public spaces, shops, restaurants, and boating will transform this area into an exciting place to visit.



A GATHERING PLACE AT THE FORMER CONVENTION CENTER SITE.

Part of the redevelopment of this three-block Downtown site will include a new public plaza with outdoor restaurants and shopping. Just as the Mall has become the symbolic gathering place for national events, we'll soon have a great gathering place for city events.

A CULTURAL PARK AT POPLAR POINT. A spectacular new cultural park will be created on the east bank of the Anacostia River, near the South Capitol Street bridge. Beautiful gardens, nature trails, a new museum, and a new amphitheatre overlooking the river and the city will draw people together from both sides of the river.



ENCOURAGE significant public spaces and public art to complement new and existing housing or commercial space.

IDENTIFY additional redevelopment sites like the old convention center that can be enhanced with public places, art and other civic activities.

CELEBRATE the cultural heritage of our neighborhoods through special events in public spaces—such as street fairs, concerts, and exhibitions.

SUPPORT the maintenance and improvement of existing public spaces that are important to DC residents.

Investing in Transportation

IN OUR CITY TODAY...

Walking or bicycling around town can be a challenge

While DC is well suited for walking and biking, many parts of the city are not as pedestrian- or bicycle-friendly as they should be.

Some facts about walking in DC:

- Nearly 31,000 DC residents (12 percent of our city's labor force) walk to work. That's a higher percentage than New York, Chicago, or San Francisco.
- DC has more than 1,600 miles of sidewalks and is generally regarded as a "walkable" city, but we still have streets without sidewalks and a backlog of sidewalks needing repair.
- There are roughly 550 collisions between cars and pedestrians in our city each year. We need to make walking safer.



Pedestrians find their own path.

And bicycling in DC:

- Although there are 1,153 miles of roads in the District, there are only eight miles of bicycle lanes, 64 miles of signed bicycle trails, and 34 miles of off-street bicycle trails. Many parts of our city have no bicycle facilities at all.
- The percentage of District residents bicycling to work has doubled since 1990, and now stands at 1.2 percent. While the use of bicycles is growing, many of our workplaces and other destinations have no facilities for storing or locking bicycles.



A bicyclist navigates in fast-moving traffic on New York Avenue.

IN OUR CITY TOMORROW...

More residents will enjoy walking and bicycling

Focused efforts to improve walking and bicycling mean that:

WE WILL HAVE A WALKABLE CITY:

- Sidewalks will exist along many more streets in the city.
- New trails will connect people to the Anacostia and Potomac rivers.
- Improved crosswalks and traffic calming measures will make our streets safer for pedestrians.
- More street trees will provide shade and make walking more comfortable.



Traffic calming measures such as the signs and textured crosswalk on 8th Street SE make crossing the street safer.

OUR CITY WILL BE BICYCLE-FRIENDLY:

- New bicycle routes and off-road bike trails will link with existing routes, creating a bicycle network across the city.
- Distinctive and easy-to-read trail signage will be installed.
- More convenient bicycle parking and storage facilities will be found at major destinations and transit stations.
- New development will incorporate bicycle-friendly design.



Bicyclists enjoying one of DC's bike routes.



GETTING THERE will require policies that:

ENCOURAGE land use and development patterns that support walking.

IMPROVE and extend sidewalks to form a network that links residents across the city.

RECOMMEND pedestrian safety measures, such as traffic calming and lighting.

PLAN for additional bike lanes on our roadways and additional off-road bikeways like the Metropolitan Branch Trail.

INTEGRATE pedestrian and bicycle planning more fully into the planning and design of our roads, transit facilities, public buildings, and parks.

REQUIRE new buildings to be designed with features such as bicycle lockers and bike racks, and promote similar improvements at Metro stations.

IMPROVE motorist and bicyclist education about traffic rules and safety.

Investing in Transportation

IN OUR CITY TODAY...

Our public transportation system needs additional capacity

Washington has one of the best mass transit systems in the country:

One-third of the city's residents use public transit to get to work, making DC second only to New York City in transit use. More than 272,000 daily passengers ride Metrobus and almost 60 percent of Metrorail riders in the region either begin or end their rides at stations in DC.



Rush hour traffic on the Metro.

As our public transportation system is becoming more crowded, new challenges are emerging:

- The number of trips on the Metrorail system increased by 19 percent between 1997 and 2001 alone.
- Large areas in the far Northwest and far Southeast parts of the city are more than one mile—or a 20-minute walk—from the closest station.
- Key destinations outside the District such as Dulles Airport are not Metro accessible.
- The lack of amenities like bus shelters and comfortable waiting areas may discourage potential riders.

This data tells us that our public transit system needs to expand to provide efficient and safe alternatives to driving on our congested streets and highways. At the same time, the Washington Metropolitan Area Transit Authority faces significant budget deficits during the coming years. Innovative solutions are essential.

IN OUR CITY TOMORROW...

DC is already working to introduce new and easier ways of getting around. Looking ahead, our city will enhance the surface transportation system with:

A LIGHT RAIL NETWORK. Four new lines will connect parts of the city not currently served by transit. This will add 33 miles of light rail, bus rapid transit, or streetcar service to neighborhoods across the city. The Anacostia Starter Line between Bolling Air Force Base and Minnesota Avenue NE is already moving forward.



What our light rail cars could look like.

Public transportation will provide new connections and relieve congestion on our roads

IMPROVED BUS SERVICE. The Metro bus system will be faster, more reliable, and have increased evening and weekend service frequency. New rapid bus service lines on major boulevards will increase mobility throughout the city.

A DOWNTOWN CIRCULATOR. The circulator will better connect Downtown to the National Mall, the Federal government, and destinations across the central area of DC.

WATER TAXIS. Water taxis on the Anacostia and Potomac rivers will provide a fast, convenient new way for residents and visitors to commute to work or travel around the city.



Four new light rail lines
 — LRT route
 — Alternative LRT route



The Downtown Circulator and proposed water taxis
 — K Street route
 — North-South route
 — White House-Capitol route
 — Monuments route
 — Water taxi
 — Proposed water taxi stops

GETTING THERE will require policies that:

DEDICATE the rights-of-way of our major transportation corridors for efficient surface transit.

SECURE new funding sources for light rail construction and bridge replacement. This may mean diverting funding from other transportation improvements to light rail.

USE buses more creatively to meet our transportation needs.

PROMOTE crosstown bus services and new bus routes that connect neighborhoods to one another.

SUPPORT the development of new light rail lines, even if it means reducing the vehicular capacity of the streets where the lines are located.

ENACT pricing strategies and subsidy programs that level the playing field between autos and transit.

Transforming Corridors

IN OUR CITY TODAY...

Many of our city's magnificent boulevards have lost their splendor

Washington's boulevards are a lasting legacy from the 1792 L'Enfant Plan and are still one of the city's most distinctive features. They were designed to be beautiful streets lined with shops and activities. Today, however, many of our boulevards:

- Handle hundreds of thousands of cars and trucks each day.
- Have lost their retail and shopping activity and are lined with abandoned buildings or unsightly commercial strip development.
- Lack trees, landscaping, attractive public spaces, and streetscape amenities.



Commercial strip development along Rhode Island Avenue in Northeast DC.

Our boulevards are much more than simple transportation routes. Each one is part of a broader corridor that includes housing of varying densities, commercial uses, public buildings, and open spaces. These corridors give form and structure to the city—they provide the framework that joins community to community. While some corridors in our city have become the centers of civic life for surrounding neighborhoods, too many do not reflect the high quality of the areas around them.

IN OUR CITY TOMORROW...

As the gateways to our neighborhoods, our city, and the nation's capital, DC's boulevards and corridors should reflect the spirit and pride of our community. Creating successful and well-defined corridors across the city requires a comprehensive approach that includes:

Boulevards across the city will be transformed

MULTI-MODAL TRANSPORTATION.

Our boulevards will be designed for mass transit, bicyclists, and pedestrians, and not just for cars and trucks.

HIGHER DENSITIES AND MIXED USES.

Apartments, stores, and offices will be encouraged at key locations. This will make transit more viable and will make corridors safer and more active. The historic role of corridors as neighborhood main streets will be restored.

GREAT ARCHITECTURE AND DESIGN.

More attractive streets will be created as vacant buildings are restored and quality architecture is promoted. We will beautify the public spaces along our boulevards with attractive landscaping, sidewalks, signage, and street furniture.



We need all our boulevards to look as good as East Capitol Street.

Potential Corridors for Improvement

- | | |
|--------------------------------------|----------------------------|
| 1. Military Road/
Missouri Avenue | 7. Maine Avenue/Waterfront |
| 2. South Dakota Avenue | 8. H Street/Benning Road |
| 3. Georgia Avenue | 9. Pennsylvania Avenue SE |
| 4. Massachusetts Avenue | 10. East Capitol Street |
| 5. Rhode Island Avenue | 11. M Street SE |
| 6. New York Avenue | 12. South Capitol Street |

GETTING THERE
will require
policies that:

TARGET planning and public investment toward the specific corridors with the greatest potential to connect our neighborhoods.

ADOPT stronger streetscape and design standards for boulevards. In some cases, this could mean reducing the number of traffic lanes and adding wider sidewalks and bike lanes.

DISCOURAGE or prohibit certain uses, like "drive-through" businesses or stores with large surface parking lots, along key boulevards.

ESTABLISH zoning incentives along corridors that promote mixed use development, such as ground floor stores with housing above. This could require increasing the allowable densities in some areas.

ENFORCE building height, setback, and design regulations to shape the appearance and character of our corridors.

UPGRADE the cross-town boulevards that link the east and west sides of the city.

Connecting Greenways and Waterways

IN OUR CITY TODAY...

Washington's parks do not form a connected open space system

Many cities have gone to great lengths to create connected networks of parks and open spaces. In DC, we already have the ingredients to create such a network through...



Fort Reno in Northwest DC was the largest Civil War defense post in the city.

- Several efforts have been made over the past 100 years to turn the Fort Circle Parks into a greenway system. Despite much progress, this system has never been completed.
- The legacy of the Fort Circle remains unknown to most visitors to DC and even to many residents. Many of the green spaces that connect the parks are overgrown with vegetation, and there are few interpretive signs or facilities for visitors.

Our Anacostia Waterfront:

- There are more than 900 acres of land along the Anacostia waterfront and Washington Channel, 90 percent of which is publicly owned.
- Much of this land is isolated from nearby neighborhoods or is cut off from public access by highways and other barriers.
- Getting to the river—or walking or cycling along its banks—is difficult or impossible in many places.
- There are 20 separate parks and open spaces along the river, most disconnected from one another.

Our Fort Circle Parks:

- President Lincoln ordered that a network of forts be built to defend our city during the Civil War. By 1865, 68 forts and 20 miles of rifle trenches formed a ring around Washington.
- After the war, the forts were dismantled. Most of the land was transferred to the National Park Service and the fort sites became neighborhood parks and cultural sites.

IN OUR CITY TOMORROW...

Strategic moves will transform the Fort Circle Parks and the Anacostia Waterfront into remarkable greenways. This will be achieved through:

A FORT CIRCLE TRAIL. Residents and visitors will be able to walk along a 23-mile trail that links fort to fort—and neighborhood to neighborhood. Along the trail, existing and new parks will provide quality green spaces.



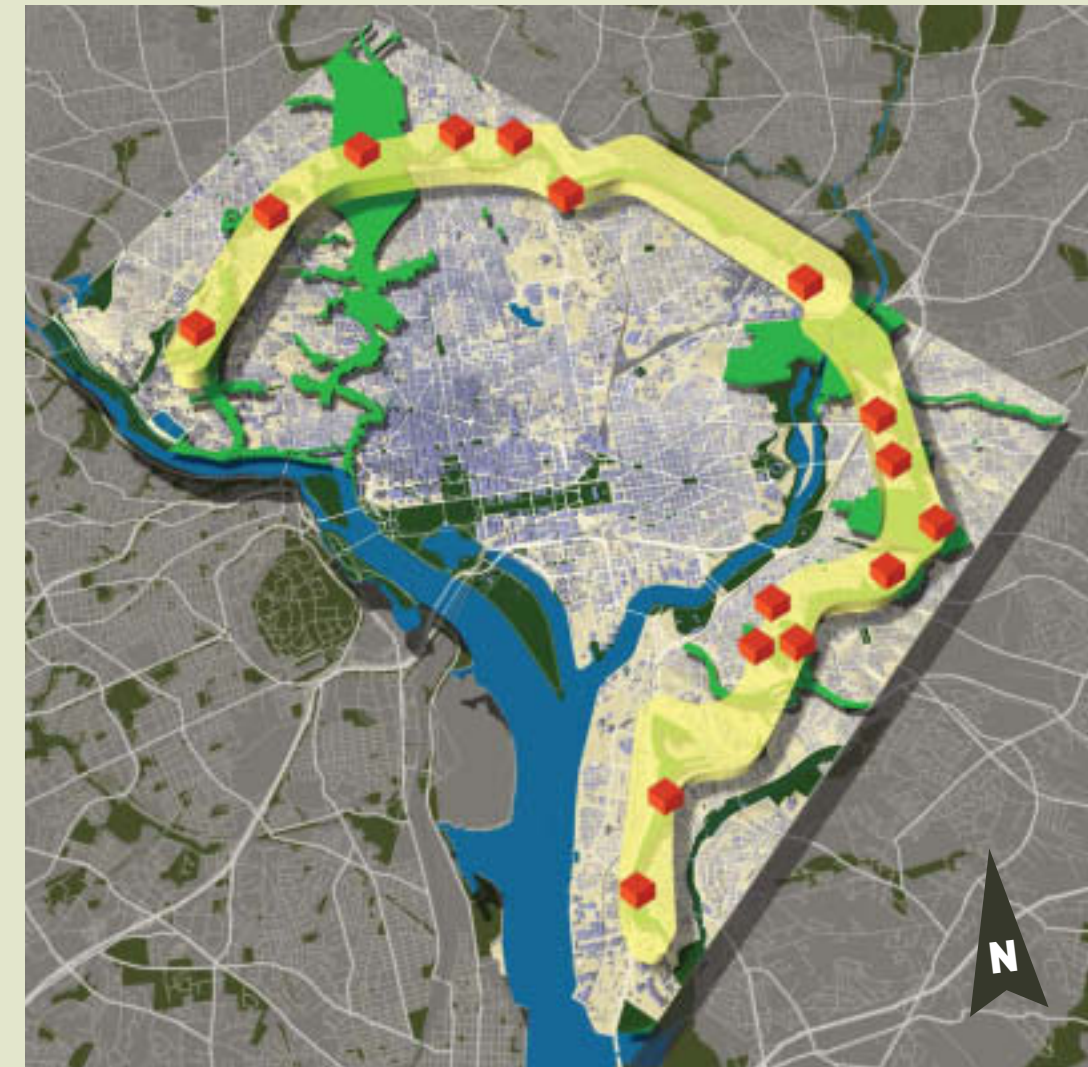
Trails like this one in Fort Dupont Park could tie the Fort Circle Parks together.

The Fort Circle Parks and the Anacostia waterfront will become “green necklaces” of open space

RENOVATED PARKS AND RECREATION FACILITIES. Ballfields, basketball courts, picnic areas and other facilities will be renovated at Fort Dupont and other parks along the Fort Circle.

NEW CULTURAL TOURISM FACILITIES. A new National Park Service visitor facility at Fort Stevens, along with new signs and markers, will tie the forts together. These improvements will help more DC residents and visitors learn about an important chapter in our city's history.

AN EXPANDED ANACOSTIA PARK AND 20-MILE RIVERWALK. A continuous trail will run along both sides of the Anacostia River, with connections to the Fort Circle Trail and existing trails along the Potomac. Along the Anacostia River, over 200 acres of parks and recreational facilities will be enhanced and over 100 acres of new parks will be created.



A new waterfront park at Reservation 13 in the Hill East neighborhood will become part of the Anacostia greenway.

Fort Circle Parks
 Historic fort site
 Fort Circle greenway

GETTING THERE will require policies that:

PROMOTE acquisition of key sites, so that the 100-year vision of linking the Fort Circle Parks in a complete ring around the city can be realized.

PROTECT the archaeological resources of the Fort Circle earthworks, as well as the sight lines and vistas from the parks.

ADVOCATE a redesign of the Fort Circle Parks so they are more accessible and usable, in some cases adding new pedestrian and bicycle trails, parking areas, transit stops, and commemorative features.

ADDRESS the issue of roads and traffic circulation across our parks.

SUPPORT partnerships between the City and the National Park Service to improve management, safety, access, and maintenance along the Fort Circle and the Anacostia Waterfront.

ADVANCE the Anacostia Waterfront Initiative by unifying riverfront parks and improving connections to surrounding neighborhoods.

Building Federal and Regional Ties

IN OUR CITY TODAY...

Federal and local interests are sometimes at odds

The federal presence gives Washington its memorable character and timeless beauty. It enriches the local economy and shapes our way of life—it is what distinguishes us from all other American cities.

Today:

- The city's most familiar images are the federal buildings, museums, and memorials of the monumental core.
- Forty percent of Washington's land is federally owned or controlled.
- There are 193,000 federal workers in the District—almost a third of the workforce. Federal procurement spending in the District totals \$7.5 billion.
- Over 85 percent of the District's parkland and almost all of the waterfront is federally owned.
- Residents have access to world-renowned cultural institutions.

At the same time, the unique needs of a national capital can make it tougher to be open and inclusive. For example:

- Security-driven street closures and parking restrictions affect traffic flow.
- Federal interests and processes can frustrate the efforts of local residents to shape the city.
- Responses to increasing security needs can diminish the beauty of public spaces and prevent pedestrian-friendly streetscapes. Security also means that public access to many federal sites is restricted, limiting access to open space and creating barriers between neighborhoods.
- Some federal facility designs fail to fully contribute to the vitality of the surrounding environment because of use limitations, a lack of ground floor activity, or building setback requirements.



The closure of Pennsylvania Avenue near the White House has affected traffic patterns throughout Central Washington.

IN OUR CITY TOMORROW...

The federal city and the local city will be unified as:

FEDERAL LAND BECOMES MORE ACCESSIBLE. Development on underutilized federal lands will promote public access, link neighborhoods together, improve mobility, enhance our tax base, and help meet the space needs of the federal government.



Federal and local interests will both be satisfied

SECURITY AND AESTHETICS ARE BOTH ACHIEVED. The security of our national monuments and federal buildings will be improved without sacrificing aesthetic values.

FEDERAL CHOICES CONSIDER LOCAL OBJECTIVES. Decisions about federal facility locations, design, and operations incorporate District goals for improving economic and community conditions.

MORE LOCAL EVENTS AND USES ARE PROGRAMMED ON FEDERAL LANDS. Federal parks and public spaces host events that can be enjoyed by the local community as well as visitors.



A redesigned Pennsylvania Avenue, as envisioned by the National Capital Planning Commission, shows a street environment that is welcoming and dignified while maintaining security and accessibility.

A joint federal and District planning and development program for the Southeast Federal Center will transform this area during the coming years.



GETTING THERE will require policies that:

PROMOTE joint federal and District planning efforts, and look for future opportunities to capitalize on shared federal and local interests, such as the Anacostia Waterfront Initiative.

SUPPORT creative design solutions to improve federal public spaces and overcome physical barriers separating neighborhoods.

COMPLEMENT federal policies on the location and impacts of new government facilities, foreign missions, and monuments.

ADDRESS the traffic, mobility, and aesthetic issues associated with security-related street closures, parking restrictions, and building renovations.

IMPROVE transportation between the monumental core, the waterfront, Downtown, and our neighborhoods.

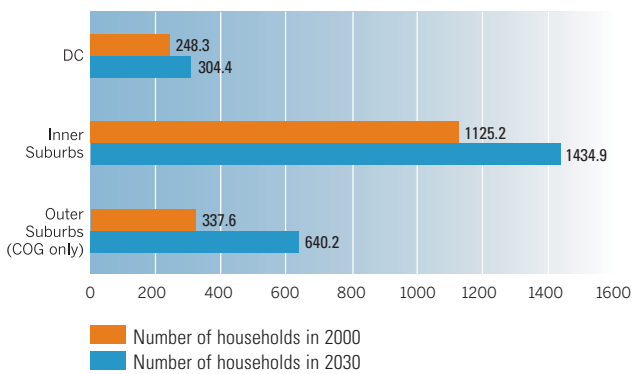
Building Federal and Regional Ties

IN OUR CITY TODAY...

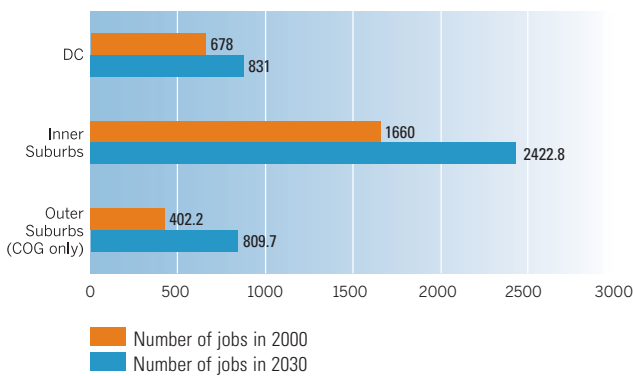
Our region is growing rapidly, creating transportation and environmental impacts

Today, DC continues to be the hub of a growing and prosperous region. Intensive household and job growth in the outlying areas, however, is creating transportation and environmental challenges that affect us all.

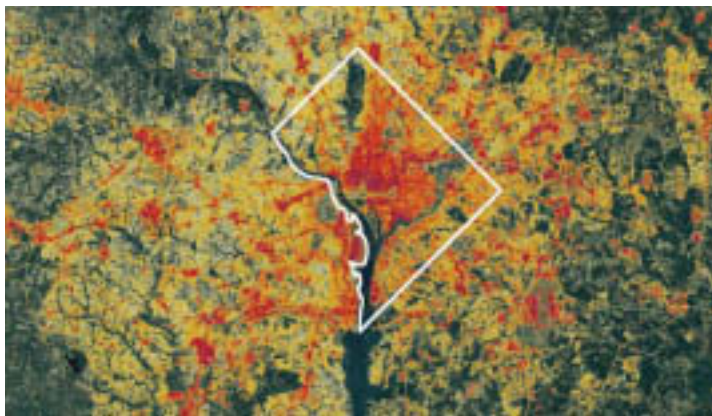
PROJECTED HOUSEHOLD GROWTH (THOUSANDS)



PROJECTED JOB GROWTH (THOUSANDS)



● Every three to four years in our region, an area the size of the District of Columbia is converted from open space to development. Farms and woods located 40 to 50 miles from DC are being replaced by housing.



This satellite photo reveals how development has spread across the region.

- Fifty years ago, DC had 46 percent of the region's population. Today, we have only 12 percent of the region's population. Projections for the year 2030 indicate that our share will continue to decline.
- Fifty years ago, DC had 82 percent of the region's jobs. Today, we have only 24 percent of the region's jobs. Projections for the year 2030 indicate our share will be just 20 percent.
- While the region's total population is expected to grow by 25 percent in the next 25 years, traffic congestion on the region's streets and highways is projected to increase by 70 percent.
- Many jurisdictions in the Washington region are not building enough affordable housing. As a result, poverty is becoming more concentrated, with nearly half of the region's poor now living within the District.

IN OUR CITY TOMORROW...

In some ways, strengthening ties to the region is the toughest of all our challenges. Too often, the regional debate—between two states and the District—is about competition rather than cooperation. But there are many ways we can change the status quo. Thinking regionally can lead us to a future where:



Council of Governments (COG) Board members meet to discuss regional transportation projects.

Jurisdictions will work together to address regional issues while keeping DC the strong center

"SMART GROWTH" WILL BECOME REALITY. Cities and counties across the region will locate higher density development around Metro stations. New transit systems will be developed, and new walkable neighborhoods will be built in DC and its older suburbs.

OUR NATURAL ENVIRONMENT WILL BE RESTORED. More compact growth patterns will improve our air and water quality. The loss of open space will be curbed as development occurs in the places best equipped to handle it, including the District of Columbia.

NO COMMUNITY WILL BE LEFT BEHIND. Jurisdictions will work together to share resources more fairly and provide a range of affordable housing options across the region.

DC WILL REMAIN THE HUB. We will retain our historic role as the region's major employment and cultural center, and the home of its most cosmopolitan and diverse neighborhoods.



GETTING THERE will require policies that:

ADVOCATE for stronger zoning, and comprehensive planning in the outer suburbs, so that rural areas can be preserved before they are consumed by development.

OPPOSE projects and plans that promote suburban sprawl, including highway and infrastructure projects or federal relocation decisions that induce growth far from the city.

ACCOMMODATE development here in DC, around our transit stations, and in other places where infrastructure is already in place.

LINK our city's economic development programs to the regional economy, helping DC residents find and access jobs throughout the region while retaining federal jobs here in DC.

CONTINUE to advocate for voting rights for the District of Columbia, to ensure that the city has an equal place at the table with Maryland and Virginia in discussions on the future of our region.

PURSUE legislative changes that equalize the tax burden in the region and correct the fiscal imbalance that DC faces today.



CONCLUSION:

A Call to Action

We have the brainpower, the cultural resources, the economic vitality, and the human spirit to create real change.

At first glance, the Vision described in this document may sound like yet another attempt by dreamers and do-gooders to reinvent our city. Planning for a more inclusive future might seem like the right thing to do but too big a challenge to tackle head on.

But DC has what it takes. We have the resources in this city to actually achieve this goal. We have the brainpower, the cultural resources, the economic vitality, and the human spirit to create real change. We have a legacy of grass roots decision-making and a commitment to social equity. As the nation's capital, cities across America should look to us as a model of what can be.

The question is not whether we can create an inclusive city, but whether we have the will to make it happen.

A Vision Becomes a Reality: The Anacostia Waterfront is Transformed

The Anacostia Waterfront Initiative

The Anacostia Waterfront Initiative (AWI) illustrates how the principles outlined in this Vision can help us grow more inclusively. Through a series of bold and exciting moves, the AWI will create successful neighborhoods, increase access to education and jobs, and connect the whole city.

The Anacostia River was pivotal to the birth of our city. Yet over the years its 14-mile shoreline became our city's most underutilized resource. An innovative partnership between the Federal and DC governments, residents, businesses, and other institutions is now underway to put the riverfront back on the map. In the decades ahead, it will be transformed into a world-class waterfront that rivals San Francisco, Boston, and Chicago.



By implementing the AWI, we will:

CREATE SUCCESSFUL NEIGHBORHOODS

The AWI will create strong new waterfront neighborhoods on both sides of the Anacostia River. New mixed income housing will create affordable rental and ownership opportunities for DC residents. New shops, restaurants, and public facilities will create dynamic neighborhood centers. New neighborhood parks and open spaces will provide much-needed places to play and enjoy nature. The rise of these neighborhoods will lift adjacent neighborhoods to new prosperity and pride.

INCREASE ACCESS TO EDUCATION AND EMPLOYMENT

The AWI will bring economic opportunities to thousands of DC residents. It will provide new locations for schools, colleges, and institutions. More than 25 sites for new museums and monuments will attract visitors beyond the National Mall. The potential for millions of square feet of office and retail space will be created in new riverfront business districts, generating jobs and expanding our tax base.

CONNECT THE WHOLE CITY

The Anacostia River will become DC's great common ground. It will connect the city with distinct new public spaces, parks, bridges, and infrastructure. This is perhaps the most unique public benefit of the AWI. Established neighborhoods will be connected to the riverfront by new trails and the removal of access barriers. More than 1,800 acres of open space along the river will unify east and west and provide amenities for the entire city to enjoy.



If we heal our river and rebuild our waterfront, we can connect our city east and west. We can bridge the divides between neighborhoods, jobs, and people.

ALL THREE CHALLENGES WILL BE ADDRESSED AS:

A. The Southwest Waterfront becomes a more dynamic neighborhood, with 800 new homes, more than 550,000 square feet of retail, office, and cultural space, 400 new hotel rooms, and waterfront promenades and plazas.

B. A new signature bridge helps transform the South Capitol Street corridor into a great urban boulevard, creating a dramatic work of art and engineering while improving connections across the Anacostia River.

C. Near Southeast emerges as a vibrant residential and commercial center, with up to 4,000 new homes and 20,000 new jobs for DC residents and others, along with new parks and open spaces that people from across the city can enjoy.

D. Poplar Point is redeveloped as a new neighborhood, with over 1,000 new residences, up to 800,000 square feet of cultural facilities, and new riverfront gathering places.

E. A new light rail line connects DC residents to new job centers east of the river and Downtown.

F. New gateways across the Anacostia are created, catalyzing investment on both sides of the river and improving access to the shoreline.

G. Reservation 13 becomes a new city neighborhood with 800 new homes and 1.6 million square feet of office, health care, and public facilities.

H. Kingman and Heritage Islands are restored, and water quality and wetland improvements provide a cleaner and more active river.

I. A new 20-mile riverfront trail makes the riverfront safe and welcoming to pedestrians and cyclists.

A Call to Action

In addition to the Anacostia Waterfront Initiative, other programs are moving us closer to becoming a more inclusive city

STRATEGIC NEIGHBORHOOD ACTION PLANS (SNAPS) have empowered residents and provided a tool for citizens to prioritize improvements in their neighborhoods.

THE HOME AGAIN PROGRAM is helping to restore abandoned buildings, preserve historic row houses, create affordable housing, and provide home ownership opportunities for residents.

THE RESTORE DC PROGRAM is assisting small businesses, breathing new life into neighborhood shopping districts, and providing retail services and jobs for DC residents.

THE NEIGHBORHOOD SERVICES INITIATIVE (NSI) is forging partnerships between residents and District agencies to make all of our neighborhoods clean, safe, and healthy.

THE STRATEGIC NEIGHBORHOOD INVESTMENT PROGRAM (SNIP) is prioritizing investments in our neighborhoods and leveraging private investment with public funds in emerging areas.

THE TRANSFORMATION SCHOOLS INITIATIVE is helping to modernize our schools, revitalize neighborhoods, and create new community anchors.

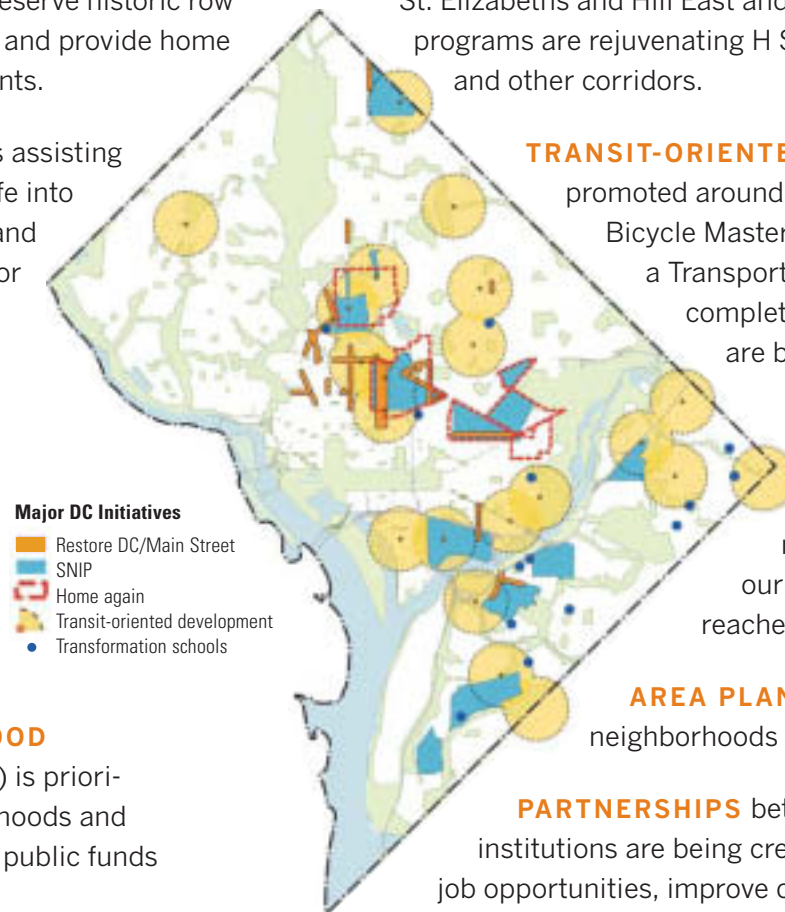
NEW NEIGHBORHOODS are being planned in places like St. Elizabeths and Hill East and commercial revitalization programs are rejuvenating H Street NE, Georgia Avenue NW, and other corridors.

TRANSIT-ORIENTED DEVELOPMENT is being promoted around our Metro stations, a new Bicycle Master Plan has been completed, a Transportation Vision Plan is nearing completion, and new light rail lines are being studied.

A COMPREHENSIVE HOUSING STRATEGY is being developed to promote affordable housing and our Housing Trust Fund has reached an all-time high.

AREA PLANS are being developed for neighborhoods across the city.

PARTNERSHIPS between the City and anchor institutions are being created to link residents to job opportunities, improve our schools, and expand neighborhood services.



This Vision provides a framework to expand upon these initiatives. As noted in the Introduction, the Vision will be used to guide a revision of our Comprehensive Plan. That is an important step in the journey toward a more inclusive city.

But the Vision should also be used to guide other long-range planning programs, and it should provide the foundation for new City initiatives. The Vision should be used to encourage institutions across the city—from colleges to hospitals—to become neighborhood champions. It should be used to make social equity a goal not only in the District of Columbia but across the Washington region.

We must work together to succeed

Planning for a more inclusive city is not a new concept. In fact, some of Washington's previous plans had similar aims. One of the obstacles to progress has been a lack of continuity between our plans and the day-to-day decisions that affect how our city grows.

A vision for growing inclusively must include:

LINKING OUR CAPITAL IMPROVEMENT DECISIONS TO CITY PLANS. The investment of public dollars in infrastructure and public facilities should be consistent with the Comprehensive Plan. If our Plan envisions a more inclusive city, our city's capital improvement program should guide us there.

LINKING OUR LONG-RANGE PLANS. The recent assessment of the existing Comprehensive Plan found that the city needed to do more to link long-range plans prepared by different agencies. The Transportation Vision Plan, the Parks Master Plan, and other long-range plans should be aligned with the Vision and Comprehensive Plan to guide the city toward more inclusive growth.

A STRONGER LINK BETWEEN PLANNING AND ZONING. Many of the objectives in this report—from the equitable siting of special needs homes to increased densities around transit stations—will be achieved through zoning decisions. Growing more inclusively means strengthening the link between planning and zoning, so that zoning decisions effectively implement the Comprehensive Plan Map and policies.

COORDINATING DISTRICT AND FEDERAL PLANNING. There are many issues that are important to both Federal and District interests. Coordination between the National Capital Planning Commission and District government can help achieve common goals.

The reality is that we must all work together and contribute our time to this cause. For this reason, the last few pages of this document provide information on what you can do to make DC a more inclusive city. Please take a moment to look this over and take on the cause that you care about most.



Actions taken by the DC Council, our City's legislative body, can help move us closer to becoming an inclusive city.

How You Can Help

At the Citywide Level

At the citywide level, you can help to update the policies that move us closer to becoming an inclusive city by:

GETTING INVOLVED IN THE DISTRICT'S COMPREHENSIVE PLAN REVISION. The Comprehensive Plan is the legal document that defines how land in our city will be used. It sets local policies on topics such as housing, environmental quality, economic development, and transportation. You can become involved in this effort, which began in Spring 2004 and will continue for approximately two years.

To learn about upcoming meetings and add your name to the mailing list, please call Jill Diskan at the DC Office of Planning at 442-7600. You can also e-mail her at Jill.Diskan@dc.gov.



You can help by participating in Comprehensive Plan meetings...

To Create Successful Neighborhoods

Creating successful neighborhoods will take hard work and a commitment by you and your neighbors. This means never losing sight of the goal to be inclusive as you contemplate and debate projects in your neighborhood. It also means volunteering your time by:

HELPING TO PROTECT THE HISTORIC RESOURCES in your neighborhood. You can work with local historic preservation groups to help ensure that important historic buildings are protected or rehabilitated. If you live in an historic house, rowhouse neighborhood, or historic district, you can help by learning more about your neighborhood's history. You can also do your part by maintaining the historic character of your house.

To learn more about how to help, please call the Office of Planning's Historic Preservation Division at 442-8800.

ADVOCATING FOR MIXED INCOME NEIGHBORHOODS ACROSS THE CITY AND IN YOUR OWN NEIGHBORHOOD.

While many people fear change, creating a stronger income mix across our neighborhoods is critical if we are truly to become more inclusive. We encourage you to learn more about the value of mixed income neighborhoods and to publicly support mixed income housing development as we move forward.

To learn more about housing issues and to get involved in advocating for mixed income and affordable housing call the Department of Housing and Community Development at 442-7200.



improving your historic home...

SHARING RESPONSIBILITY BY HELPING TO HOUSE PEOPLE WITH SPECIAL NEEDS. Your help is needed to work with the District government, non-profit groups and others that are trying to locate homes for people with special needs. This means becoming involved and helping to come up with creative solutions on how and where to locate special needs housing and services within your neighborhood.

To get involved and become a leader on this issue, call the Deputy Mayor for Children, Youth, Families, and Elders at 727-8001.

CLEANING UP OUR NEIGHBORHOOD PARKS AND OPEN SPACES. Follow the example of volunteers at Watts Branch in Northeast Washington by dedicating time to improve a park you care about.

Call the Department of Parks and Recreation at 673-7647. To learn how you can help clean and green our parks and open spaces, you can also call Washington Parks and People at 462-7275 or Green Spaces DC at 673-7663.

REVITALIZING YOUR NEIGHBORHOOD COMMERCIAL CORRIDOR. Work with other neighbors and local small business owners to revitalize your neighborhood's older, traditional business district. ReStore DC provides technical assistance, training workshops, seminars, publications, and limited financial assistance to help you enhance your local shopping area.

For more information on revitalizing your neighborhood's business district, call ReStore DC at 727-5208.



cleaning up our open spaces...



reviving a local shopping street...



and planting trees in your neighborhood.

IMPROVING THE ENVIRONMENTAL HEALTH of your neighborhood and your city. Basic environmental responsibility means reducing the amount of water you use; recycling paper, newspapers, plastic and glass; and reducing the amount of electricity you consume. It can also mean joining in neighborhood clean-ups or helping to re-plant trees along our streets and in our parks.

Call the Mayor's Call Center at 727-1000 to request a street tree or to contact the Urban Forestry Administration about its Green Grant program for tree planting and tree care. Or call the Casey Tree Endowment Fund at 833-4010 to volunteer for one of its tree planting, inventory, or citizen forester programs.

BECOMING A NEIGHBORHOOD LEADER. Get to know your neighbors and learn their concerns. There's always a need for neighborhood leaders to represent their communities on Advisory Neighborhood Commissions, in civic or citizen associations, or at Council hearings. Your voice is needed to make our city more inclusive.

Become involved in your local ANC or civic or citizen association and speak out for your neighborhood. Call the Office of Neighborhood Action at 727-2822 or to learn when these organizations meet in your neighborhood.

How You Can Help

To Increase Access to Education and Employment

Increasing access to education and employment means helping your fellow residents learn the skills that will help them become successful. You can help by:

TUTORING A CHILD OR AN ADULT with limited writing or reading skills. It really will “take a village” to turn around our education system. Not only will your work make a difference in someone’s life, you will find it to be a rewarding experience for yourself.

Call the Office of Volunteers at DC Public Schools at 442-5635 for more information on how you can volunteer.

ADOPTING A LOCAL SCHOOL. If you work for a local institution—a non-profit, a church, the Federal government, an international organization, or a university or college—your help is needed. As the experience of Georgetown University and Ron Brown Middle School reveals, a little help can go a long way.

Call the Office of Volunteers at DC Public Schools at 442-5635 for more information on how you can volunteer.

TEACHING DC ADULTS new skills through an apprenticeship program. Call your employer and find out whether an apprenticeship program exists. Find out how you can participate and help local residents learn the skills necessary to find a job in your field. If you are an employer and do not have such a program, call and find out how to get started.

Contact the Office of Apprenticeship Programs at the Department of Employment Services, 698-5099.

LINKING YOUR EMPLOYER WITH A SPECIALTY HIGH SCHOOL.

If you work in one of these areas...

- Agriculture and natural sciences
- Arts, media, and communications
- Business and finance
- Construction and development
- Health and medical sciences
- Hospitality and tourism
- Public service (District or Federal government)
- Sales, service, and entrepreneurship
- Technology and manufacturing
- Transportation

...our local high school students could benefit from your experience and wisdom. Volunteering could mean sharing your experiences in the classroom, creating an internship opportunity, or mentoring children.

Call the Office of Volunteers at DCPS at 442-5635 for more information on how you can volunteer.

SHOPPING IN YOUR CITY. While government officials and many others are working hard to bring more retail into the city, your decisions to shop locally will make a big difference in generating the demand for retail stores and the accompanying revenue for our city. Instead of driving to Virginia or Maryland, buy locally and help stores and shops stay in DC.

To learn what stores and shops are in DC, call the DC Chamber of Commerce at 347-7201.



You can help by tutoring a child...



teaching an adult new skills...



shopping in DC...

To Connect the Whole City

Connecting the whole city means much more than the government investing in public infrastructure. It will also take hard work and commitment by you and your neighbors by:

PARTICIPATING IN PUBLIC MEETINGS about transportation improvements, such as new bridges and light rail lines. Your input can shape how and where these improvements are made.

For more information, contact the District of Columbia’s Information Line for DC Transit Alternatives at 669-8098.

INSTALLING BIKE RACKS in front of your place of work. This will help encourage workers and visitors to bicycle to your destination.

For information on getting a bicycle rack, call the City’s Bicycle Program Coordinator at 671-2331.

GETTING INVOLVED IN REGIONAL ISSUES that affect our city. Share your views on upcoming transportation projects with the City Council and Mayoral representatives that serve on the Council of Governments’ Transportation Planning Board.

Call COG at 962-3200 to find out more about upcoming agendas.

IMPROVING THE ANACOSTIA WATERFRONT. Learn more about the Anacostia Waterfront Initiative, which has brought together 20 Federal and District agencies to transform the Anacostia waterfront into a gem that will rival any urban waterfront in the world.

To learn more about plans to create a vibrant waterfront, call the DC Office of Planning at 442-7600. To volunteer to help transform this hidden gem, call the Anacostia Watershed Society at (301) 699-6204.

VISITING AND PROMOTING THE FORT CIRCLE PARKS.

There are multiple ways to volunteer your time to this cause, starting with visiting the park nearest to your home. Your help is needed so that more DC residents become aware of this wonderful historic asset.

Please call the National Park Service at 690-5185 to learn how you can help make a difference.

ADVOCATING FOR VOTING RIGHTS for the District of Columbia. The US capital—the beacon of democracy—is the only place in the country where people do not have voting rights in Congress. Get involved in the cause to give DC a vote.

To donate your time to this cause, call DC Vote at 462-6000 or Congresswoman Eleanor Holmes Norton’s office at 225-8050.



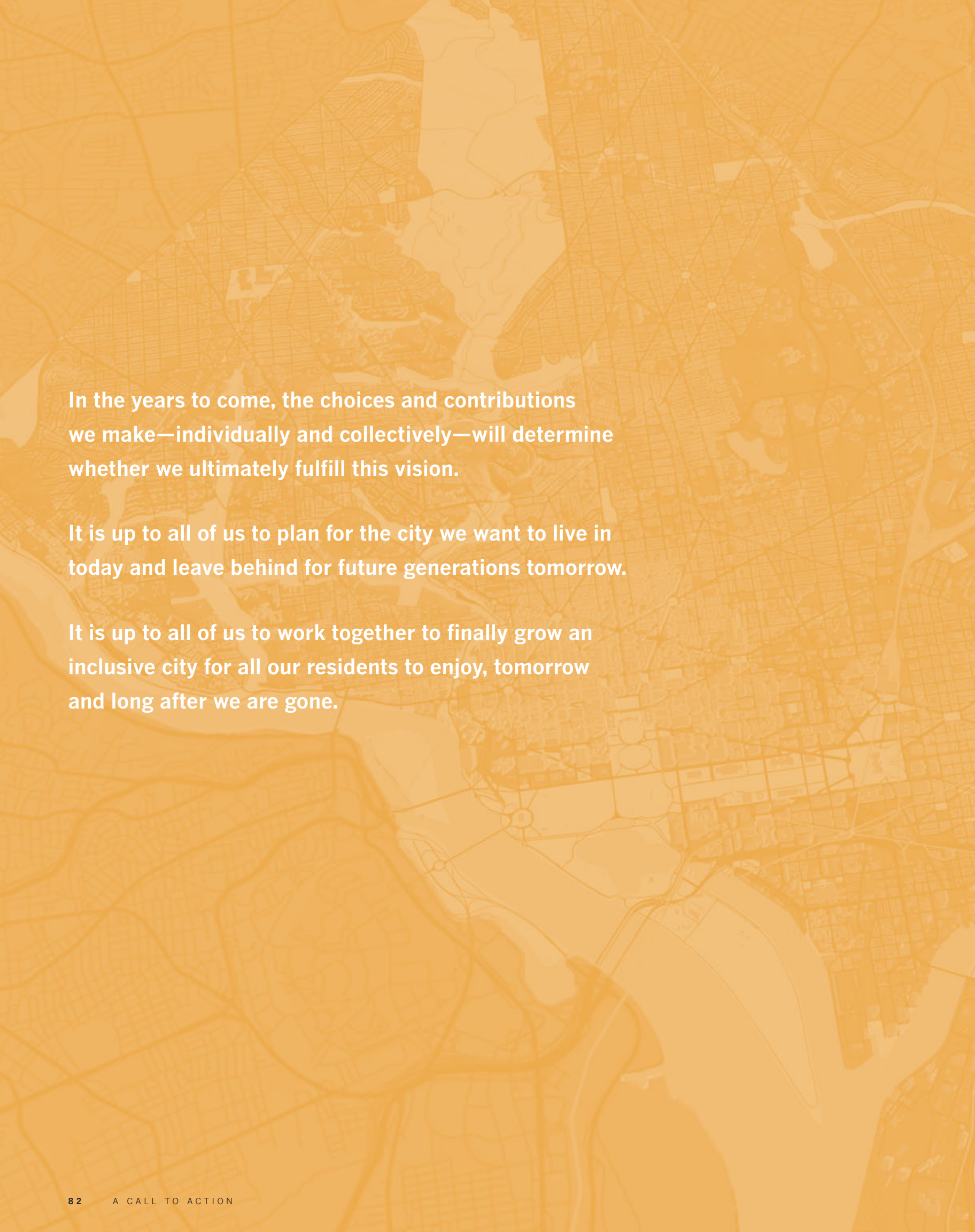
participating in public meetings...



installing bike racks...



and visiting our Fort Circle parks.



In the years to come, the choices and contributions we make—individually and collectively—will determine whether we ultimately fulfill this vision.

It is up to all of us to plan for the city we want to live in today and leave behind for future generations tomorrow.

It is up to all of us to work together to finally grow an inclusive city for all our residents to enjoy, tomorrow and long after we are gone.