

AUGUST 2019

D O W N

T O W N

E A S T

RE-URBANIZATION  
STRATEGY

District of Columbia  
Office of Planning



GOVERNMENT OF THE  
DISTRICT OF COLUMBIA  
MURIEL BOWSER, MAYOR

Dear Residents and Stakeholders:

As Mayor of Washington, DC, I am pleased to present our Downtown East Re-Urbanization Strategy. Located on the iconic doorstep of Union Station and the crossroads of our Downtown, Mount Vernon Triangle, and NoMA neighborhoods, Downtown East represents a bustling gateway to our city's geographic heart.

Over the past few decades, much of our center city area has witnessed a resurgence of investment and opportunity, while Downtown East has largely lagged. Now, however, the area is poised to bloom, with renewed interest, a growing population, large-scale development (complete or under construction), and transformative public space projects—like the New Jersey/New York Avenue Streetscape project—which attempts to heal physical barriers and is expected to provide safe pedestrian connections and a vibrant place for all our residents and visitors to enjoy.

As we continue to make strides toward improving and reactivating our city's most prominent areas, we must be proactive and intentional in our investment towards equitable, inclusive and welcoming public places alongside private developments as they emerge. This Strategy for Downtown East builds upon that vision and celebrates the area's rich social infrastructure and cultural history. Ultimately, through this Strategy, we have a sound roadmap to reestablish Downtown East as a livable, vibrant community that offers greater connectivity, safety and accessibility; more job opportunities; housing options covering the spectrum of affordability; and a network of great urban places designed for the enjoyment of our residents and visitors both near and far.

In addition to thanking the residents who contributed to this plan, I would like to acknowledge the DC Office of Planning for leading the effort along with several District agencies, including the District Department of Transportation, the District Department of Parks and Recreation, the District Department of General Services, and the District Department of Energy and the Environment. This core team of partner agencies has, over the past several years, engaged with residents, partners in the federal government, and community stakeholders to establish this future for Downtown East. Moving forward, this Strategy will require a range of implementers across many sectors. The District government, the Mt. Vernon Triangle Community Improvement District (CID), the NoMA Business Improvement District (BID), the Downtown BID, property owners, developers, civic associations, institutions such as Georgetown University, and community stakeholders each have an important role to play. We must actively work together, taking a holistic approach to partnership. As a priority, the District of Columbia will align our resources to implement the plan by identifying programs and resources to achieve both short- and long-term goals.

We look forward to seeing this exciting vision for Downtown East become a reality!

Sincerely,



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**WHAT IS A RE-URBANIZATION STRATEGY?**

This document outlines an urban design vision for a livable Downtown East neighborhood and provides specific planning recommendations on how best to bring it to fruition. It also seeks to guide public and private investment strategies for the area to best shape a cohesive community for the residents, workers, and visitors who inhabit the area.

A Re-Urbanization Strategy is intended to be a high-level strategic planning effort and is specifically reserved for an area such as Downtown East where substantial gaps exist in the physical urban fabric. Through targeted stakeholder outreach and in-depth data analysis, this strategy document seeks to shape incoming investment to infill or repair these gaps in infrastructure and development to better serve the surrounding communities.

**WHO IS THIS DOCUMENT INTENDED FOR?**

- Residents, Advisory Neighborhood Commissions, and other community groups within Downtown East
- Business Improvement Districts: the Downtown BID, Mt. Vernon Triangle CID, & NoMA BID
- Federal government agencies in the area: General Services Administration, Architect of the Capitol, National Capital Planning Commission, National Parks Service
- Other major institutional and private sector stakeholders

# EXECUTIVE SUMMARY

## WHY DOWNTOWN EAST & WHY NOW?

- Over the past two decades, much of Washington, DC's urban core has witnessed a resurgence, reinventing itself as a place of opportunity in the 21st Century. The Downtown East neighborhood, however, did not experience the same pace of reinvestment... until now. The area is poised to bloom again with renewed interest and investment pushing opportunity for growth and change in the near-term. In response, the District can invest resources in improved social and public places alongside private developments to better shape a livable neighborhood.
- Major development projects include Capitol Crossing (2.2 million square feet), and Burnham Place at Union Station (1.2 million square feet) alongside shifting federal and local government properties.

## THE CHALLENGES AND OPPORTUNITIES

- The construction of the I-395 freeway severed much of the street grid, cutting off the most efficient routes between Union Station and Downtown. There is limited traffic and transit connectivity to and through Downtown East.
- The existing 9-to-5 office market dominates, with relatively few options for neighborhood-serving retail, especially in the evenings and on weekends. The entire area lacks a sense of place.
- As more residents are anticipated to move into Downtown East, there is a dearth of public parks and community gathering spaces. Many existing public spaces are little more than grassy strips and lack any enhanced uses or programming.

## STITCHING TOGETHER A VIBRANT AND LIVABLE NEIGHBORHOOD

**Downtown East** is currently undergoing rapid transition after a long period of slower activity. It is an area that once stood as the commercial and institutional center of Washington, DC largely due to its close proximity to the US Capitol and seat of federal government, but lost much of this status as the city's business core innovated and drifted to the west. In the past two decades, nearby neighborhoods – NoMA, Mount Vernon Triangle, Gallery Place, Penn Quarter – have all experienced an economic resurgence that has not been similarly felt in the Downtown East area.

That is, until recently.

Major investments and large scale developments have broken ground, altering the existing physical character of the area. Capitol Crossing, currently under construction, will bring 2.2 million square feet of office and retail development in air rights above the Center Leg Freeway (I-395). The expansion of Union Station, set to triple the capacity of the transit hub, and Burnham Place, a 1.6 million square foot development built over top the existing railroad infrastructure, will invite a greater density of workers, residents, and visitors to the area. The shifting nature of the federal workforce has inspired the Government Services Administration, the primary land-owning arm of the US government, to consider their long-term options and holdings in the area, potentially opening up redevelopment opportunities at a number of sites.

With so many large-scale projects anticipated in the coming decade, the existing identity and character of the area will shift as well, making public-private coordination all the more crucial to address issues of equity and livability for members of the community. The question before us in this document is: how do we best capture the neighborhood's untapped potential, and ensure its transition will best serve the existing and future population?

And yet, as renewed investment returns to the area, the building blocks for a strong and vibrant neighborhood already exist within Downtown East:

- *a diverse and engaged residential population that is growing rapidly*
- *a concentration of influential stakeholders with a demonstrated interest in better communities (as showcased by the several Business Improvement Districts)*
- *a strong office market and access to professional and service jobs*
- *a large number of residential units to be delivered within the next five years*
- *proximity to prominent institutions like the US Capitol, Georgetown Law School, and the federal courts at Judiciary Square*
- *a vital, national transportation hub at Union Station and transit connections throughout the city and region*
- *the emerging destination retail scene at Walmart and proposed at Capitol Crossing*

And the thread that stitches these values together and links a shared foundation is the public space.

*The public space is a canvas on which the neighborhood can paint its image itself, a message communicated to the outside world from within the community.*

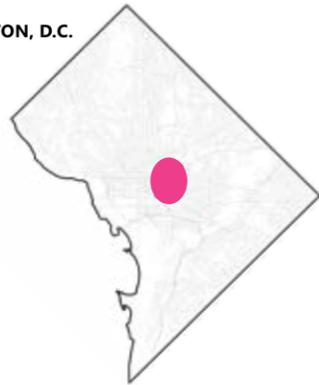
Based on discussions held with area stakeholders, three common themes emerged as the most important goals to strive towards:



Neighborhoods that promote and enhance their public spaces – the streets and roads, the public gathering spaces and parks, the building frontages that define them – thrive. Businesses benefit from the expansion of sidewalk cafés or the display of merchandise on a street that further activates a setting, letting others know a space is an attractive destination. Residents benefit from having greater options of retail spaces to peruse, from ready access to high quality parks or tree-lined sidewalks. Visitors read the tapestry of the architecture of the surrounding built environment and understand that this is a place that is welcoming and vibrant.

# VISION GOALS AND RECOMMENDATIONS

WASHINGTON, D.C.



## VISION GOALS — DOWNTOWN EAST IS A PLACE:

### CONNECTED AND ACCESSIBLE...

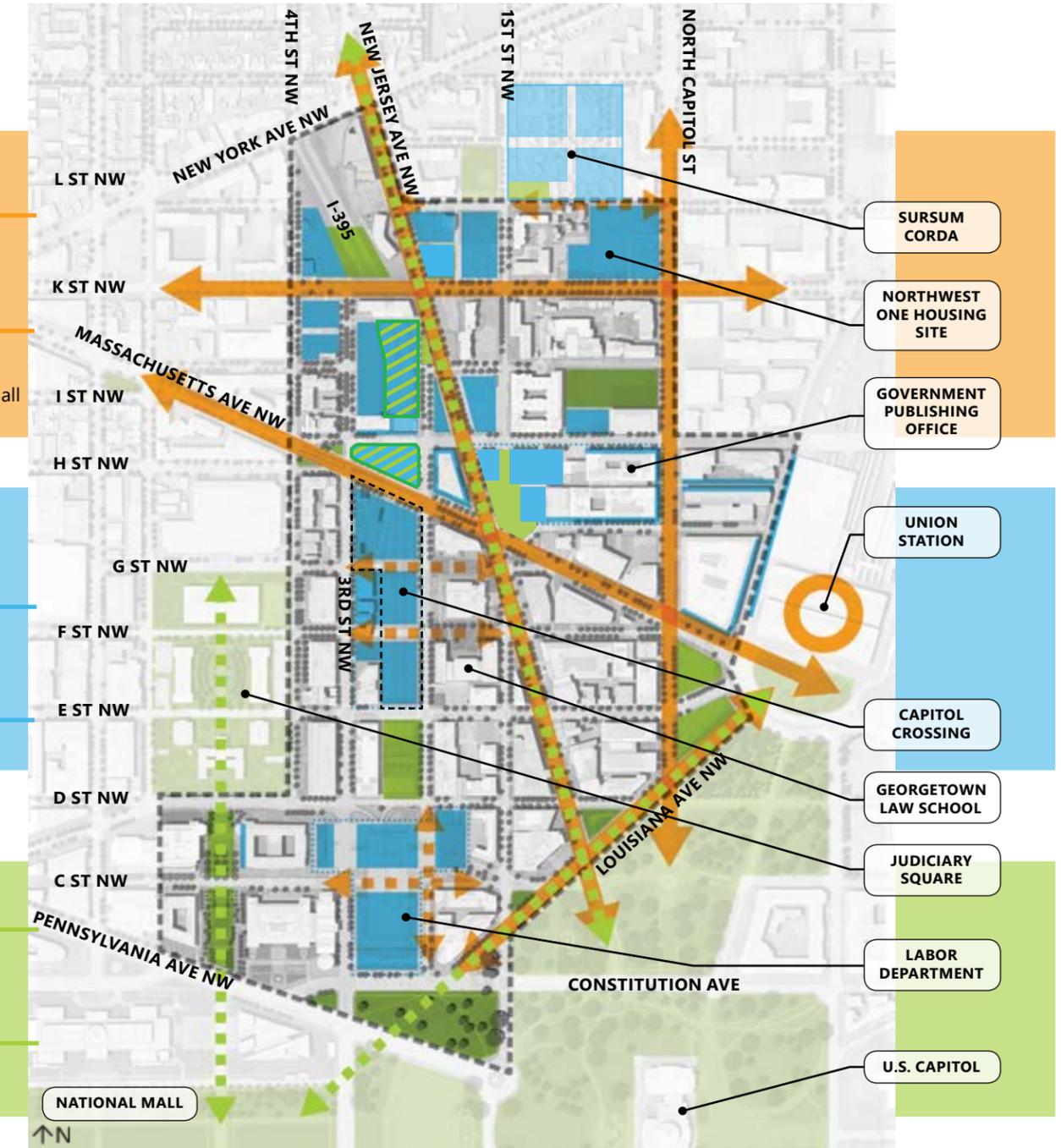
- where pedestrians can cross seamlessly between neighborhoods and into downtown
- that is interlinked with the broader city
- that celebrates its role as a gateway into the city from the surrounding region

### VIBRANT AND ENTREPRENEURIAL...

- where redevelopment sites enhance the quality of place
- where buildings and their ground floors contribute to an interesting and lively urban street life
- where existing and emerging markets have an environment that enables them to grow and thrive

### GREEN AND ACTIVE...

- with ample, interconnected parks and gathering spaces integrated into the community
- where the streets are attractive, lush, comfortable, walkable, and safe
- that encourages residents, workers, and visitors to linger and enjoy themselves



## OVERVIEW

Downtown East lies at the heart of some of the most vibrant and loved neighborhoods in Washington, DC and represents a great opportunity for the city and its residents to shape a livable community. These surrounding neighborhoods – Downtown, Mount Vernon Triangle, and NoMA – have all witnessed increasing residential and commercial development and market revitalization over the past decade. Yet, in this same span of time, Downtown East has not captured the same level of excitement and investment. As a result, the area is now rife with opportunity. This is the time to shape a neighborhood that is loved by the people who inhabit it.

To reach the goal of a livable and lovable neighborhood, however, there are some substantial challenges that must be overcome. First, the I-395 Center Leg Freeway, originally constructed in the late 1960s, severs the street grid and presents an obstruction to much east-west connectivity through the area, cutting off Union Station from Downtown.

Second, bland or staid architecture with little or no ground floor retail serve to dehumanize the public realm and discourage streetlife. And third, despite the growing residential population in the area, Downtown East lacks community identifiers or gathering spaces such as parks.

These challenges are far from insurmountable, and they disguise the face that Downtown East is already home to many of ingredients of a great place: educational institutions; major public and private employment anchors; close proximity to transit options and cultural/civic spaces including libraries, churches, recreational facilities and homeless support services. The area also has a tradition of housing affordability to preserve. And while these strengths must be valued and protected, they can also be used to leverage a more complete, vibrant and connected community that best serves the residents, workers, visitors, students, and institutions that inhabit this crossroads neighborhood.

Many key stakeholders already have a foothold in Downtown East and bring their unique skills and experiences to improving the space on a daily basis. The area hosts three Business Improvement Districts, a clear indicator that that area business owners, residents, and other stakeholders saw a strong value in further shaping and enhancing the character and identity here.

Further, the area has already begun to see an uptick in reinvestment. A distinctly urban Walmart opened in 2013 and as a result doubled the square footage of retail. Capitol Crossing, currently under construction, promises to reconnect F and G Streets NW over the freeway and add up to 2.2 million square feet of office, retail and hotel space on three newly created city blocks. These and similar ventures offer a glimpse of Downtown East as an emerging neighborhood that reconnects several disjointed communities into a re-invented and re-invigorated center of urban life in downtown Washington, DC.

# EXISTING CONDITIONS



# STAKEHOLDERS: BUSINESS IMPROVEMENT DISTRICTS

## DOWNTOWN DC BID (1996)



The oldest BID in DC, the BID spans the traditional downtown center of the city, spanning 138 blocks. It provides capital improvements to the area, helps diversify the economy, and enhances the Downtown experience for users in the area.

## MOUNT VERNON TRIANGLE CID (2004)



As the Triangle is a growing mixed use community, it is represented by the only Community Improvement District in DC directly including residents into the decision making process. As such, it focuses on assets that provide benefits for its residents, including clean and safe streets, local retail, and advocating for new parks.

## NOMA BID (2007)



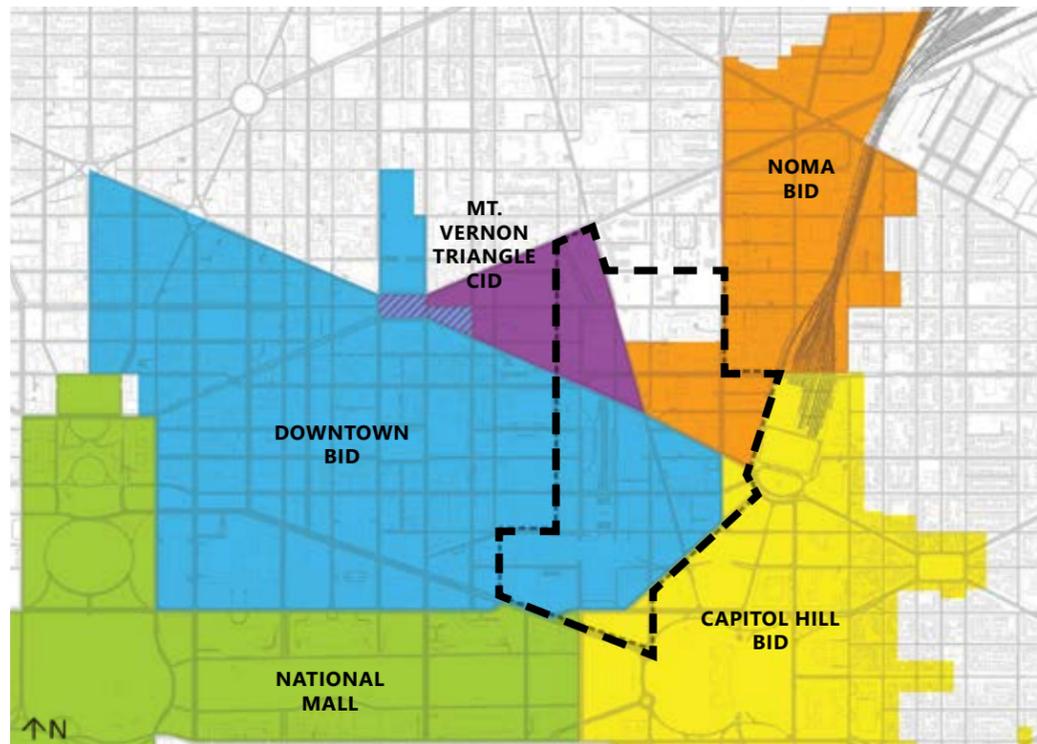
The NoMA BID provides beautification, community outreach, economic development and urban planning services and hosts over 50 free events each year. In partnership with the NoMA Parks Foundation, it advocates for and has built new parks and public art in recent years.



## What is a Business/Community Improvement District?

A BID/CID is a nonprofit, public-private partnership in which property and business owners in a defined area elect to make a collective contribution to the maintenance, development, and marketing/promotion of that area. Though typically found in commercial districts, they can include residential and institutional areas as well. Every BID/CID is driven by community support and require legislative authorization in order to be established. The goals that are typically focused on are:

- Clean and Safe Streets
- Streetscape Improvements
- Ongoing Maintenance of Public Realm
- Economic Development
- Business Well-Being
- Planning and Transit Enhancements
- Advocacy with Decision-makers
- Community Building and Events
- Homeless Services
- Branding and Marketing
- Wayfinding
- Placemaking



# SELECT MAJOR SITES WITHIN AND NEAR DOWNTOWN EAST



## EDUCATION

1. Walker Jones Campus
2. Gonzaga College HS
3. Georgetown University Law School

## PRIVATE DEVELOPMENTS

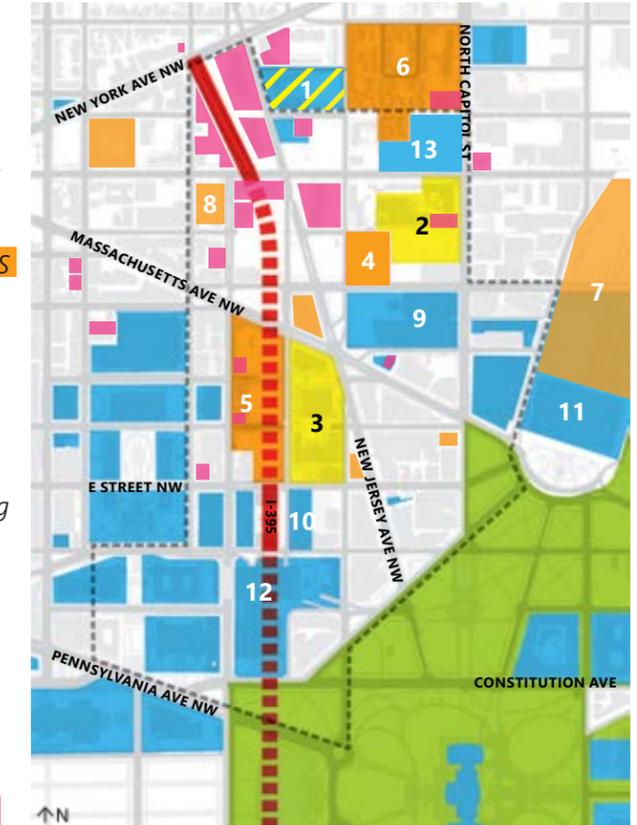
4. Walmart / 77H
5. Capitol Crossing
6. Sursum Corda
7. Burnham Place
8. DC Bar

## GOVERNMENT

9. Government Publishing Office (GPO)
10. Federal City Shelter
11. Union Station
12. Labor Department
13. Northwest One site

## ARCHITECT OF THE CAPITOL GROUNDS

## HOUSES OF WORSHIP & SUPPORTIVE SERVICES



# MARKET CONDITIONS ANALYSIS AND SWOT

## OFFICE: Trophy Class • Class A/B/C • Government Sector • Private Sector • Non-Profit

The most predominant land use in Downtown East, this market makes up 7 million sf and is set to expand 44% to 10.1 million by 2025, potentially accounting for another 17,500 daily workers. Vast majority of existing office space is Class A.

**Forecast:** expected to remain strong, even with potential weakening of market elsewhere in the District due to proximity to US Capitol and federal courts.

## HOTEL: Luxury Hotels • Boutique Hotels • Business Travelers • Tourists

Five hotels with 1,732 rooms, supply has remained constant for more than three decades despite the 17% growth found across the rest of downtown. Routinely high occupancy rates have led to several new hotel proposals, including one 125-bed hotel in the works.

**Forecast:** near-term rapid hotel growth will likely taper off in long-term, but occupancy rates expected to remain high

## RESIDENTIAL: Single Family • Multi-family • Assisted Living Facilities • Dormitories

Primarily made up of multi-family apartments buildings, the vast majority with more than 50 units and located north of Massachusetts Avenue. Three-quarters of all housing in the area is renter-occupied, and two-thirds built since 2000. Roughly a quarter of all housing units are below-market rentals (compared with 13% across rest of the District).

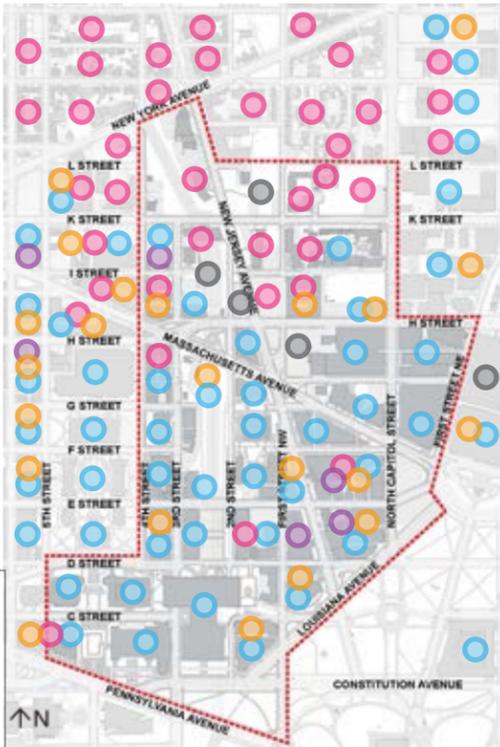
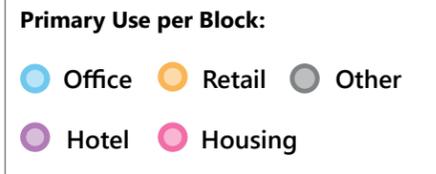
**Forecast:** housing demand to remain strong in area and high absorption rate expected to continue. However, expect near-term boom (2,000 new units expected by 2025) followed by a brief lag based on incoming supply and projected project starts.

<p><b>COMPETITIVE STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Proximity to US Capitol strong driver for office and hospitality uses</li> <li>• Development pressure from adjacent areas</li> <li>• Large, stable daytime population</li> <li>• Momentum from recent development activity</li> <li>• Existing retail amenity base</li> </ul>	<p><b>FUTURE OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Transformative potential from large opportunity sites including expansion of Union Station and government-owned parcels to solidify a livable, mixed use neighborhood</li> <li>• Potential for planned residential development to support more retail opportunities</li> <li>• Affordable housing preservation and creation</li> </ul>
<p><b>COMPETITIVE WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Limited walkability and connectivity, an unappealing public realm</li> <li>• Lack of a diverse retail amenities</li> <li>• Lack of sense of place and neighborhood identity</li> </ul>	<p><b>POTENTIAL THREAT</b></p> <ul style="list-style-type: none"> <li>• High concentration of employment in government sector</li> <li>• Rapidly changing office market fundamentals that may impact less competitive office properties/sites within and around the study area</li> <li>• Competition from adjacent neighborhoods</li> </ul>

## RETAIL : Restaurants/Bars • Sandwich Shops • National Retailers • Local Retailers

In 2013, Walmart more than doubled the amount of retail to 142,000 sf and represented the first major shift towards destination retail. Remaining retailers primarily food based and cater to 9-to-5 workers, closing up around 3pm on weekdays. The exception are the bars/restaurants near hotels that rely on visitors to the area.

**Forecast:** continued rapid expansion and ground shift as Capitol Crossing adds another 75,000 sf, with another 50,000 in the pipeline spread across other projects. Considerable opportunity for local services such as salons, gyms, and restaurants that aren't susceptible to online competition.



# POPULATION

## Shifting Demographics Closer to Downtown

Downtown East hosts many diverse communities, each one shifting in makeup and layout over time. This area has changed rapidly in the past several decades, largely responding to pressures from an expanding downtown commercial district in adjacent areas. In the closing years of the 20th Century, the demographic makeup of Downtown East closely resembled that of the rest of the city. However, since 2000, the neighborhood has shifted to align more closely to downtown. Specifically, the size of

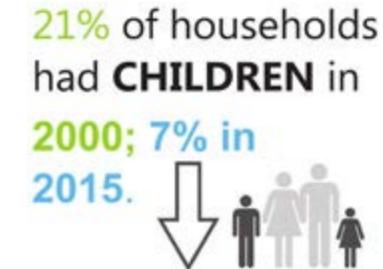
households and the number of children living in the area have decreased significantly since 2000, as has the average age of residents. In that same time span, median income and educational attainment rates have increased. The result, fewer families and a larger influx of young, childless professionals more closely matches demographic shifts observed downtown.

While these demographic shifts are significant, it is important to note they may not reflect the long-term

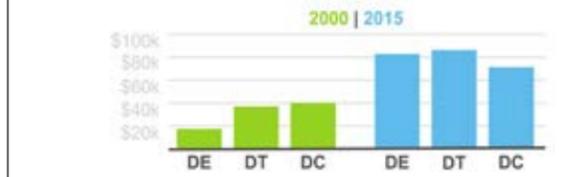
trend in Downtown East. The years between 2000-2010 represented a net loss of housing units in the area, many within the Northwest One neighborhood that are slated to be rebuilt with many more added in alongside. As these new units come online, many will be 2- and 3-bedroom affordable units, providing opportunities for families to move to the area.

## Who Are the User Groups?

The population of Downtown East can largely be broken up into four specific sets of users: **residents**, **workers**, **visitors**, and **students**. To some degree, these distinctions are flexible, as an individual can simultaneously fit into multiple categories or shift roles depending on the time of day (e.g. an office worker who takes evening classes). But in large part, these user groups behave in distinct ways and use the urban realm of Downtown East differently, something we will more fully explore in the next several pages. In the past 15 years, the residential population has nearly doubled, while the population of workers has only seen a small uptick. No new hotels have opened in a decade though tourism numbers for people arriving at Union Station have increased, so it is assumed tourism numbers in the area have kept pace.



The influx of young professionals has decreased the **AVERAGE AGE**



## ESTIMATED DAILY POPULATION (2018)



# A DAY IN THE LIFE OF...

## RESIDENTS:

Families • Seniors • Long-time Residents  
 Incoming Residents • Homeless Persons

With a growth rate of more than 88%, Downtown East as seen its residential population bloom from just over 2,500 in 2000 to more than 5,000 by 2018, far outpacing the rate in Downtown (51%) and the rest of Washington DC (16.5%) over the same time.

Over 10% of residents live in group quarters (seniors in assisted living centers, student dormitories, homeless shelters, etc) - in contrast to the 6% across DC.

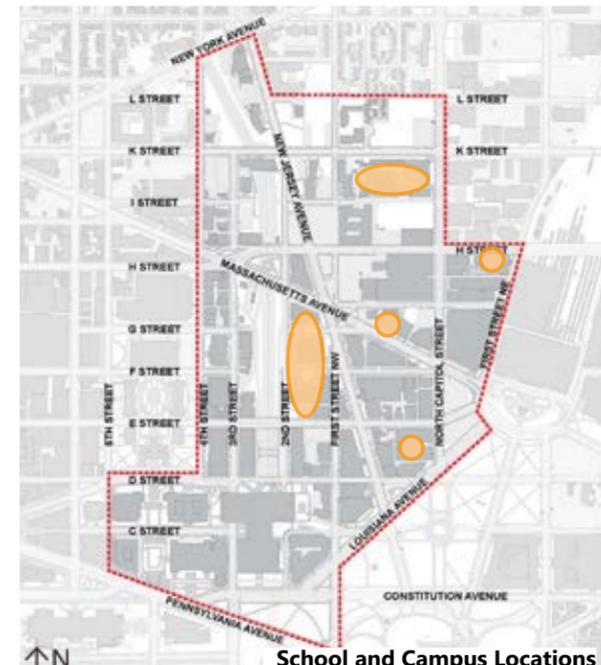
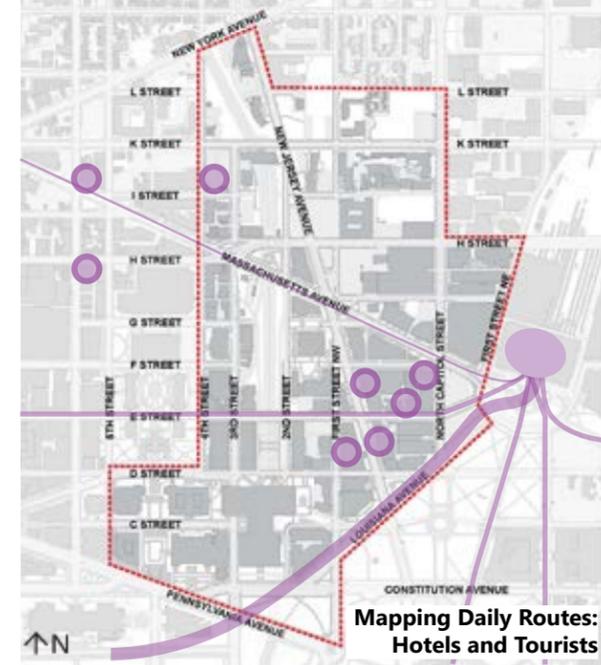
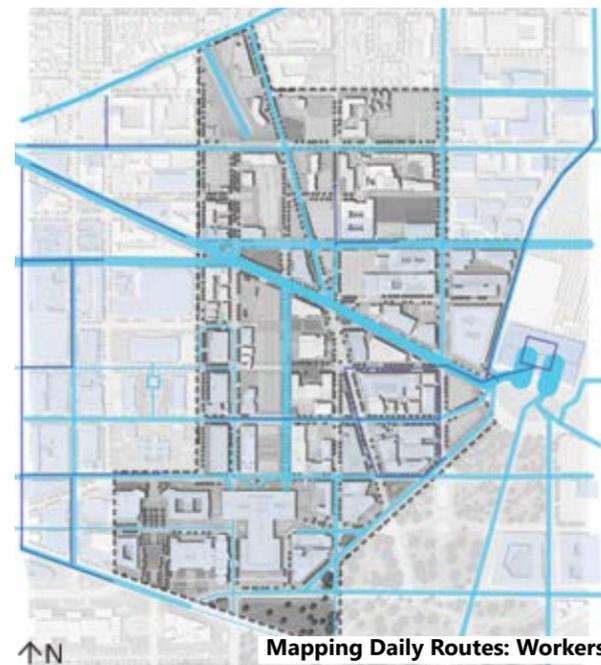
Families and households with children make up a smaller portion of the total than they did two decades ago, largely due to an influx of younger singles. However, the percent of families and households with children are expected to tick up in the next several years as much of the Northwest One housing plan and many other residential projects are completed.

## WORKERS:

Federal/Local Government • Non-profit  
 Professional & Technical • Service Sector

The daily workforce is more than five times the size of the residential population in Downtown East, primarily made up of office workers but also made up of retailers and service workers.

Nearly half of the total workforce is employed in the public sector, compared with only a third of workers across the rest of the city, largely due to the high concentration of federal government buildings in the vicinity. More than half of private sector workers are in lobbying and legal firms or in non-profit advocacy organizations, linked directly to jobs in the federal government who choose to be located close to Judiciary Square and the US Capitol.



## VISITORS:

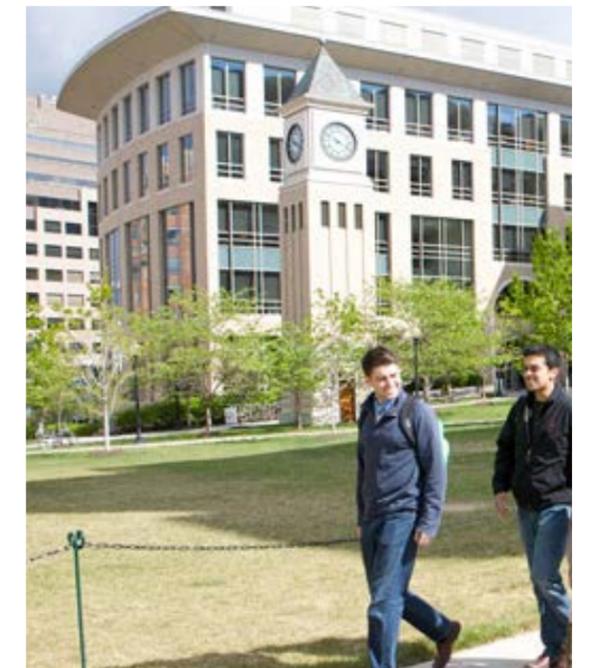
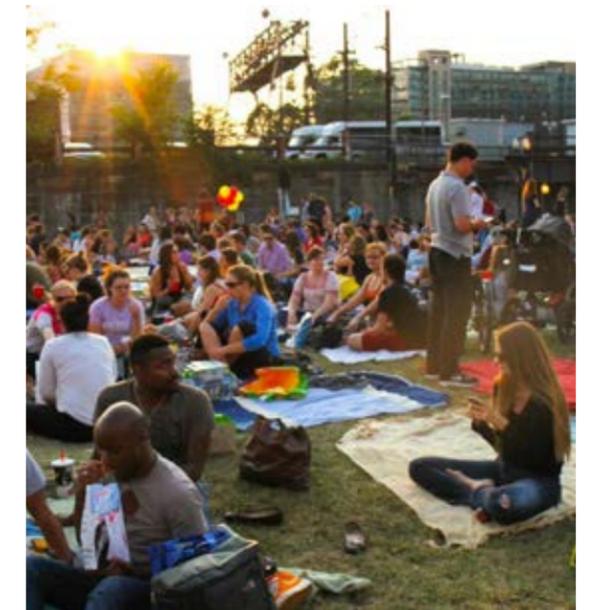
Tourists • Business Travelers • Civic Visitors  
 Houses of Worship • Shoppers/Diners

Visitors constitute a significant and difficult to measure element of the daily population. A majority of those who stay in the area are business travelers, many of whom arrive at Union Station on their way to the Capitol, courts, or offices in the area. Tourists, shoppers and diners add a much-needed layer of activity at all hours of the day, an important source of streetlife in an area composed primarily of office buildings. The several houses of worship routinely host large congregations on the weekends, many of whom arrive from outside the area.

## STUDENTS:

Georgetown Law • Gonzaga High School  
 Walker Jones Campus • Satellite Campuses

Students make up a small but significant portion of the population, spread across several different campuses at high school and university levels. Georgetown Law and Gonzaga College High School sit within the area, but the Walker Jones public school, GU's School of Continuing Education, and University of DC-Community College (UDC-CC) are within the immediate vicinity. Several other universities also occupy office space near the Capitol and several satellite offices for nationally recognized higher learning institutions as well. The integration of these campuses into the larger community and the needs of their students will greatly impact the area in the foreseeable future.



# A SNAPSHOT OF PEDESTRIAN STREET LIFE

## WEEKDAY

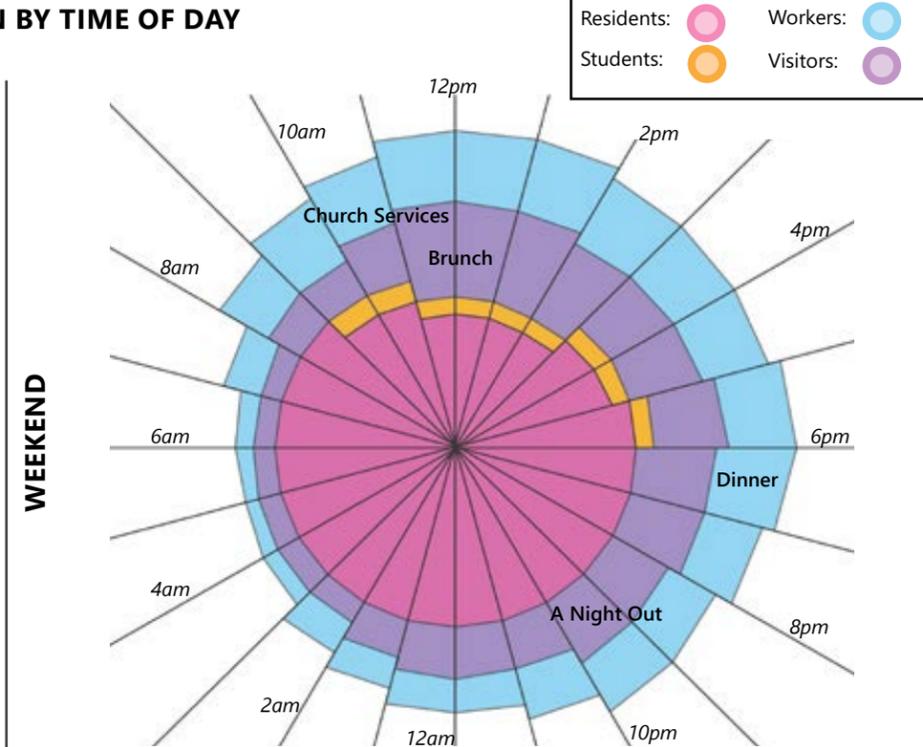
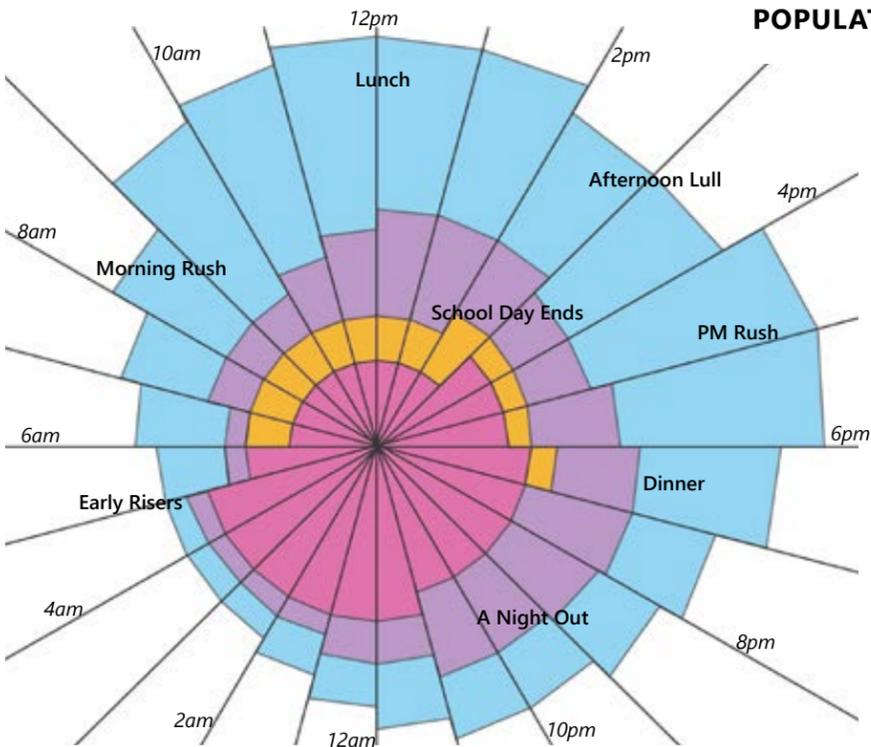
In the morning, office workers make up the largest group of people on the streets of Downtown East as they travel to work. Residents, many of whom work in other parts of the city, visitors (primarily those arriving for judicial services and work-related travel), and students on their way to class make up a smaller portion of those on the street. As the day progresses, more visitors (an increasing number of whom are tourists) flock to the area or pass through.

In the early afternoon there is a lull in the number of workers which picks up during the p.m. rush as office workers leave the area. Students taper off in the later afternoon as high school students head home, being replaced by university and law school students arriving for evening classes. A steady stream of retail workers and tourists continue to walk the streets into the late evening, most of whom trickle off by midnight. Smaller portions of night workers such as janitorial staff are on the streets, traveling home in the early morning.

## WEEKEND

Over the weekend most offices are closed, and so there is no daily influx of office workers like during the week. The streets are noticeably less packed throughout the day and are primarily populated with residents a majority of the weekend. As the day progresses, the residents on the streets are joined by retail workers and visitors as shops, museums, and other places of interest open in the later morning hours. On Sundays in particular, a large influx of visitors arrive to attend services at one of the many churches in the area.

A small trickle of students remain from late morning to early evening as students travel to the law campus, a result of the demanding schedule law school entails. Residents remain a large portion of those on the street into the evening, alongside visitors and workers traveling to nearby restaurants or passengers arriving to Union Station. Similarly to weekdays, there is a small but consistent group of nighttime workers traveling to and from work in the early morning.



## CONCEPTUAL RENDERINGS OF WEEKDAY PEDESTRIAN TRAFFIC



Low pedestrian traffic in a commercial corridor, populated primarily by office workers on their morning commute.



Higher pedestrian counts and a mix of workers, students and visitors, though office workers still dominate the scene during their lunch break.



More pedestrians navigate the area as residents return from work and mingle with visitors as they shop or dine, and office workers commute home. Few students remain.



The remaining workers are primarily involved in retail or other services and few office workers remain long after the typical work day. The area is predominately visitors with some residents enjoying the scene.

# URBAN REALM

1870s – 1900s



## A FINE GRAIN URBAN CORE IN THE AGE OF RAIL

Downtown East was still comprised of tight, narrow blocks when the railroads were first introduced to the area. Buildings were typically small in scale and a mix of uses from block to block were the predominant pattern. The grand avenues of Pennsylvania, Massachusetts and New Jersey remained prominent. The neighborhood of 'Swampoodle' had recently been cleared away to make way for Daniel Burnham's design for Union Station.

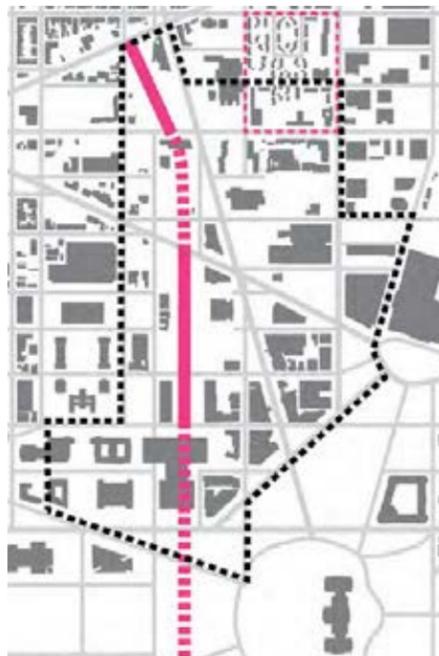
1910s – 1940s



## LARGE SCALE CIVIC INVESTMENTS

Though automobile use is increasing in this time frame, Union Station remains one of the primary means of travel into the city. Several major sites are cleared out to make way for consolidated federal offices due to ongoing expansion government in the run up to WWII. These massive new buildings drastically change the scale of the street at the GAO, GPO, Senate offices, and several courthouse buildings.

1950s – 1980s



## RISE OF THE AUTOMOBILE AND THE NEED FOR PARKING

Post-WWII, automobile use has now outpaced rail travel as the primary means into the city, and many residents leave the urban center for the suburbs, beginning a decades-long population decline. Change is rapid as small-scale buildings give way to large-scale offices with sizable areas converted to parking lots. Construction of the freeway breaks up the prevalent street grid to appeal to the growing number of automobile commuters to downtown.

1990s – TODAY

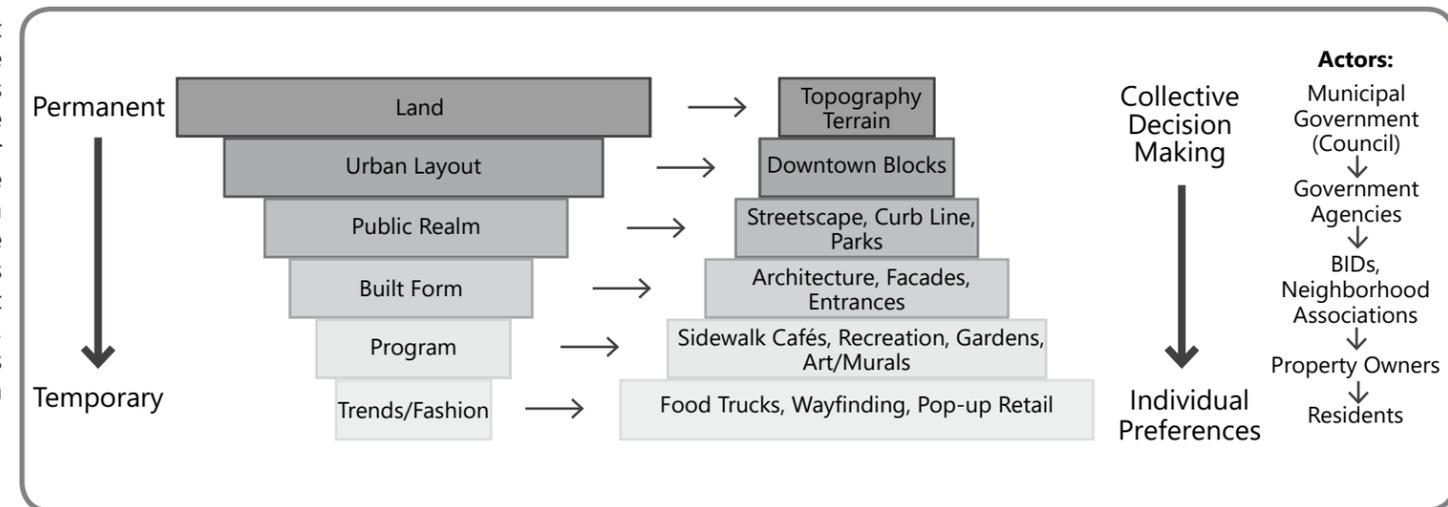


## A RESURGENT DOWNTOWN

After decades of decline, the population begins rising in DC. Between 2010 and today, the population is growing by nearly 1,000 residents a month. Downtown witnesses a resurgence as retail, entertainment, hospitality, and limited residential uses return to the city center. The MCI Center (now Capital One Arena) and Gallery Place are built. As better transit options proliferate, most parking lots are converted to new development as demand and land values soar. Only a handful of vacant or unused sites remain.

# DEFINING THE URBAN REALM

The urban realm is the space that is experienced by and accessible to the public within a city. It is a democratic space and may be occupied by any member of or visitor to a neighborhood. It can be a destination in its own right, such as a public park, but is also the space that forms the connections between all other points of interest in a city. Streets, sidewalks, plazas, and even the facades of buildings that line city streets are all part of a system that forms the urban realm.



## STREETS

The street right of way in Downtown East, originating from the historic L'Enfant Plan and updated for modern needs, consists of these distinct parts:

- The cart path or roadway: the primary vehicle path between the street curb lines.
- The sidewalk: the primary pedestrian path, consists of a curbside zone for street trees and a 6 to 10 foot wide concrete sidewalk.
- The public parking: legally part of the city's parks system, this is the area between the edge of the sidewalk and the property line of a lot. Regulations allow for some private use of this space, but require it be landscaped and visually accessible to the public.

## BUILDINGS

Though most buildings are privately-owned, they create thresholds at the border of the public realm and directly shape the experience or contribute to activation of the urban realm.

- Show windows, awnings, retail signage and other building projections define how streets are experienced and can welcome or hinder certain activities in the urban realm.
- Sidewalk cafés enable restaurants and shops to spill out into the public sidewalk activating adjacent spaces.
- Open spaces at the building facade are often treated as public spaces. Examples include the arcades along Union Station and the Post Office Museum.

## PARKS & PLAZAS

Parks, plazas, and other open spaces breathe life into the city, and can take on many forms, from the truly public to privately-owned public spaces:

- Passive recreation spaces such as those considered the typical park, a grassy space with ornamental plantings, shade trees, benches, or even a fountain. Can be predominantly planted or hardscape.
- Programmed open spaces such as athletic fields, tracks, courts or cultivation spaces such as gardens, or spaces for reflection such as monuments and memorials.

# URBAN REALM: STREETS

## Observations

**1. On average, connectivity is high** for vehicles, pedestrians and bicycles, primarily due to the downtown setting and street grid. Redundancy in route options spreads out traffic volumes well, though not without some major challenges.

**2. Gaps in infrastructure in key areas limit connectivity** and create bottlenecks and slow travel for all modes east-west through the area. These gaps fall into three general categories:

- *Interruptions Caused by Interstate:* The open-cut design of the interstate caused the removal of certain road segments, such as F and G Street between 2nd and 3rd Streets NW.
- *Interruptions Caused by Development:* Some large-scale developments were constructed across or over top former public rights-of-way. At some locations, the roadway has been completely removed. For locations such as the Labor Department, the building was constructed in part as a bridge over 3rd Street.
- *Temporary Interruptions:* Jersey barriers were placed across several streets to block the roadway, or for security reasons.

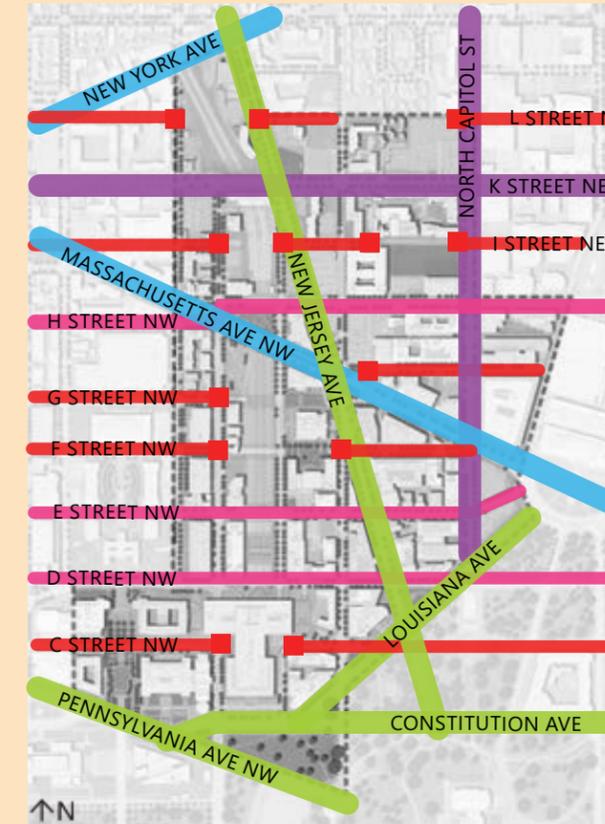
**3. Uncomfortable pedestrian paths** run for stretches on several roads and dot a number of other paths. Roads may be too wide and too busy to cross comfortably; others present rows of loading docks, parking on the sidewalk, or missing sidewalk links. Freeway on-ramps and exit ramps often lack signalized controls or crosswalks and present hazardous conditions for pedestrians.

**4. Auto-centric and expansive intersection design** emphasizes vehicle movement over pedestrian access. This has the effect of increasing the average speed of traffic and limits the sense of safety for pedestrians.

**5. Access to transit is generally high**, but is predominantly concentrated on the periphery of the study area. Specifically, users seeking access to Metrorail must travel to either Judiciary Square or Union Station, both roughly in line with F Street. Bus transit is more readily available in the heart of Downtown East, particularly on the avenues. The ability to easily transfer from bus to rail at Union Station is complicated by the relative distance between bus stops and the heart of the station.



## Street Hierarchy



Though each street that crosses through Downtown East provides for an individual experience, a hierarchy across several predominant types emerges. Some streets serve broader, cross-city routes (such as Massachusetts Avenue), while others link the centers of important nearby neighborhoods (such as K Street), while others primarily serve as local streets for the immediate area (such as F and G Streets).

**Massachusetts & New York Avenues** are grand, tree-lined boulevards that span several miles across the city, serving as important thoroughfares. Massachusetts Avenue bisects Downtown East into its northern and southern portions. It links Union Station to Mount Vernon Square and several other green spaces including Thomas, Scott and Dupont Circles, and eventually up to Observatory Circle. To further its identity as an iconic boulevard, Massachusetts Ave was designed to support a double row of large trees for much of its path, though unfortunately this pattern breaks down as it crosses into Downtown East. Over some blocks, the second row of trees have been paved over, while on other blocks trees line the median.

**Louisiana, Pennsylvania, Constitution, & New Jersey Avenues** are boulevards similar in size and stature to Massachusetts Avenue, but are differentiated by the important ceremonial roles they play in the public sphere. These avenues contribute to a grander purpose in the federal city by framing iconic views of the Capitol or other important civic buildings or pass through the gardens of the Capitol

Grounds. A greater proportion of space is dedicated to pedestrian walkways and ample public green spaces. These streets have an untapped potential to be defining greenways within the Downtown East area, particularly New Jersey Avenue as it creates a direct link between the Capitol and the Shaw neighborhood to the north.

**K & North Capitol Streets** serve as major vehicle connections through the city, but were not designed to the same ceremonial standard of boulevards like Pennsylvania. North Capitol Street does have a grand view of the Capitol, but lacks the space for sizable trees and abundant sidewalks. K Street connects the Mount Vernon Triangle and NoMA neighborhoods and creates a linear park through each. In the Triangle, this 'Main Street' is lined with many shops, restaurants, and lobby entrances. Enlarged tree boxes set within the middle of the sidewalk provide for landscaped spaces and protected cafe areas.

**D, E, & H Streets** best resemble the typical feel of the downtown area. With few exceptions, buildings are built to the lot line, which itself is set close to the street curb, creating

a canyon-like feel on longer blocks. Pedestrians are buffered from vehicle traffic by a parking lane at the curb, though street trees boxes tend to be small and narrow. Though speed limits are low, traffic tends to move fast.

**Non-continuous East/West Streets** are otherwise typical roadways in Downtown East that do not form a continuous path across the neighborhood for pedestrians. Many are interrupted at the I-395 interstate though others are broken at large, block-wide developments such as the Georgetown Law School campus. These broken paths limit the number of streets that link the east and west sides of the area, break up a redundant street grid, create transportation bottlenecks, and generally add to congestion between Union Station and the greater downtown area. However, some of these broken streets will be reconnected; as part of the Capitol Crossing project, new bridges atop the freeway will serve to connect F and G Streets between 2nd and 3rd Streets NW; L Street between 1st Street NW and North Capitol Street will be rebuilt as part of the separate Sursum Corda and Housing Authority redevelopments.

# URBAN REALM: BUILDINGS

## Observations

**1. Impressive and memorable views of iconic landmarks** including the US Capitol, Union Station and the National Mall frame many views throughout the Downtown East area, bracketed by large street trees. These views create special moments at key intersections and help define the architectural significance of the area.

**2. Some examples of standout architecture,** both historic and new, such as the City Post Office building, National Association of Realtors building, and the Government Publishing Office can be found in the area. However, these are broken up by numerous examples of bland or uninteresting infill developments that detract from the general streetscape and neighborhood character.

**3. A lack of accessible or interesting ground floors** dominate many areas, particularly in government or private office buildings. Many large

buildings have no ground floor retail or other spaces that provide visual interest to attract streetlife, and many that do close up outside of typical office hours. Several notable exceptions exist and do craft inviting urban spaces for pedestrians, including areas near Mt. Vernon Triangle, along the Walmart frontage of H Street NW, and around the cluster of hotels and restaurants near Louisiana Avenue. The development of Capitol Crossing is anticipated to add considerable ground floor retail and pedestrian space near the center of the Downtown East area.

**4. Massive buildings that span the entire block,** particularly at federally-owned sites, create monotonous street walls. While this can promote a grandiosity of design for buildings such as the Capitol or Union Station, it can limit vibrancy and vitality in the busy and dense downtown setting. When coupled with a lack of interesting ground floor uses, this can strip an area of meaningful streetlife.



## Prevailing Neighborhood Character



### Residential Character

This area can largely be characterized by residential buildings, though commercial buildings are scattered throughout, particularly near Massachusetts Avenue at the transition. Most properties have spacious front and side yards, and streets are lined with large shade trees. Roadways tend to be narrower, accommodating fewer travel lanes for vehicles, but most have wide parking lanes. Brick masonry is the most common building material used with some buildings, though more contemporary buildings prioritize large windows and paneling. Building articulation in the form of bay and oriel windows and balconies tend to rise the full height of the building.

### Commercial Office Character

Predominantly made up of large scale commercial office buildings, many of which are owned and occupied by federal agencies, this area caters to the area's office workforce. Most streets have wide expanses of hardscape, though many more contemporary buildings make room for large street tree boxes or garden space at the ground level. Most buildings have few entry points that are concentrated around office lobbies, with the occasional ground floor food retailer. Buildings occupy the full extent of the lot with few or no front or side yards. Where street trees exist, their canopies are considerably smaller than sites north of Massachusetts Avenue. Buildings incorporate a wider mix of materials, though primarily consist of glass/metal, concrete, and some masonry paneling. Building articulation is handled primarily at the ground floor in the form of canopies, awnings, and show windows.

Many elements in public space define the character of a neighborhood, including the layout of the sidewalk (width of the sidewalk and the presence of street trees), the existence of 'public parking' or a planted space behind the sidewalk, and the design and interaction with the location and facades of buildings. Depending on how these parameters are designed, a neighborhood can feel like a comfortable residential neighborhood or a bustling and efficient business district.



### Monumental Grounds

Containing portions of the National Mall, the US Capitol Grounds, and Union Station, this area is primarily characterized by the large scale and monumental architecture. The grand boulevards of Pennsylvania and Constitution Avenues have mature street trees that provide ample shade and comfortable walks for pedestrians. Buildings tend to be surrounded on all sides with planted spaces, formal gardens, or fountains, and the wide expanse of Senate Park is well maintained and intricately landscaped. There are multiple spaces occupied by memorials or other statuary, especially along Louisiana Avenue between the Mall and Union Station. Sidewalk areas are particularly wide to accommodate crowds of tourists during major events. Buildings largely maintain an iconic and formal design with many classical architectural elements such as arcades, columns, and pilasters. In general, the area is open and accessible, though many buildings maintain security perimeters within or adjacent to the sidewalk zone.

# URBAN REALM: PARKS & OPEN SPACE

## Observations

**1. Highly walkable and comfortable streetscapes** abound in the southern portion of the area and generally resemble the downtown core – wide sidewalks, tree lined streets. Streetscapes in northern residential area have a larger tree canopy while maintaining wide sidewalks.

**2. Disjointed streetscapes** create gaps between adjacent areas, particularly along major avenues. In particular, the streetscape design of Massachusetts Avenue is different across four consecutive blocks toward Union Station. Similarly, Mt. Vernon Triangle and NoMA areas provide streetscape design guidelines for K Street NW, however this streetscape does not continue between North Capitol and New Jersey Avenue.

**3. Lack of public amenities or access to parks on some streets** provide for uncomfortable or purposeless walks from block to block. Many buildings have long blank walls, multiple loading bays in a row, tall security fencing, or other detractors to the urban street life.

**4. Public gardens and open spaces at the Capitol** and other sites such as the National Building Museum and Marshall Park help beautify the neighborhood where they exist. However, these types of spaces are infrequent enough through the rest of the area that they create a more mundane or subdued atmosphere, limiting opportunity for pedestrian interest.

**5. Several well kept parks and open spaces nearby:**

- National Mall, Senate Park, Law Enforcement Memorial
- Several athletic fields with limited or no public access
- Groupings of lesser known memorials: Victims of Communism, Victims of the Holodomir Man-made Ukrainian Famine.
- Limited access to large gathering spaces or programmed space. BIDs have provided some temporary programmed space but usually in cleared lots awaiting development.



## Parks and Open Space Typology



Parks come in many shapes and sizes. They can also differ in terms of how they are designed, programmed, and used. And no two within the Downtown East area serve the exact same purpose. Each serves distinct needs and users based on its layout, location, size, and a number of various other factors. Some fall under local jurisdiction while some are federal. Others are privately held spaces that provide for public access.

### Memorials and Monumental Greens:

Sites that feature memorials, statuary, or other forms of public art as a central element of the design, or that are a part of the National Mall or Capitol Grounds. Spaces can be largely unprogrammed, such as the National Mall, or have spaces designed for specific uses such as formal garden space, seating areas, or space for reflection.

- Senate Park
- Law Enforcement Memorial
- National Japanese American Memorial
- Memorial to the Victims of Communism
- Holodomor Memorial to Victims of the Ukrainian Famine-Genocide

### Athletic Fields and Courts:

Fields and courts provided for use for organized sports. Specific use is generally determined by size, with smaller sites dedicated to basketball or tennis courts and larger ones for baseball or football fields. Many are located within school grounds or can be reserved for league-hosted matches or for pick up games.

- Gonzaga HS athletic field (private)
- Walker Jones School and Recreation Center athletic field and court

### Passive Recreation Parks:

Sites that are primarily planted and open to the public and that provide various pedestrian amenities such as benches and shade trees; primarily intended for a stroll through.

- Cobb Park
- Georgetown Law Center green
- Tax Court green
- John Marshall Park

### Urban Plazas:

Programmed or passive recreational spaces that are predominantly hardscape or paved, but provide various pedestrian amenities such as benches, fountains, or public art. These spaces can be a central design feature of an area, such as at Columbus Circle in front of Union Station, or as infill spaces between buildings such as on G Place NE.

- Columbus Circle
- 5th and K Street NW intersection
- G Place Plaza
- Daly Building Plaza

### Gardens and Urban Agriculture:

Programmed spaces that may be of public or semi-public use that allow for the growing of fruit and vegetables, flowers, or other vegetation. More common in highly residential areas, Downtown East offers few examples of urban gardens.

- Walker Jones Farm

### Unprogrammed Grass or Leftover Spaces:

Often underutilized or leftover spaces between buildings, or small triangle parks at the intersections of major avenues, these sites may be maintained as small grassy spaces or be left bare. Many are under the jurisdiction of the National Park Service, but may be excellent opportunities for incorporating new small neighborhood parks in the future.

# VISION: THE FUTURE OF DOWNTOWN EAST

## DOWNTOWN EAST IS A PLACE...

### CONNECTED AND ACCESSIBLE...

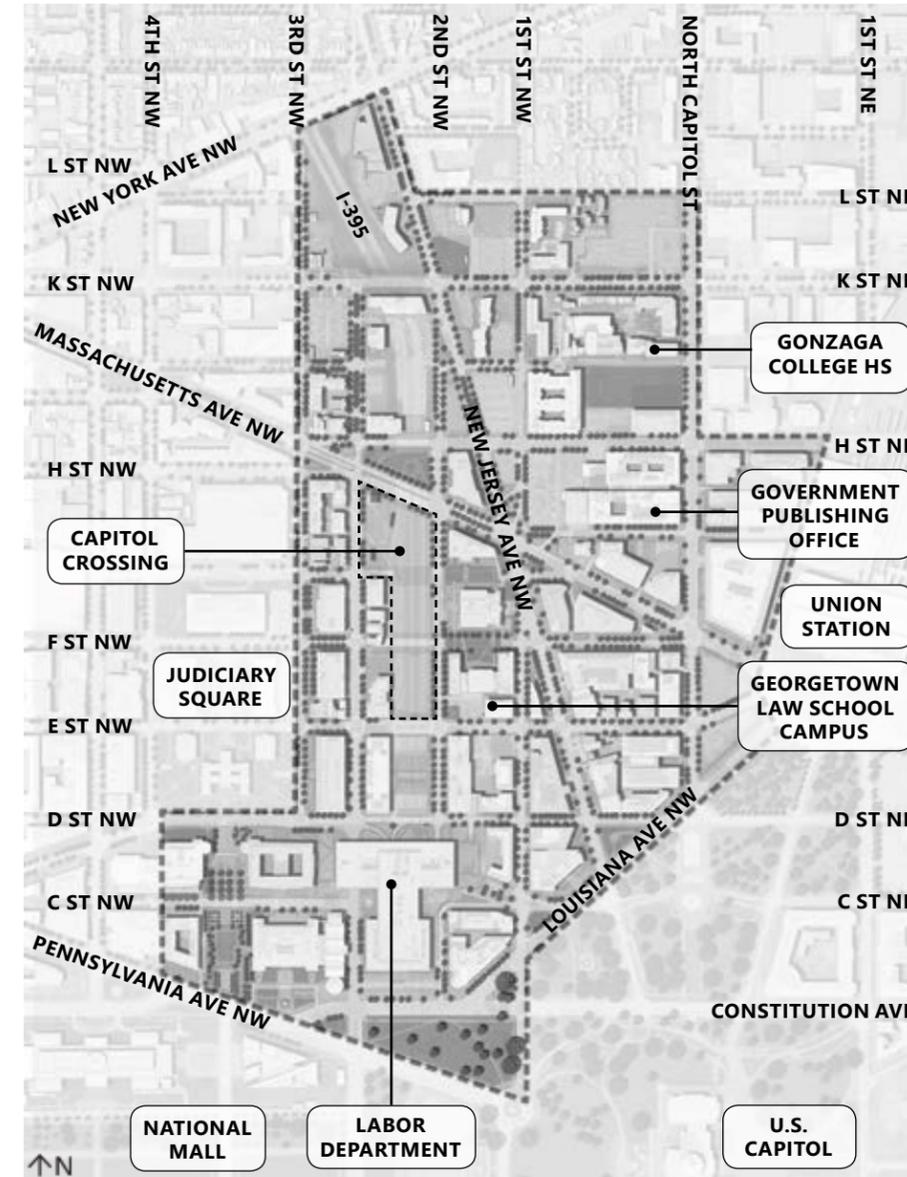
- where pedestrians can cross seamlessly between neighborhoods and into downtown
- that is interlinked with the broader city
- that celebrates its role as a gateway into the city from the surrounding region

### VIBRANT AND ENTREPRENEURIAL...

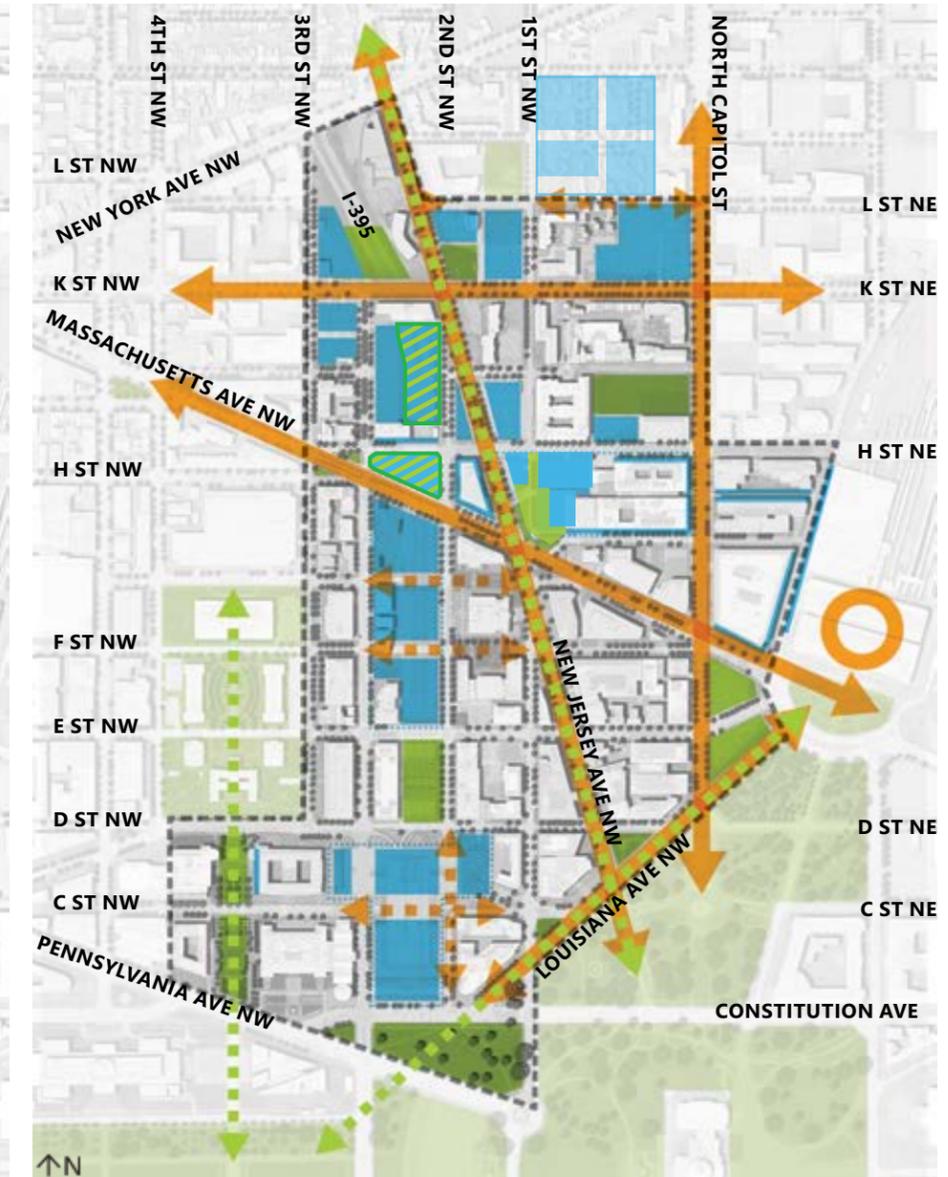
- where redevelopment sites enhance the quality of place
- where buildings contribute to an interesting and lively urban street life
- that enables existing and emerging markets to grow and thrive

### GREEN AND ACTIVE...

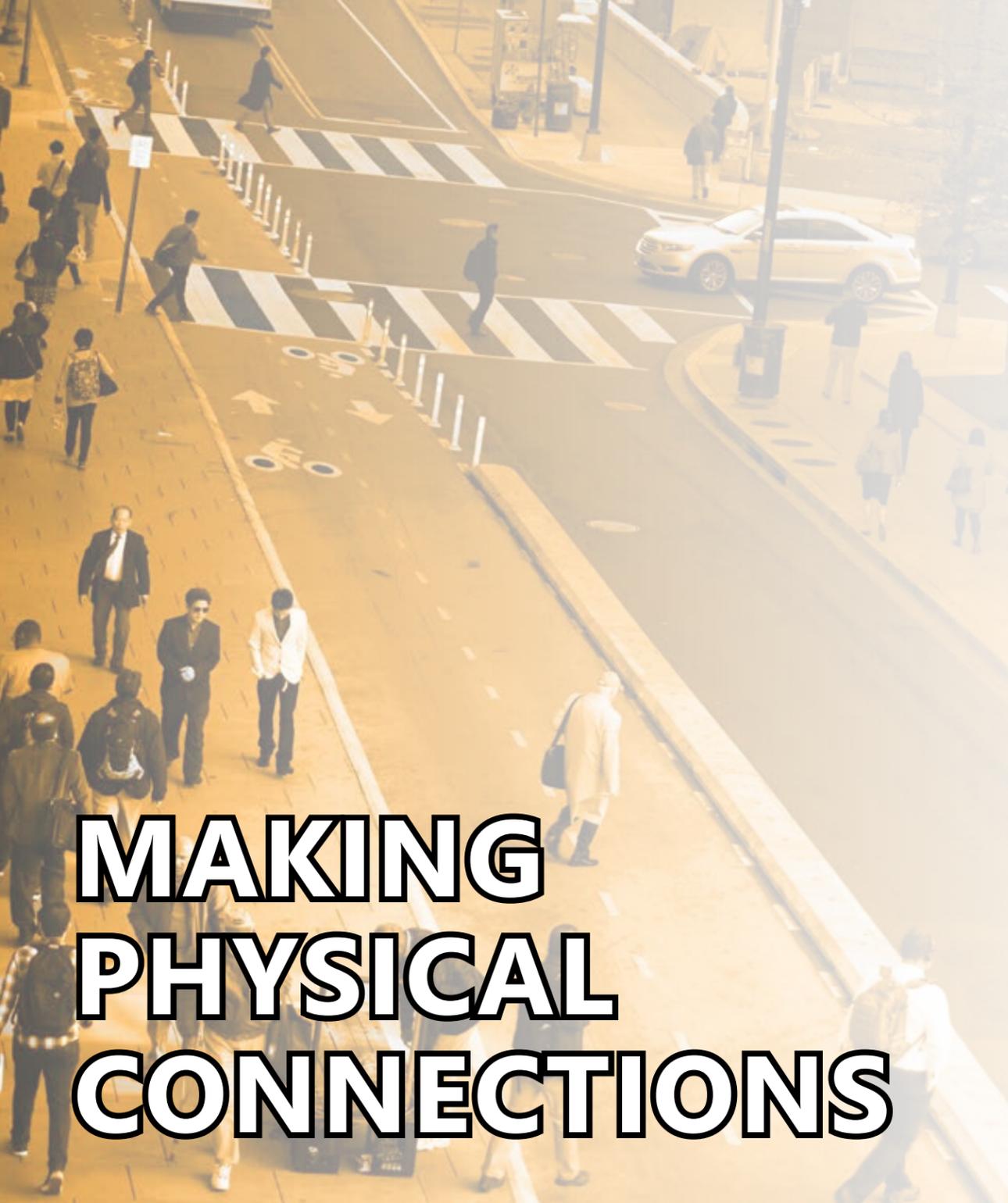
- with ample, interconnected parks and gathering spaces integrated into the community
- where the streets are attractive, lush, comfortable, walkable, and safe
- that encourages residents, workers, and visitors to linger and enjoy themselves



**DOWNTOWN EAST TODAY** is largely disconnected and filled with undeveloped or underdeveloped lots but is transitioning into a fuller neighborhood. Union Station, the U.S. Capitol, and Downtown provide significant locational advantages to help spur investment while maintaining the existing cultural core.



**DOWNTOWN EAST TOMORROW** is a vibrant, mixed-use community, reconnected to the rest of downtown and the city along high quality, active public spaces and serving as a proud gateway to the heart of Washington, DC. New residential buildings and retail fill in the gaps between office buildings.



# MAKING PHYSICAL CONNECTIONS

## HOW DO WE DEFINE PHYSICAL CONNECTIONS?

Physical connections are about access – about providing pedestrians, cyclists, drivers, bus riders and everyone else the ability to get from where they are to where they want to go in an intuitive and straightforward manner. And while physical pathways must prioritize safe and efficient travel for all users, in urban settings they also play a large role in defining the character of a place and providing connections to points of interest along the way. They must work on many levels, connecting the workforce to their jobs across the city, residents to nearby shops or services, tourists with the landmarks they seek out – but they must also allow for users to meander and wander, providing the opportunity to discover something or someone new.

Whether people are just passing through or seeking out a restaurant, shop, or place of business in Downtown East, ease of access and intuitive wayfinding are key components to connect the area with surrounding neighborhoods. By bridging new routes over the Center Leg Freeway, opening up more paths into and out of Union Station, and reinforcing the local pathways through the area, Downtown East can emerge as a destination of its own.

## DOWNTOWN EAST WILL BE A NEIGHBORHOOD CENTER THAT DIRECTLY LINKS THE SURROUNDING COMMUNITIES AND EMBRACES ITS POSITION AS A REGIONAL GATEWAY

For decades the Center Leg Freeway (I-395) has bifurcated Downtown East from the greater downtown core of the city. By establishing new connections that bridge the interstate for pedestrians and cyclists, as well as vehicles where appropriate, Downtown East can more easily connect to and integrate with the downtown core and surrounding neighborhoods.

Many of the most highly trafficked roadways that lead into the downtown core from the rest of the city, such as Massachusetts Avenue and North Capitol Street, pass through Downtown East. These major avenues should be emphasized not just as ways to travel through Downtown East, but also as places that define the special character of each neighborhood in the area as the geographic center of Washington DC and as a true crossroads of the city.

Increased connectivity will serve to blend the accessibility and walkable nature of neighborhoods such as Mount Vernon Triangle, NoMA and Capitol Hill with downtown Washington, DC. Improved connections better link people to jobs, housing, retailers, parks and other places they desire to go that serve to increase the vibrancy of these neighborhoods.



### PHYSICAL CONNECTION GOALS:

**1 – A Fully Connected Downtown:** (1A) Restore the street grid; (1B) Prioritize pedestrian access; (1C) Evaluate new streets at redevelopment sites

**2 – Accessible to Rest of the City and Region:** (2A) Enhance Metro entrances; (2B) Integrate freeway ramps to streetscape; (2C) Support streetcar extension; (2D) Connect Met Branch Trail

**3 – A Regional Gateway:** (3A) New connections to Union Station; (3B) Streamline transit transfers; (3C) Improve link between Union Station and National Mall; (3D) Support new rail investment

- ← - - - Re-established Local Connections
- ← - - - Enhanced Citywide Connections
- Regional Transit Hub

# GOAL 1 – A FULLY CONNECTED DOWNTOWN:

ESTABLISH A SEAMLESS URBAN STREET GRID BETWEEN UNION STATION AND DOWNTOWN

As two of the biggest economic drivers for the city, Union Station and the greater downtown area have reduced options for direct travel between the two. Much of the historic street grid was removed for the I-395 freeway in the 1960s, creating a barrier to east-west travel. A restored street grid will make travel into the downtown area more efficient, reduce pressure on bottlenecked routes, and expand the capacity of the road network to better serve the rapidly growing population.

## 1A. RESTORE STREET SEGMENTS THAT BETTER CONNECT DOWNTOWN TO SURROUNDING NEIGHBORHOODS

The ongoing construction of Capitol Crossing will see a full restoration of F and G Streets over the freeway between 2nd and 3rd Streets for pedestrians and a partial restoration for vehicles, significantly enhancing access to retail and offices at the site, as well as cross access into downtown. The street grid should be further restored at these points:

- Extend F and G Streets east beyond Capitol Crossing through the Georgetown Law Campus as the most direct connections between Union Station and downtown: F Street as a vehicular path and G Street as a pedestrian/cyclist path.
- L Street between North Capitol Street and 1st Street NW is proposed to be restored as part of ongoing development at Sursum Corda and Northwest One. This street should be a true DDOT right-of-way, complete with sidewalk and a street tree canopy.
- Pedestrian access should be explored at the former I Street right-of-way between 2nd and 3rd Streets NW, when the adjacent parking garage site is repurposed or redeveloped.

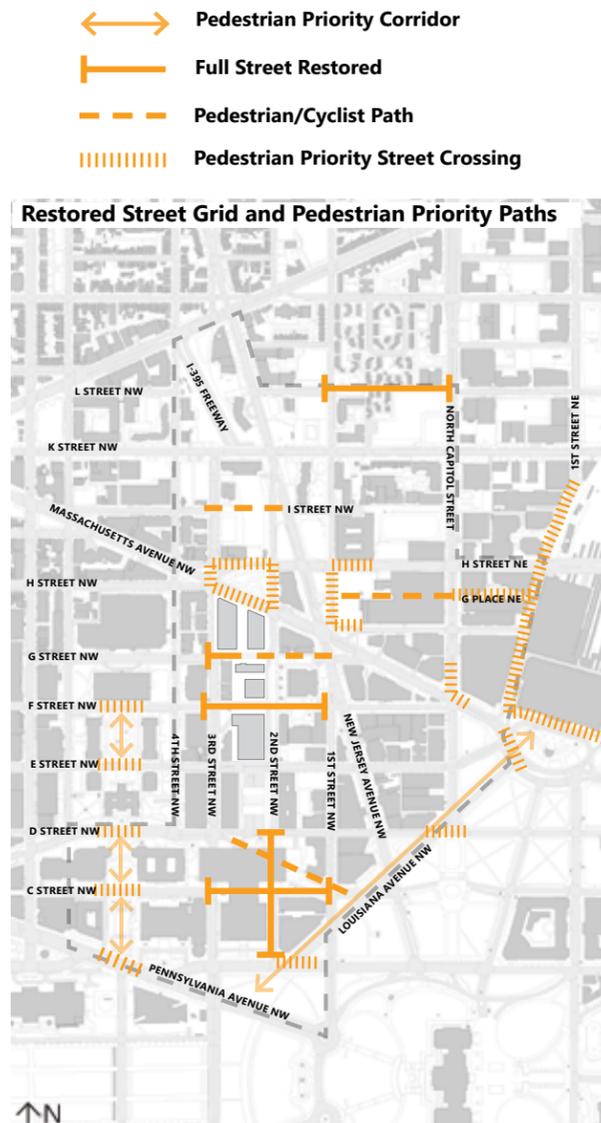
## 1B. PRIORITIZE SAFE AND DIRECT PEDESTRIAN ACCESS AT HIGH-VOLUME INTERSECTIONS

Access for pedestrians between important retail, park, and other places of interest will be vital to the area's continued development as a walkable and livable neighborhood. Traffic calming measures such as curb bump outs that lessen the crossing distance at intersections should be explored to increase pedestrian safety. Priority locations for this exploration include:

- Cobb Park: 2nd, 3rd, and H Streets and Massachusetts Avenue NW;
- Walmart and GPO: 1st and G Streets NW;
- Union Station: 1st Street and G Place NE; and
- John Marshall Park to National Building Museum: Pennsylvania Avenue, C, D, E, and F Streets NW.

## 1C. EVALUATE THE FEASIBILITY OF RESTORING ROADS AT LARGE FEDERAL SITES: LABOR DEPT AND GPO

Should the Labor Department site be redeveloped, the feasibility of restoring C and 2nd Streets to the L'Enfant Plan should be explored. Likewise, the view corridor between the Capitol and Judiciary Square along the former Indiana Avenue NW right-of-way should be restored. The site's existing tangle of freeway ramps should be better integrated into the re-established street grid. 3rd Street NW should be daylighted and the existing building removed from the right-of-way. Explore reopening the pedestrian path underneath the GPO building west of North Capitol Street.



# GOAL 2 – ACCESSIBLE TO THE REST OF THE CITY AND REGION:

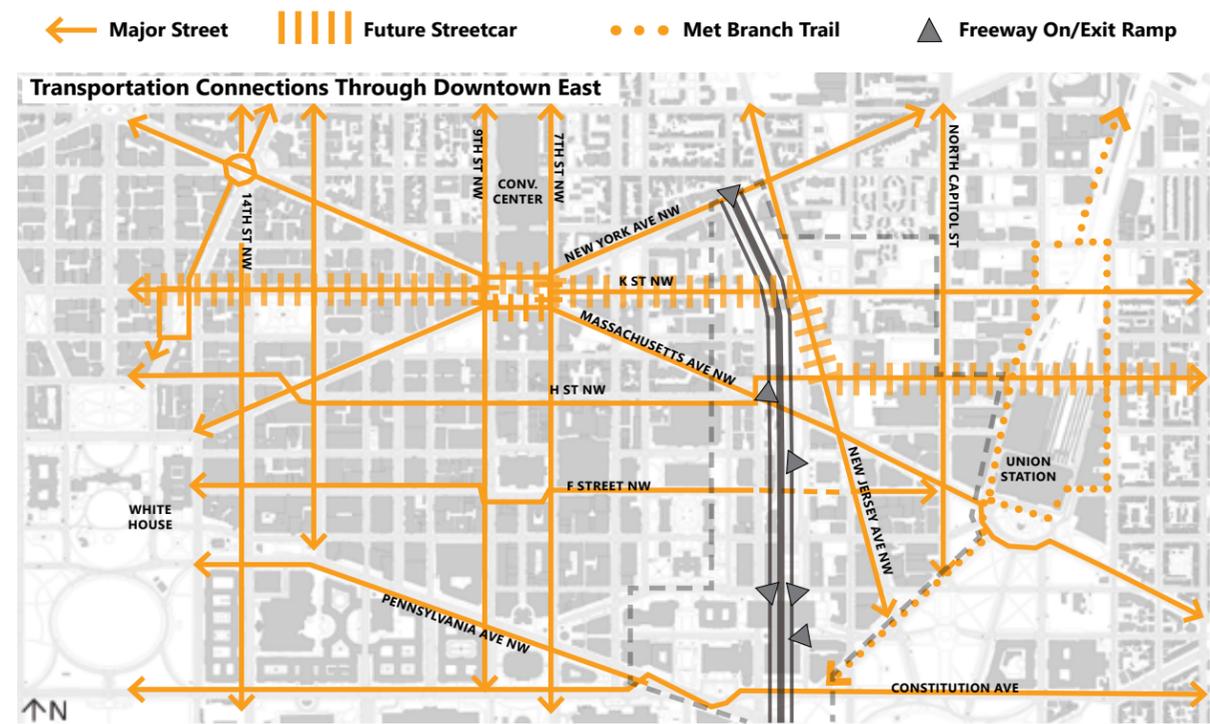
IMPROVE ACCESS TO ALL MODES OF TRANSPORTATION INTO AND THROUGH DOWNTOWN EAST

As a major center for jobs, retail, culture and entertainment, it is vital that the downtown area remain well connected to the rest of the city via road and transit infrastructure. Many of the busiest thoroughfares in the city pass through or run tangent to the edges of Downtown East and should better link the area and city together.

## 2A. ENHANCE AREAS AT METRO ENTRANCES TO PROMOTE BETTER ACCESS

Linking the broader city to the downtown core is key to ensuring that residents from all wards have access

to the wide array of jobs and services available. The existing Metrorail and Metrobus network in Downtown East is the primary means of linking residents to jobs, businesses to their customers, and tourists to the area attractions. Maximizing the efficiency of existing mass transit services and ensuring infrastructure is adequately maintained or expanded to meet future demand should remain top priorities. As Downtown East is expected to grow rapidly in the coming decade, the closest existing Metrorail stations at Judiciary Square and Union Station and Metrobus routes that serve the area should expand capacity to handle future needs.



## 2B. BETTER INTEGRATE FREEWAY RAMPS INTO THE CHARACTER OF THE SURROUNDING STREET INFRASTRUCTURE

The existing designs of many of the freeway on and off ramps at I-395 cut off pedestrian access along adjacent roadways. These ramps should be designed to better integrate into the streetscape design of the District streets with tree canopies, sidewalks, crosswalks, and other features to prioritize pedestrian safety.

## 2C. ENCOURAGE AND SUPPORT THE FUTURE STREETCAR EXTENSION

The existing H Street/Benning Road streetcar line will be extended west from the H Street Bridge to Georgetown. As this future line is plotted through Downtown East, streetcar stops should be prioritized near existing and future retail and residential buildings to better facilitate the line as a priority transit and economic development tool. Sites adjacent to the proposed line should promote higher levels of density, amenities and other services to activate the area.

## 2D. CONNECT THE MET BRANCH TRAIL TO A ROBUST CITY CYCLING NETWORK

Support the progress and development of the Metropolitan Branch Trail (MBT) network as part of the Union Station 2nd Century Master Plan. Provide a cycle track on Louisiana Avenue from Columbus Circle to the National Mall to complete the MBT plan, celebrating this critical and highly visible link. Fill in the missing pieces of the city's bicycle network within the study area.

# GOAL 3 – EXPANDED ROLE AS A REGIONAL GATEWAY:

## INTEGRATE UNION STATION WITH THE SURROUNDING NEIGHBORHOODS

An historic treasure and functioning transit hub, Union Station continues to be one of the most important regional, multi-modal transportation and commercial centers in the nation. And with ongoing plans to triple passenger capacity and double train capacity by 2030, it will continue to be as vital to the District and the nation in the coming decades, connecting to places as far away south as Florida and as far north as Maine.

### 3A. DESIGN NEW ENTRANCES TO UNION STATION FOR ACCESSIBILITY FROM ALL DIRECTIONS

Maximize every opportunity to make pedestrian connections to Union Station from all sides, including from the H Street bridge and the future Burnham Place development above the tracks, while still preserving the iconic design of the front entrance along Columbus Circle. Several opportunities may exist to collaborate with both public and private owners to insert physical connections at grade or above 1st Street NE. As a true gateway to D.C., Union Station should open on all sides to the downtown core to enhance porosity and its impact on the surrounding neighborhoods.

### 3B. STREAMLINE TRANSFERS BETWEEN UNION STATION & TRANSIT

While the Metrorail entry is integrated with Union Station, passengers who wish to transfer to other forms of transit must exit the station and cross a busy road such as Massachusetts Avenue or Columbus Circle. To make transfers between other forms of mass transit such as Metrobus, DC Circulator, and DC Streetcar more efficient,

priority should be given to better integrating these services to Union Station itself. Bus lines can be re-routed to adjacent roads and better access should be accommodated to the H Street bridge with future development.

### 3C. ENHANCE LOUISIANA AVENUE TO BETTER SERVE AS THE MOST DIRECT ROUTE BETWEEN UNION STATION AND THE NATIONAL MALL

With relatively minor adjustments, the current car-centric design of Louisiana Avenue can be improved to better highlight the direct access it provides between Union Station and the National Mall:

- Remove the in-street angled parking between North Capitol Street and Columbus Circle, reduce the dimension of the cart path, and expand sidewalks and park space.
- Support the installation of curb bump outs and other pedestrian safety measures at intersections with North Capitol Street, and New Jersey and Constitution Avenues
- Highlight the route with improved wayfinding signage and additional sites of interest such as public art and memorials adjacent to the right of way.

- New Pedestrian Entry Points (recommended)
- Existing Pedestrian Entry
- ▲ Existing Vehicle Entry

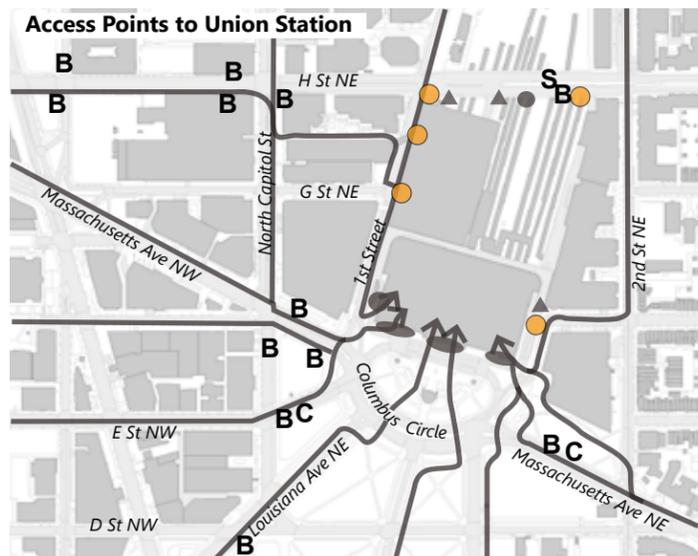
- Pedestrian Routes
- B,S,C Bus, Streetcar, and Circulator Stops



Integrate Level Access from New H Street Bridge



Reuse of Elevated Crossings



### 3D. SUPPORT RAIL INVESTMENT IDENTIFIED IN DDOT'S STATE RAIL PLAN

The District's State Rail Plan seeks to preserve and enhance the District's rail system with a distinct focus on the economy, environment, and transportation. The rail system vision encompasses the following goals: 1) ensure safety and security; 2) increase operational flexibility; 3) provide added rail capacity; 4) grow economic opportunity; and 5) enhance quality of life. The expansion of Union Station and development projects around the station should seek to conform to these goals.



### UNION STATION: GATEWAY TO THE CAPITAL CITY

First opened in 1908, the neoclassical structure has served as one of the most important railway hubs on the East Coast and continues to be a vital, multi-modal transportation hub to this day. Architect and planner Daniel Burnham designed the station to front toward the US Capitol building several blocks to the south, and its iconic (and massive) 600' arcade welcomes passengers on Massachusetts Avenue. The structure primarily consists of granite but includes accents of marble and gold leaf throughout. During World War II, the station hosted roughly 200,000 passengers a day.

Metro first opened its Red Line station at Union Station in 1976, establishing a direct connection into the heart of the city's downtown neighborhoods. Then, in 1988, the station reopened as it appears today with a new Amtrak terminal at the back and many restaurants and shops within.

Though rail ridership has declined across the country since WWII, Union Station still hosts 20 million travelers each year, or 60,000 a day, half of which also use the accompanying Metrorail station.

As part of an ongoing master plan process and expansion, led by a partnership between Amtrak, the Union Station Redevelopment Corporation, and Akridge, passenger rail capacity will triple and train service will double in the next few decades. Station transfers between rail and other types of transportation will be made more efficient, and over 1.6 million square feet of office, retail, hotel, and residential will be constructed on top of the tracks behind the station. Burnham Place, as the development is known, will add 14 blocks of newly connected space, complete with parks, plazas, and roadways between Union Station and K Street to the north.



Columbus Circle in front of Union Station



# ENHANCING NEIGHBORHOOD VITALITY

## HOW DO WE DEFINE NEIGHBORHOOD VITALITY?

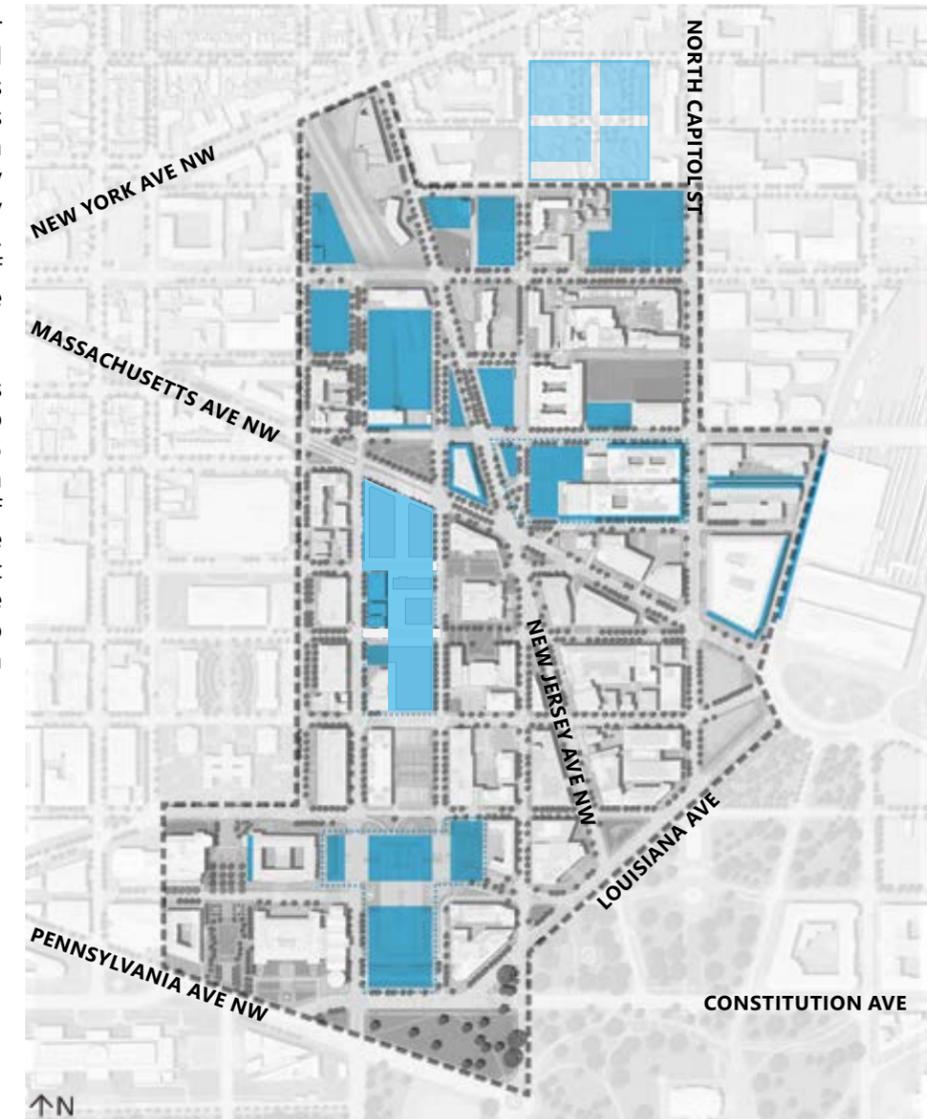
Economic development activity in Washington, DC has exploded in recent years, and the Downtown East area has been no exception. In the past decade, several major new developments have broken ground, and many others are ripe for consideration. In just a half mile radius, CityCenter DC has been completed, Capitol Crossing is nearing delivery, and the concept for Burnham Place over Union Station is taking shape. In addition, several other large scale buildings, particularly block-sized federal agencies, may become opportunity sites as the federal government office market evolves.

Through these shifting markets and development opportunities, there is a path to making Downtown East a livable and vibrant urban neighborhood, one where the everyday needs of the area's residents and users are met; where the sidewalks remain active with streetlife into the evening hours and on weekends; where community services and the character of buildings meet to create a true sense of place. And moreso than just a busy and active neighborhood, one that is truly vital must also be one where community members feel at home, in a place that they helped shape for themselves.

## DOWNTOWN EAST WILL BE A FIRST-CLASS DOWNTOWN, SERVING AS A PREEMINENT CENTER FOR JOBS, A RISING KNOWLEDGE HUB, AND AN EXCELLENT URBAN RESIDENTIAL COMMUNITY

Despite a lag in the office market across the region over the past several years, Downtown East has outpaced the rest of Washington, DC and surrounding counties in office demand, with below average vacancies driving better valuations per square foot. This is in large part due to the continued demand for many professional offices that benefit from close proximity to the US Capitol, Judiciary Square, and Union Station. In this regard, Downtown East will likely remain one of the more important office markets in the city for the foreseeable future.

However, the idea of successful downtowns as primarily office enclaves is outdated and leads to missed opportunities outside of the typical 9-to-5 workday. For Downtown East to rise to the position of a first-class downtown and a destination worthy of its location, it must diversify its economy and provide greater support for community building to attract a broader range of users. Downtown East is on the cusp of evolution from a typical office downtown to a truly livable crossroads community that thrives with vibrant streetlife all hours of the day.



### NEIGHBORHOOD VITALITY GOALS:

**4 – A Preeminent Center for Jobs:** (4A) Respond to needs of evolving federal workforce; (4B) Build capacity for private sector growth; (4C) Foster emerging knowledge hub; (4D) Allow hospitality and retail to blossom

**5 – High-Quality Design in Affordable Housing:** (5A) Multi-family to connect to community; (5B) Incorporate sustainable and well-being design strategies; (5C) Co-locate supportive services; (5D) Shape neighborhoods around civic or community spaces

**6 – A Livable Urban Community:** (6A) Promote a mix of uses and community interests at redevelopment sites

 Opportunity Sites either currently in the pipeline, proposed, or recommended

# GOAL 4 – A PREEMINENT CENTER FOR JOBS:

ANTICIPATE THE SHIFTING NEEDS OF OFFICE & EMERGING MARKETS TO BOLSTER JOB GROWTH

## 4A. PARTNER WITH THE FEDERAL GOVERNMENT TO RESPOND TO THE EVOLVING NEEDS OF THEIR WORKFORCE

Long term, national trends point to a changing federal workforce over the coming decades, something that is important to consider closely as nearly 30% of the total workforce in Downtown East is federal. Trends indicate that more of the workload once considered the exclusive realm of the federal government will be offloaded onto a private consultant workforce, and that external pressures will continue to push the decentralization of federal agencies out of high-priced real estate markets. Adoption of new technologies will also allow for flexible and telework options for federal workers, decreasing the need to be centrally located or in proximity to other agencies.

However, Downtown East presents one of the best scenarios for a neighborhood to buck these trends and retain a large federal presence, in large part due to the close proximity to the US Capitol and the continued importance of face-to-face interactions in the lobbying, legal, and government relations sectors. Downtown East stands to maintain its edge in federal or federal-related employment in the region as long as the shifting needs of the federal workforce are met.

The District should continue to foster and develop its partnership with federal agencies such as GSA, AOC, and NCPC to best understand and anticipate the changing needs of federal property owners and the broader workforce. The District should encourage the use of federally owned properties to create active ground floor uses such as restaurants and retail that appeal to both the workers inside and the public outside.

## 4B. BUILD CAPACITY FOR PRIVATE SECTOR GROWTH IN DOWNTOWN EAST

With the understanding that much of the private sector located within Downtown East is oriented to respond directly to the needs of the federal government (lobbyists, lawyers, non-profit advocacy groups make up the lion's share of this area's private sector employment), the District should prioritize working closely with the BIDs to build capacity for private sector growth and better position existing industries within the area. Close partnership with existing firms, thought-leaders, industry organizations, the BIDs, property owners, and the federal government will be key to maintaining the existing strength of the business center and advancing its role in the near future.

## 4C. FOSTER CONTINUED DEVELOPMENT OF AN EMERGING KNOWLEDGE HUB

A higher concentration of knowledge-based firms has emerged within Downtown East than nearly anywhere else in the District. This includes some of the top lobbying firms in the nation, several major law firms, trade associations, media firms, state governments liaisons, universities, and the government-relations wings of major corporations. With such variety of firms all directly linked through their need for interaction with the legislative and judicial branches, it is clear the location, infrastructure, and resources available in Downtown East create an environment where these firms feel they can thrive. Strong growth in this sector will be vital to building a resilient economy for the entire District. To properly nurture and grow this emerging market sector, the District and area BIDs should forge close relationships between these firms and acknowledge Downtown East as a strategic hub

for this activity. Special resources and focus should be placed on identifying what draws these firms to the area and bolster them.

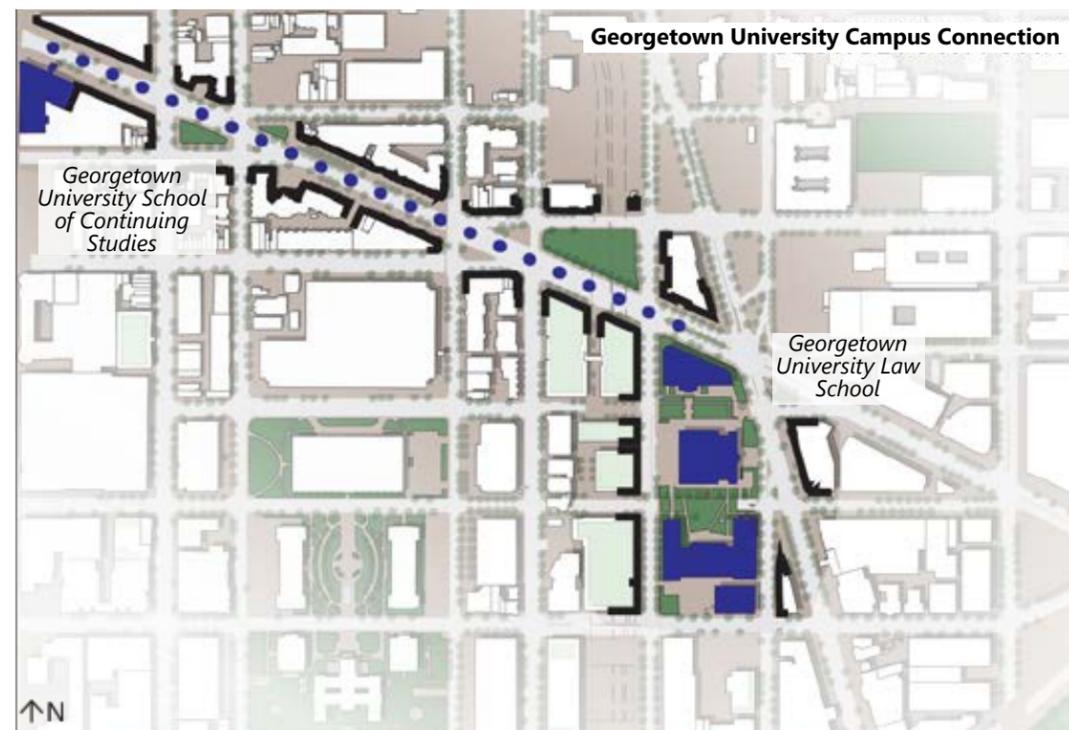
Georgetown University represents one of the strongest, globally renowned assets for the formation of a Downtown East Knowledge Hub – similar to the roles of Stanford University in Silicon Valley, or the University of North Carolina and Duke University in the Raleigh-Durham Tech Triangle. The District should partner closely with Georgetown University to co-develop plans to expand the role and impact of the law school campus in the nearby market and the community and to provide knowledge firms

### WHAT IS THE KNOWLEDGE ECONOMY?

...an economy based on the use, generation, and exploitation of information (rather than the means of production) to generate growth and value.

### KNOWLEDGE-BASED FIRMS IN AREA:

- **Lobbying:** Van Scoyoc & Associates; Alpine Group
- **Legal:** Jones Day; McDermott, Will & Emery
- **Government Relations for Major Corporations:** Google; Kimberly-Clark; Goldman Sachs
- **Media:** C-SPAN; Univision; Cox; News Corp
- **Trade Groups & Associations:** American Gas Association; American Psychological Association
- **State Governments:** Florida, Delaware, New York, Alaska, Massachusetts and others
- **Government Relations for Universities:** Princeton, Carnegie Mellon, California State University

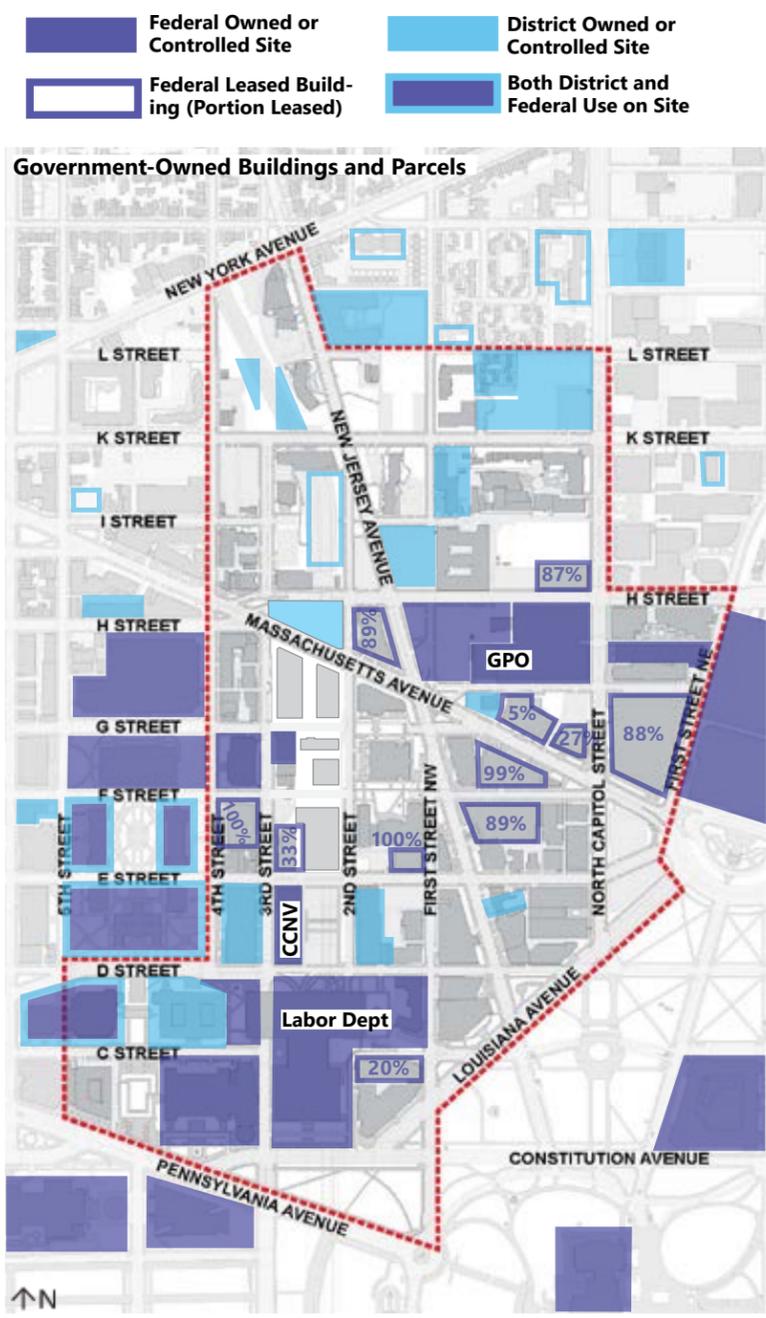


with access to a pool of educated and skilled knowledge workers. With proximity to Union Station, Georgetown's Law School can further expand its impact by drawing in students from across the Northeast region.

## 4D. CREATE CONDITIONS THAT WILL ALLOW THE HOSPITALITY AND RETAIL SECTORS TO BLOSSOM

The hotel market in Downtown East has long been stable and is set to expand with several new hotels planned for the area, primarily serving business travelers. Likewise, the retail market has been stable but underwhelming, primarily catering to office workers and closing up at 5pm. With the emergence of major destination retail at Walmart and more proposed at Capitol Crossing, the existing

hospitality and retail sectors will need to find ways to thrive amidst a changing target audience. To help support this growth, the District must create the right conditions to activate street life during the day and evening that provide greater volumes of customers to these businesses. The city, in partnership with the area BIDs, should continue to prioritize clean and safe streets near places of interest and adjacent neighborhoods. The District should expand specialty streetscapes along New Jersey and Massachusetts Avenues and North Capitol Street to connect area hotels with incoming retail developments near Cobb Park and Union Station. As tourists, residents, and workers remain in the area after typical office hours, retailers and hotels will witness increased activity, reinforcing the notion that Downtown East is a place worth visiting.



## GOAL 5 – HIGH-QUALITY DESIGN IN AFFORDABLE HOUSING:

### PRIORITIZE HUMAN-CENTERED AND INCLUSIVE DESIGN IN NEW HOUSING

If neighborhoods are the building blocks of healthy cities, then housing is the linchpin. But too often, the physical aspects of housing are developed separately from the social and economic aspects, leading to neighborhoods that fall short of their full potential. When the physical, social, and economic aspects are closely linked, neighborhoods can thrive. Quality housing should be beautifully designed, but it must also closely consider social mobility, economic development, and the integration of families of diverse incomes into a community.

#### 5A. CREATE FACADES AT MULTI-FAMILY RESIDENTIAL BUILDINGS TO BETTER CONNECT WITH THE COMMUNITY

Many larger, multi-family residential buildings appear monolithic from the outside, detracting from the sense of home they should be promoting and fostering anti-social anonymity. This unfortunate yet common design reinforces a disconnect between the people inside a building and surrounding community.

Housing units on the ground or second floors of new multi-family buildings should have direct access to the sidewalk rather than through a shared interior hallway and lobby. These units should make appropriate use of stoops, porches and step projections currently allowed by city code as a means to physically connect residents to the neighborhood around them. For floors above the second, balconies and other forms of access to the exterior should be prioritized. All units should be designed to have visual access onto shared exterior spaces such as courtyards, gardens, and patios. For larger residential sites, units should be designed to provide direct visual access from at least one room onto a shared courtyard or communal space to foster a sense of community and to promote safety through increased 'eyes on the street'.

#### 5B. INCORPORATE SUSTAINABLE AND WELL-BEING SOLUTIONS INTO HOUSING

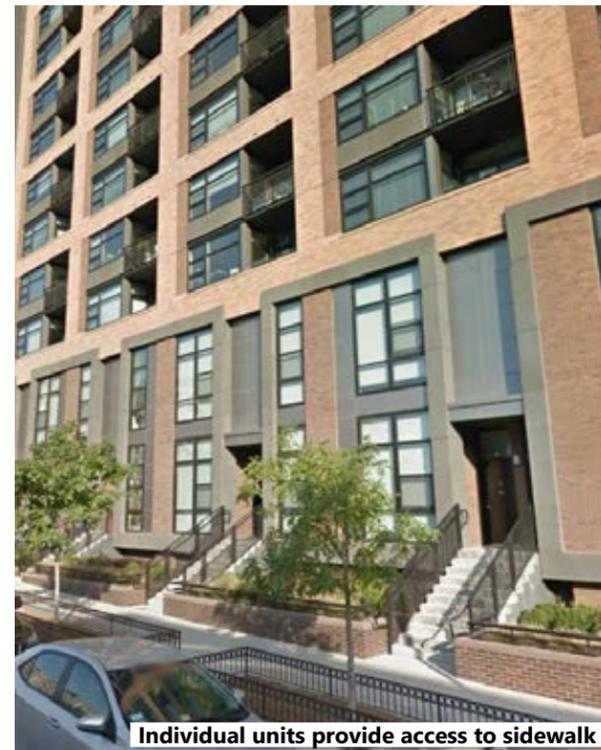
The design of new housing should recognize the importance of sustainability and prioritize the health and well-being of residents. Sustainability can be achieved through the innovative use of natural light and ventilation of interior spaces, inclusion of green roofs, use of sustainable materials (such as recycled, rapidly renewable, and/or low-maintenance construction products) at the scale of the building and across the entire site.

Likewise, programs such as the WELL Community Standard, which provides design guidance on aspects of the built environment that have impacts (both direct and indirect) on human health and well-being, can be an important resource for supporting resilient and healthful development. The use of such design standards can better shape individual buildings as well as entire neighborhoods by promoting equitable access to air and water, mitigation against harmful noise, and strategies for increasing daily physical activity and personal mental health, all without compromising livability.

#### 5C. ENCOURAGE CO-LOCATION OF SUPPORTIVE SERVICES AND COMMUNITY RETAIL WITH HOUSING

Low income residents have many of the same needs as everyone else, however, they tend to lack the means to travel long distances to access necessary services. As such, many of the supportive services that low-income residents rely on the most, such as daycare facilities or clinics, should be co-located within low-income or affordable housing developments to provide greater stability and access for residents.

Likewise, many of the existing retailers within Downtown East, including shops, restaurants, cafés, and markets, closely adhere to the schedules of the nearby office buildings south of Massachusetts Avenue; for instance, most of the food retailers in the area only serve breakfast and lunch and tend to close at 3pm each weekday. While the recent opening of the nearby Walmart has remedied the lack of neighborhood-serving retail to an extent, opportunities should be explored for providing greater access and proximity between retail clusters and residential areas to better shape a market that can directly serve community retail needs.



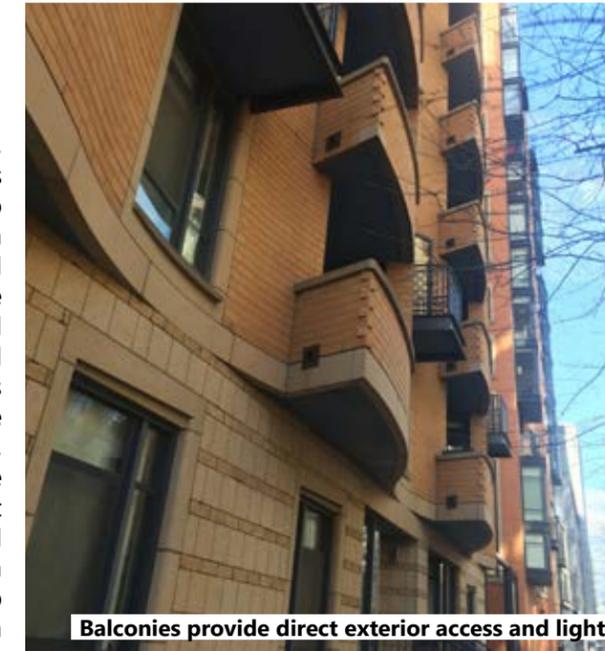
Individual units provide access to sidewalk

#### 5D. ANCHOR NEIGHBORHOODS AROUND BUILDINGS AND PLACES THAT SERVE A CIVIC OR COMMUNITY FUNCTION

Buildings such as schools, libraries, recreation centers, and houses of worship help shape a neighborhood's identity and round out community interests. They also play a critical role in fostering community cohesion and engagement. As such, the District should closely integrate these civic-serving places into the surrounding neighborhood to be accessible and inviting. Buildings that serve a civic function should be designed to be adaptable as the needs and desires of the community change season to season. The Walker Jones Campus, a combination public school, recreation center, and library is one such example of a high-quality, community-serving place that is used to foster an inclusive, diverse and engaged community. Similarly, the District should work with the high concentration of existing houses of worship within the Downtown East area to celebrate the rich history of these places and their connections to the neighborhood through placemaking initiatives.



Walker Jones Education Campus



Balconies provide direct exterior access and light



Example of sidewalk accessible entrance at multi-family housing

#### Incorporating Well-Being Solutions into Housing Design

The WELL Community Standard from the WELL Building Institute is one such rating system for determining how the design of a building impacts the health and wellness of its inhabitants. Typically, design for well-being includes an exploration of the following topics:

##### Physical Impacts

ample opportunities for daily physical activity, walkability across a neighborhood, promote physical safety through design; availability and affordability of healthy food options.

##### Psychological Impacts

spaces that promote meaningful experiences and foster balanced sensory environments by limiting external noises; also promote access to mental healthcare and green spaces.

##### Social Impacts

highlight diversity and quality of interpersonal relationships and spaces that promote culturally rich and interconnected communities; ample facilities that serve community and civic functions.

##### Ecological

considerations such as access to daylight, fresh air, clean water; access to well maintained natural areas with flora and fauna.

# GOAL 6 – A LIVABLE, URBAN COMMUNITY:

## GUIDE NEW DEVELOPMENT TO CREATE LIVABLE URBAN PLACES THAT SERVE THE BROADER COMMUNITY

### 6A. PROMOTE MIXED USE AND COMMUNITY SERVING DEVELOPMENTS AT OPPORTUNITY SITES

How can we best maximize the community-serving infrastructure, amenity space, and direct connections to the surrounding neighborhood at sites that are undergoing major changes? The following list contains both sites that are currently slated for redevelopment and sites that may be conceptually explored for future reuse.

1. **Sursum Corda:** Currently being reviewed as a Planned Unit Development, the existing Sursum Corda housing area will be rebuilt from just over 200 residential units to more than 1100 that mixes market rate and affordable housing. The new site will stitch Pierce Street and 1st Place NW back through the block and reconstruct L Street NW between North Capitol and 1st Street NW. A new community park will be created at the southwest corner of the site.

2. **Northwest One:** The Deputy Mayor of Planning and Economic Development (DMPED) is in the process of redeveloping this site to include several hundred new and replacement affordable housing units in the context of the broader Northwest One strategy. This site is optimal high density residential that integrates public park and open space amenities in proximity to new apartments, with some ground floor, community-serving retail frontage towards K Street. This site presents a key opportunity to link special K Street linear park design between Mt. Vernon Triangle and NoMA between the respective BID areas.

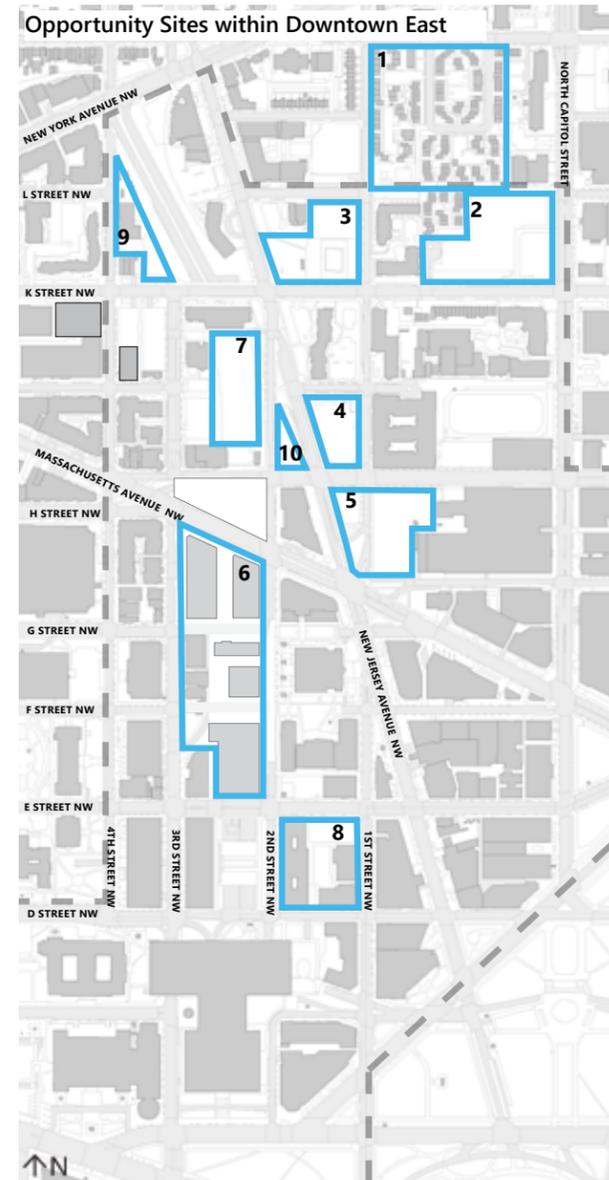
3. **Pepco Substation:** The proposed Pepco substation footprint will only occupy 60% of the existing site, preserving the remaining portion of the parcel along New Jersey and K Street for other uses including as

a potential high-density housing site. The District should work closely with Pepco to ensure that as the remainder of the site is developed it further vitalizes the community. Similar to the Northwest One site, K Street represents a key opportunity to link the linear park designs of Mt. Vernon Triangle and NoMA through public artwork, plazas, and open spaces.

4. **JBG, 801 New Jersey Avenue site:** Slated for 400,000 square feet of office in the next few years, this site is also optimal for ground floor retail on H Street near the corner with 1st Street NW to create symmetry with Walmart. With the wide public right-of-way on New Jersey Avenue and future plans for streetcar service, amenity and open space can be accommodated.

5. **GPO Parking Lot & Reservation 195:** The parcels west of the Government Publishing Office, currently used for parking, should be explored for potential re-use as a development site in partnership with the GPO and other federal bodies. The large site is between 2 and 2.5 acres and currently zoned for Downtown D-4, allowing it to accommodate up to 600,000 square feet of new construction. The ground floor frontage on H Street NW is ideal for future retail as the corridor is an emerging retail hub. Space internal to the site with access from New Jersey and Massachusetts Avenues would become public space for parks, plazas or future memorials linked by tree-lined pedestrian routes, in an urban-based design similar to the Navy Memorial off Pennsylvania Avenue to the southwest.

6. **Capitol Crossing:** a 2.1 million square foot development over the freeway to add trophy-class office space, a new hotel, and destination retail on ground floors. Site is connecting F and G Streets to 2nd Street (F as a full street for pedestrians and vehicles, and G as a primarily pedestrian route with some limited vehicle access for hotel valet and emergency



services). The development will also place public plaza amenities along the Massachusetts Avenue entrance, lining up with a possible future park to the north and weaving south between the glass and steel high rises.

7. **2nd and H Streets Parking Deck:** A DMPED-owned site, this represents high potential for redevelopment. Currently a two-level parking deck over top of the freeway, the lower level of the deck is privately owned with air-rights above the upper deck owned by the District. Recent analysis of the deck structure suggests it may be structurally adequate to support multiple floors of new construction above, though not to the full height permitted by zoning. Based on DDOT plans to shift 2nd Street east, ample building frontage will be maintained on the east face of any new development with room for active or passive park space. High-density residential or mixed use is ideal for the site, though if structural issues remain, may be an ideal location for new park or open space.

8. **CCNV/Federal City Shelter:** The Community for Creative Non-Violence (CCNV) operates a shelter from within the District-owned Federal City Shelter building located at 425 2nd St NW. The building and lot were deeded to the District by the federal government in 1986 to meet homeless service needs. CCNV also owns 12 lots at this site, granted to the organization by the federal government in 1993. Redevelopment here should prioritize the needs of individuals experiencing homelessness and align with the Mayor's goal to make homelessness rare, brief, and non-recurring. Per the DC Interagency Council on Homelessness (ICH) Homeward DC plan, purposeful investment in permanent supportive housing will reduce the demand and footprint for emergency shelter services at this site. Any considerations to improve, redevelop, or replace the CCNV facility will be done in the context of the larger Homeward DC strategy.

9. **Plaza West:** Completed in summer 2018, this high rise apartment building provides over 230 affordable units, 50 of which are specifically reserved for low-income grandparents raising grandchildren without the parents present. It is the first affordable housing site in the District to follow the 'grandfamily model' of support and includes on site amenities for both the children and older residents.

10. **Capitol Vista:** Similar in design to New York City's Flatiron Building, this site will deliver over 100 affordable housing units with ground floor retail when completed. The retail will help bridge a gap between the Walmart a block to the east and the incoming Capitol Crossing project a block to the southwest, and has potential for ample outdoor seating and park space along New Jersey Avenue, NW.



### CAPITOL CROSSING: CONSTRUCTING WHOLE CITY BLOCKS

A project conceived over decades, Capitol Crossing is currently under construction and is slated to be completed in 2021. With over 2.2 million square feet of development on three newly-constructed city blocks, Capitol Crossing is set to bridge the former street grid atop the gap at the Center Leg Freeway at F and G Streets NW. Primarily to be composed of office space, the site will also host 150 residential units, a luxury hotel, and over 75,000 sf of retail, restaurants, and cafés spread across the five buildings. In addition to the new buildings, Capitol Crossing will also bring additional square footage of new public spaces, including plazas and parks, and new streetscapes along F and G Streets. F Street in particular, will be designed to include a pedestrian street at the level of the surrounding area sidewalks.

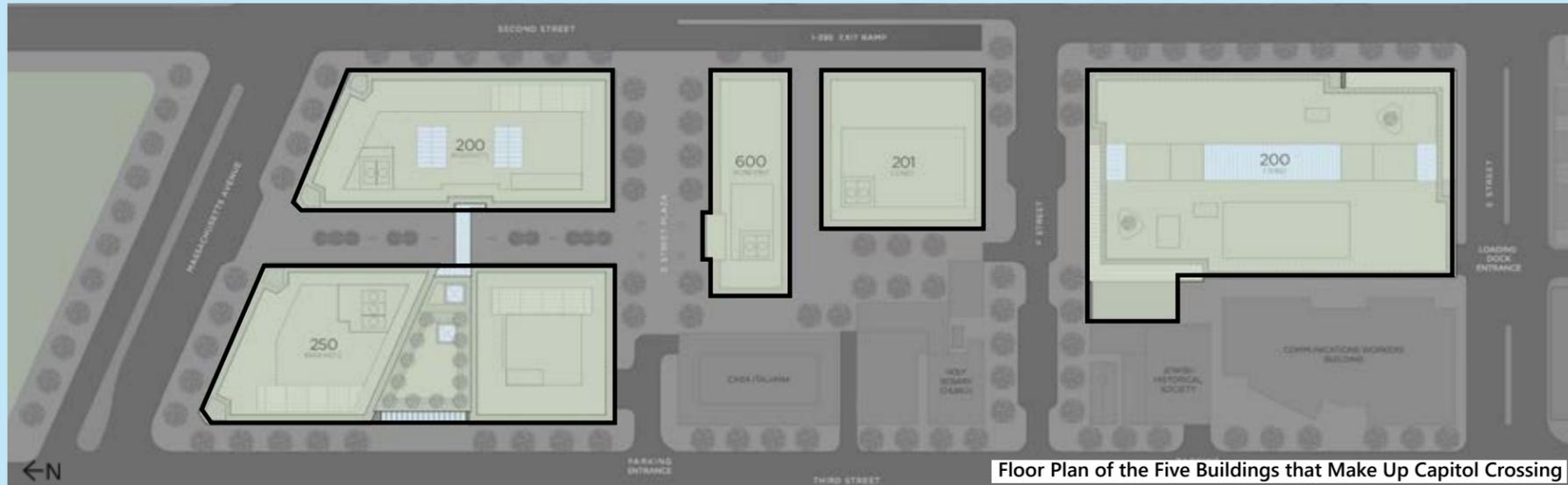
Capitol Crossing is the first of several major projects set to reposition the Downtown East area as a renewed downtown center of destination retail and trophy class office space.

Other anticipated projects, such as Burnham Place at Union Station, and the potential re-development of the US Department of Labor Building to the south, will further intensify the changing market conditions in the area in the coming decades.

The Capitol Crossing development also sets a new high bar for sustainable infrastructure planning in the United States. The site will include a sub-grade co-generation plant that will provide residents and building tenants with heating and electricity. Over 90 percent of stormwater will be harvested at the roof and street levels for use in landscaping and as potable water. Groundwater reserves can be used in cooling towers on the site within the co-generation plant, limiting the site's need to tap into the city's water supplies. Further, the site is designed to capture 'dirty' air from the freeway and parking decks that will be filtered using an innovative 'ecochimneys' technology before being released, essentially mitigating a source of heavy pollution immediately underneath it.



Rendering of Final Design



Floor Plan of the Five Buildings that Make Up Capitol Crossing

### SHIFTING BUILDING USES: CONVERTING OFFICE BUILDINGS TO RESIDENTIAL

The Washington, DC metro area has seen a number of conversions of office properties to multifamily projects in this market cycle. This pattern reflects a softening office market, driven primarily by the federal government's continued downsizing of its real estate footprint, and a strong market for multifamily units, which reflects the increasing preference for urban amenities and lifestyle opportunities among prospective residents. Given that the central downtown area is largely built out and offers a limited number of vacant sites for development, these market dynamics are leading developers to consider some office properties as prime opportunities for multifamily conversion.

However, the decision to pursue a conversion project over new construction is ultimately determined by the right combination of site specifics and the availability of equivalent opportunities in the project area. Sites offering attractive views, access to parks and recreational amenities, and proximity to transit and dining, shopping, and nightlife opportunities, for example, are likely to generate much greater value as residential properties than office space in today's market. If a site with such attributes is also located in an area where there are few or no available sites for new development and an oversupply of office inventory, a conversion project is likely to appear attractive to potential developers and investors. Furthermore, it can often be more efficient for developers to obtain approvals for a change of use rather than for a new building, depending on the height, bulk, and environmental limitations of the site.

Conversion projects can also offer a relatively cost-efficient opportunity in many cases. With regard to parking in particular, older office buildings may include parking at a ratio significantly higher than what is currently required for multifamily development. The ability to retain parking facilities presents a significant cost-savings over new construction.

In addition, there may be the opportunity to convert the surplus of existing parking stalls to a profit center by renting these out for public use. Overall hard costs as well can be expected to run marginally lower for a conversion project than the new construction costs for an equivalent project, depending on the orientation and physical design of the existing building. A deep office floor plate can yield inefficiencies in the design of space that limits the amount of space that can be converted to apartments, however, reducing the potential value of conversion compared to continuation of office use.

While many of the recent conversion projects in the region have delivered condominiums, developers active in the market indicate that rental multifamily is the more attractive option for central Washington. This reflects the relatively prohibitive permitting environment for condominiums compared with rental product and the preferences of key demographics for urban infill product, such as millennials, young professionals, and retirees seeking to downsize. In light of all these considerations, downtown Washington appears well positioned for future conversion projects.

#### FEASIBILITY OF OFFICE CONVERSIONS

At present, promoting office to residential conversions within the Downtown East area is a difficult lift. In order for a property owner to determine that a residential conversion is prudent, the value of the residential property after conversion, minus the cost of the conversion, must be greater than the value of the property before conversion. Based on the Office of Planning's analysis of current and projected office and residential market conditions, though a residential property within the Downtown East area would likely garner a greater value than a continued office use (\$105 million, or \$420,000 per unit, for a hypothetical

site with residential versus \$66 million or \$263 per rentable square foot for the same site with office), the estimated cost of the conversion more than offsets the difference (reducing the hypothetical residential site value to \$37.9 million).

The financial feasibility of residential conversion is a very site-specific consideration. Some of the cost and revenue drivers that could have a significant impact on feasibility include:

**A. Construction Cost and Building Efficiency**  
Properties that can minimize construction costs and maximize the revenue generated by usable floorplate (e.g. reduction of non-revenue generating common areas) increase the likelihood.

**B. Feasibility of Condominium Conversion**  
Based on market conditions, condominium conversion adds risk to the project; however, it could be offset by the increased value per square foot. The sale of smaller units stand the best chance.

**C. Tax Incentives**  
Tax incentives applied to projects could boost the financial attractiveness for residential conversion as tax expenses reduce the conversion's net operating income (NOI) and its asset value. However, the effectiveness of tax relief is limited and should only be used sparingly to enhance the viability of conversion.

**D. Transfer of Development Rights**  
Where allowed, a credit system to make residential sf built or converted from other uses in Downtown (D) zones to be transferable to other properties could make conversion more favorable, depending on the market and the unique conditions of the receiving property.



# SHAPING PLACES FOR PEOPLE

## HOW DO WE DEFINE PLACES FOR PEOPLE?

Many downtowns across the country do not appear to be particularly inviting places. They seem better designed for commuting, and seem to prioritize moving as many people through them as efficiently as possible, offering few incentives to linger. But must efficiency and the ability to linger be at odds with each other? Can a downtown be a pleasant place to take a leisurely stroll or to stop and have lunch in a park with coworkers or friends?

By focusing on the needs and desires of the diverse users who inhabit Downtown East – by shaping places for people – we can redefine the idea of the downtown as a place that is vibrant, dynamic, and alive. By providing activities and destinations, ensuring spaces are experienced as clean and safe, and inviting social interaction, we encourage passers-through to instead stop and linger. This goal can be reached by increasing access to both parks and open spaces, and through placemaking efforts within the streetscape and between destinations.

With a growing number of residents in the area, Downtown East will have a specific need to add ample park spaces that provide leisure and recreational activities. As Downtown East evolves, new parks and open spaces should be built to adequately meet the needs of new populations.

## DOWNTOWN EAST WILL BE A PLACE WHERE USERS HAVE AMPLE ACCESS TO PARKS & OPEN SPACE ACROSS A COMFORTABLE, VIBRANT, AND ACTIVE PUBLIC REALM

At first glance, the Downtown East area appears to contain a large number of public spaces oriented towards pedestrians. However, upon closer inspection, these spaces are collectively inadequate to meet the needs and desires of a rapidly growing residential population in the Mount Vernon Triangle and NoMA neighborhoods. The area specifically lacks large-scale neighborhood-oriented parks, playgrounds, and accessible recreation fields. Many existing public spaces in the area take the form of small, federal memorials, with statues and plaques that are solemn in nature, dedicated to memorializing victims of atrocities committed in the 20th Century – such as the Japanese internment during WWII and the Holodomor genocide in Ukraine.

Other existing spaces that appear to offer park or recreation opportunities are not publicly accessible or are courtyards occupied by the adjacent office or residential building. And still others are poorly designed or maintained, giving off an unwelcoming face to would-be users.

However, the solution to adequate public spaces within Downtown East can be straightforward. The square footage exists within the neighborhood, and with minor investments to improve the access, maintenance and programming of these spaces, incoming and existing residents can have spaces that are dedicated to their enjoyment.



### Places for People Goals:

#### 7 – A Central Community Gathering Space:

(7A) Create an iconic neighborhood open space; (7B) Prioritize safe pedestrian access to it

#### 8 – A Network of Public Parks and Open Spaces:

(8A) Revitalize and create variety in large parks; (8B) Link smaller parks along green corridors; (8C) Re-imagine the parks between Judiciary Square and Pennsylvania Ave; (8D) Work with AOC to transform parking lots back into parks

#### 9 – A Community-Defining Public Realm:

(9A) Establish a visual placemaking resource guide; (9B) Partner with BIDs to identify and implement placemaking interventions

Priority Green/Park Corridors

Park or Open Space Under Consideration

Recommended New Park or Open Space

Existing Park or Open Space

# GOAL 7 – A CENTRAL COMMUNITY GATHERING SPACE:

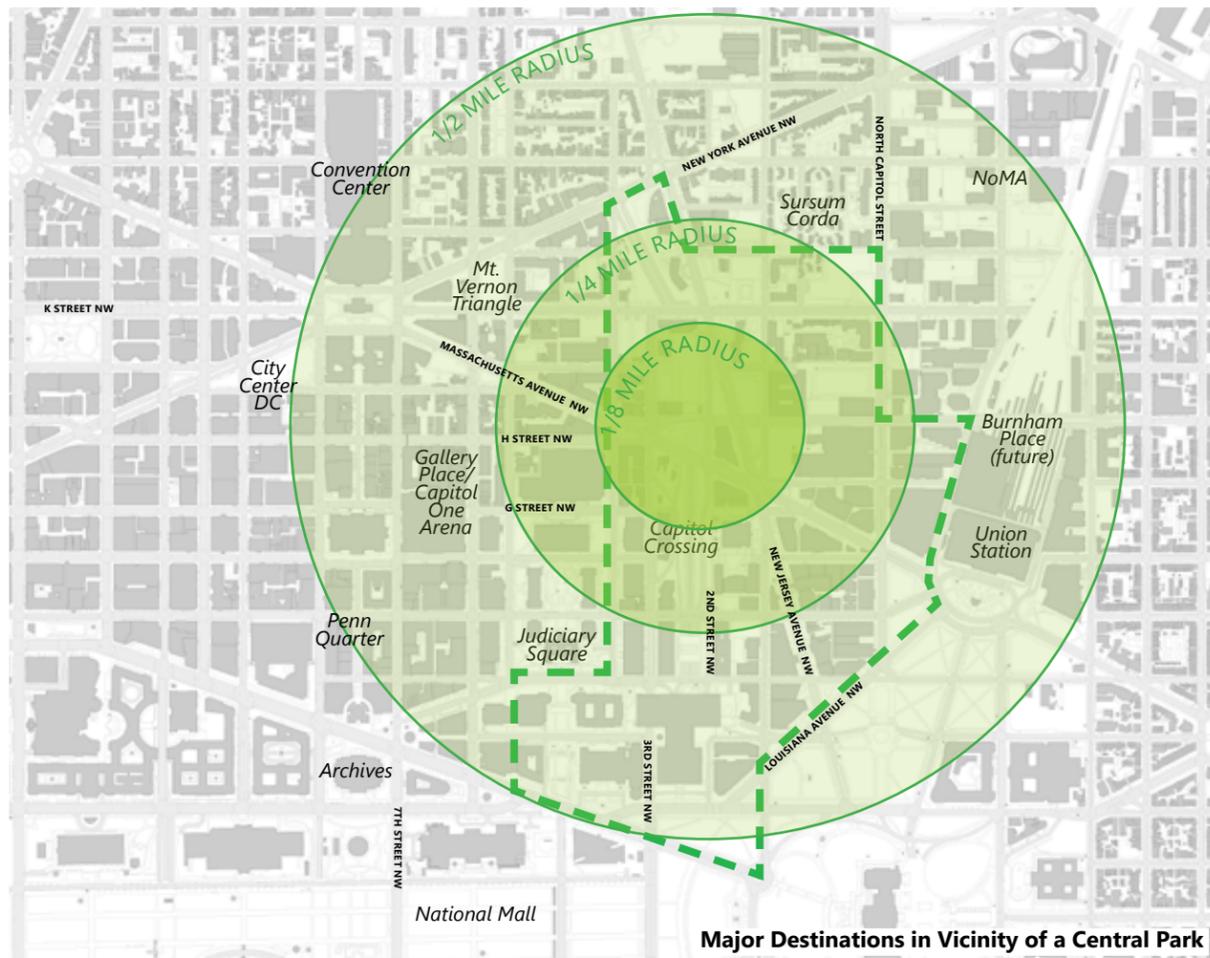
DESIGN A PUBLIC OPEN SPACE TO SERVE AS THE HEART OF A GROWING NEIGHBORHOOD

## 7A. CREATE AN ICONIC OPEN SPACE TO SERVE THE GROWING COMMUNITY

Parks and open space fulfill important recreational and social functions in a community, allowing residents to interact with each other and meet new people. They can also enhance the identity of a surrounding neighborhood by serving as a landmark (similar to Dupont Circle). Downtown East currently lacks any large-scale parks (half acre or more) that are publicly accessible or where residents can program events. And though federal parks such as the National Mall and Senate Park are within close proximity, the tight restrictions on use at these parks make them insufficient as neighborhood amenities.

Leading U.S. park advocate groups such as the National Recreation and Park Association, the Trust for Public Land, and the American Planning Association recommend between 4 and 10 acres of public parkland be provided per 1,000 residents. Currently, a half-mile radius around Downtown East only provides 1 acre of parkland per 1,000 residents. And with a growing residential population, the need for parks will only become more urgent.

Ideally, a park or other gathering space would be located within walking distance of a large number of residents and occupy a site of approximately an acre or more. It should also be designed to serve a variety of area residents, including families with small children and older adults. Careful consideration should be given to existing city-owned parkland within the area and other sites within the city's portfolio that can readily be improved as park spaces. The District should also work closely with the area BIDs and other community stakeholders to design the park and a long-term maintenance and programming plan.



Major Destinations in Vicinity of a Central Park

A successful and fully implemented transformation plan for the neighborhood park should incorporate an innovative and bold design, with a specific plan for how to program the site in a way that attracts a range of park users from different walks of life, from

near and far. And just as important, any strategy for developing a new park must engage with private partners or non-profit groups for long-term funding and maintenance/operational costs of the park to ensure it remains a source of pride for locals.

## 7B. PRIORITIZE ACCESS, SAFETY, & COMFORT FOR PEDESTRIANS

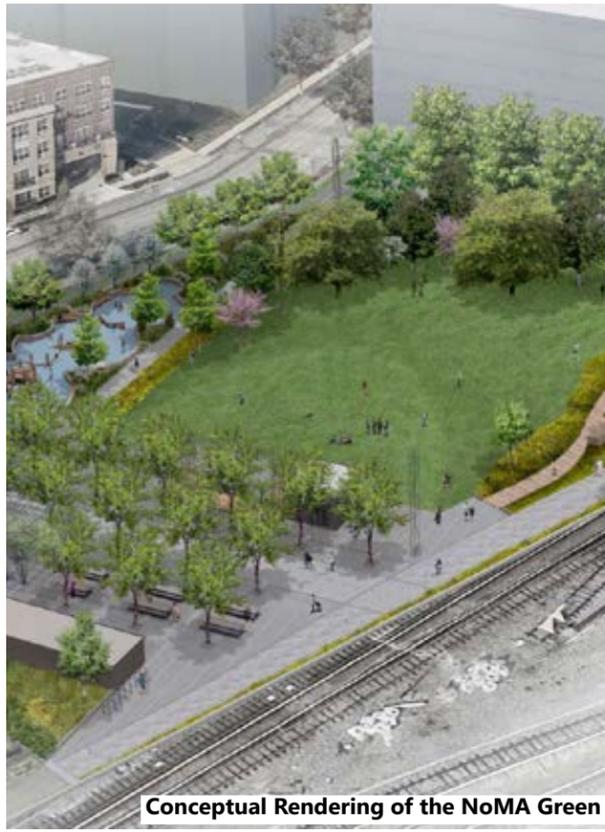
The success of an urban park or open space, especially one located next to busy streets will hinge on the ability to provide safe and intuitive pedestrian access to the site. A first priority should be to design safe and accessible pedestrian crossings on all sides of the park accompanied by appropriate traffic-calming measures. Integrated visual/noise barriers, such as plantings and fencing at the perimeter to create a physical buffer between park users and traffic (similar in design to those at Dupont Circle) can encapsulate the park and make it a pleasant oasis.

### OPEN SPACE SITING CRITERIA

- A location central to prospective users, in close proximity to housing or retail
- A property that offers a line of sight from the street and with pedestrian access from multiple directions.
- On existing parkland that can readily be revitalized, or on land that can readily be re-purposed for park usage.

### DESIGN GOALS FOR AN ANCHOR PARK

- Respond to long-stated community need for open air recreation space that can incorporate such features as landscaping, playgrounds, artwork, lighting, seating, or other elements that are for public use and enrich the character and quality of life of the neighborhood.
- Establish direct and strong visual connection and relationship to the surrounding neighborhood and streetscape.
- Showcase innovative sustainable design and infrastructure strategies.
- Increase the sense of safety and security in the area and encourage walkable, active gathering space.
- Provide flexible space that can be readily programmed to respond and adapt to neighborhood needs.



Conceptual Rendering of the NoMA Green



Farragut Square



Dupont Circle



Logan Circle

# GOAL 8 – A NETWORK OF PUBLIC PARKS AND OPEN SPACES:

SUPPORT A RANGE OF NEW AND RENOVATED PUBLIC OPEN SPACES FOR A WIDE VARIETY OF USERS

One park cannot address the recreational needs of all users within a neighborhood, no matter how well designed or programmed. Most park-goers will utilize a collection of parks across a neighborhood. One park may be the ideal place to sit and eat lunch with friends, but it may be a different park where they go for a run or toss a frisbee; this in turn may be different from the best playground site. Because the people who inhabit an area have robust park needs that change with time or day or stage of life they are in, so too must park spaces build upon many different recreational needs. To do so, park programming and design should be spread across a network of parks that provide complementary and redundant uses.

## 8A. REVITALIZE LARGE PARKS TO FILL A WIDE ARRAY OF RECREATIONAL USES ACROSS A PARKS NETWORK

Many existing parks within the Downtown East area are under-designed and as such are underutilized. The District should work closely with the Department of Parks and Recreation, the BIDs and the public to identify unmet park needs in the area for a wide array of uses, including active or passive recreation, playgrounds, ball courts, sitting areas, memorials, gardens, or murals. Existing park spaces should be improved to act as anchors and work in tandem with one another. For many of these parks, small scale interventions, or deliberate programming by the community can spur new life in these spaces. Examples of spaces that should be explored for potential revitalization include Chinatown Park, Tax Court Park (over the freeway), the plaza adjacent to the Daly building, and the plaza on G Place. Explore options for long-term maintenance with the area BIDs and the ability to vary programming throughout the day as workers leave the area and residents return.

## 8B. LINK SATELLITE PARKS TO LARGER OPEN SPACES ALONG GREEN CORRIDORS TO FORM A COMPLETE PARKS NETWORK

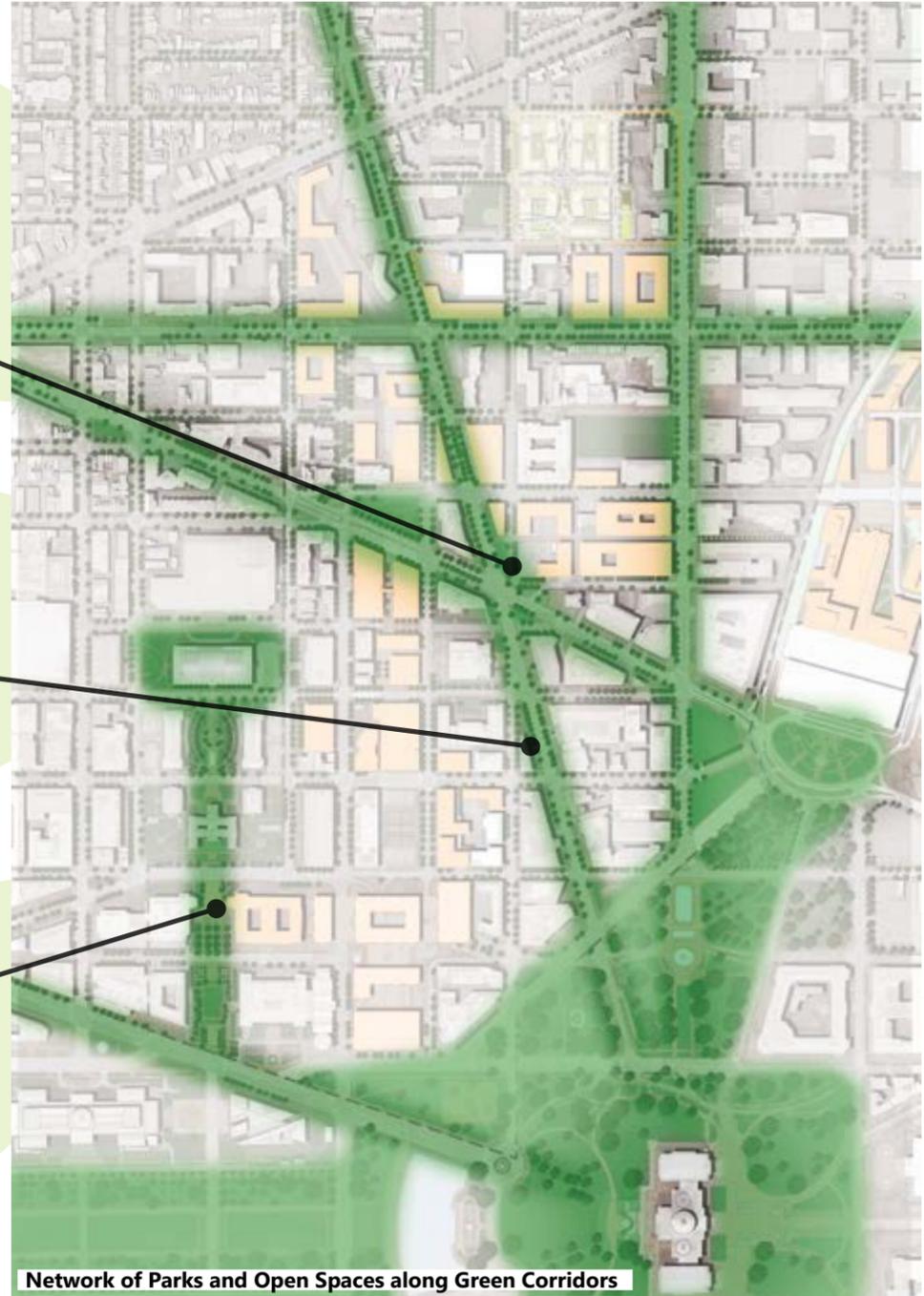
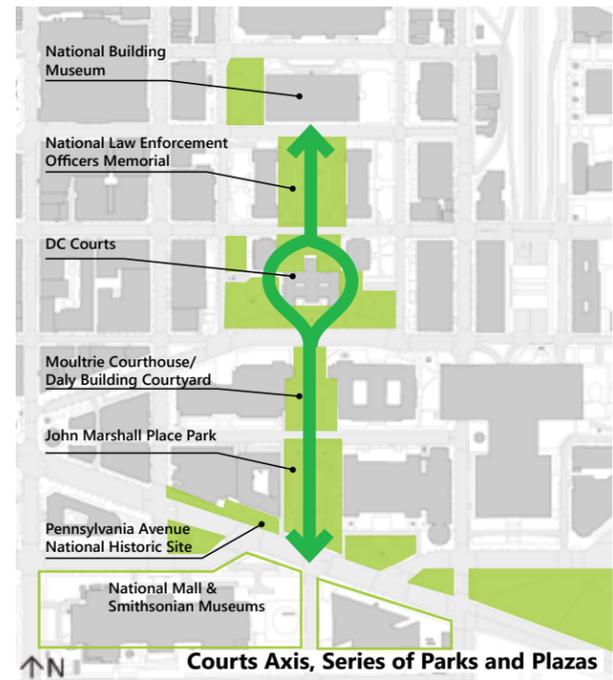
A network of parks can only be as feasible as their connections to the neighborhood. A number of small parks and open spaces, often little more than grassy patches, can be redesigned to breathe new life into the neighborhood, but also to fill in the gaps by linking the larger, programmed park spaces. Across major street corridors (such as Massachusetts, New Jersey, and Louisiana Avenues, and K Street and North Capitol Streets) promote expanded tree canopy, comfortable sidewalk widths, enlarged planting strips, and ample street furniture to create a park-like atmosphere to link disparate parks both physically and thematically in a comprehensive network. Open space connections should link along retail frontages as well, such as Capitol Crossing, and should maximize the potential for beautification efforts, street furniture, and places to rest along these ‘green spines’.

## 8C. TRANSFORM THE SERIES OF PLAZAS AND PARKS BETWEEN JUDICIARY SQUARE & PENNSYLVANIA AVENUE

Transform the two large, underutilized open spaces south of Judiciary Square (John Marshall Park and the Daly Building plaza) as inspiring examples of places to gather. Ample visitors and workers use the surrounding buildings on a daily basis and have need of well-designed and maintained spaces to rest or eat lunch. Provide spaces for passive recreation with furniture, art, shade trees, and features that create an attractive setting to the day-time workforce. These two parks can serve as the southern anchor for a Courts Parks Axis that continues from Pennsylvania Avenue north to the National Building Museum.

## 8D. WORK WITH THE ARCHITECT OF THE CAPITOL (AOC) TO TRANSFORM PARKING LOTS INTO PARKS

Formerly part of the beautifully maintained Senate Park on the grounds of the U.S. Capitol, the two parking lot parcels across from Union Station on Columbus Circle were paved for vehicle parking for Capitol staff. As Union Station continues to expand and serve as a key gateway into the District, these lots present an important first impression of the city and can help set the standard for beautiful public spaces. If these parking lots are re-envisioned and returned to Senate Park, they can serve residents and visitors to the city and beautify the front door of the iconic Union Station.



# GOAL 9 – A COMMUNITY-DEFINING PUBLIC REALM:

## ACTIVATE A SAFE & ATTRACTIVE PUBLIC REALM THROUGH COMMUNITY-LED PLACEMAKING

### 9A. CREATE A VISUAL GUIDE THAT ENCOURAGES INNOVATIVE PLACEMAKING

Downtown East is a prime location for new and innovative thinking on placemaking, with all the basic ingredients that make temporary or permanent interventions successful: ample space on sidewalks in front of underutilized, uninteresting, or inaccessible buildings; a rapidly expanding retail scene; established groups such as the BIDs that can advocate, support, or maintain installations; and an existing neighborhood identity that is open to further refinement by its old and new users.

With large developments anticipated to alter the physical makeup of the area, small interventions like pop-up retail or temporary monuments in unused triangle parks can further shape the neighborhood, provide for cultural or artistic outlets for residents, and serve to increase a sense of safety and community for residents and visitors. The District should lead the way by establishing a reference guide that catalogs a wide swathe of different placemaking techniques and summarizes their impact and potential value to a neighborhood. A focus on innovative and temporary efforts in Downtown East can better foster a sense of community while showcasing the best practices for temporary or recurring placemaking.

### 9B. PARTNER WITH BUSINESS IMPROVEMENT DISTRICTS TO FOSTER BETTER PLACEMAKING OPPORTUNITIES

A unique strength of the Downtown East area is the existence of several well established BIDs, that dedicate time and effort into maintaining clean and safe spaces. This earnest commitment indicates a strong desire for such services on the part of residents

and businesses within Downtown East. This appeal can be further enhanced at selected corridors and sites to increase pedestrian interest and experiences and promote long-term activity in the area.

The District should partner with area BIDs to identify and activate these spaces with food vendors, pop-up shops, playgrounds, artistic performances, seating, games, murals, and interactive displays on the sidewalk and in front of buildings. Target areas should include the primary paths between Union Station and the BIDs, areas with emerging retail, places adjacent to programmable park spaces, and in residential areas that can benefit from additional community interaction such as the senior assisted living residential buildings north of Massachusetts Avenue.



Sidewalk Cafe - Mt. Vernon Triangle



Typical Sidewalk Before Intervention



Sidewalk with Placemaking Intervention

## STRATEGIES FOR A COMMUNITY-BASED PLACEMAKING APPROACH

For further information, check out the DC Public Activation & Stewardship Guide found here: <https://planning.dc.gov/page/district-columbia-public-space-activation-stewardship-guide>

### PLACEMAKING GOALS

- Activate passive or underutilized sites and public spaces
- Beautify a neighborhood
- Further define the existing character and identity of a neighborhood
- Guide the direction of and build support for long-term development in an area
- Provide a means for residents and visitors to influence the physical landscape of their neighborhood
- Support and foster growth of existing businesses
- Test innovative or new forms of retail
- Allow for greater artistic or cultural expression in a neighborhood
- Encourage civic interaction and participation
- Improve access, vitality, and function for high traffic pedestrian areas

### TARGET LOCATIONS

#### Public Streets and Parks

- Streets with wide sidewalks or ample space for amenities
- Underutilized streets and parks
- Unprogrammed parks

#### Vacant, Underutilized, or One-Off Sites

- Unused or vacant sites
- Sites that are perceived as an eyesore, or seen as unsafe and unclean
- Sites occupied only during the daylight hours of the work week
- Sites with limited or one-off uses such as parking lots

#### Retail Corridors and Storefronts

- Streets with active retail frontages that are seeking greater visibility
- Streets or sites where new retail is proposed

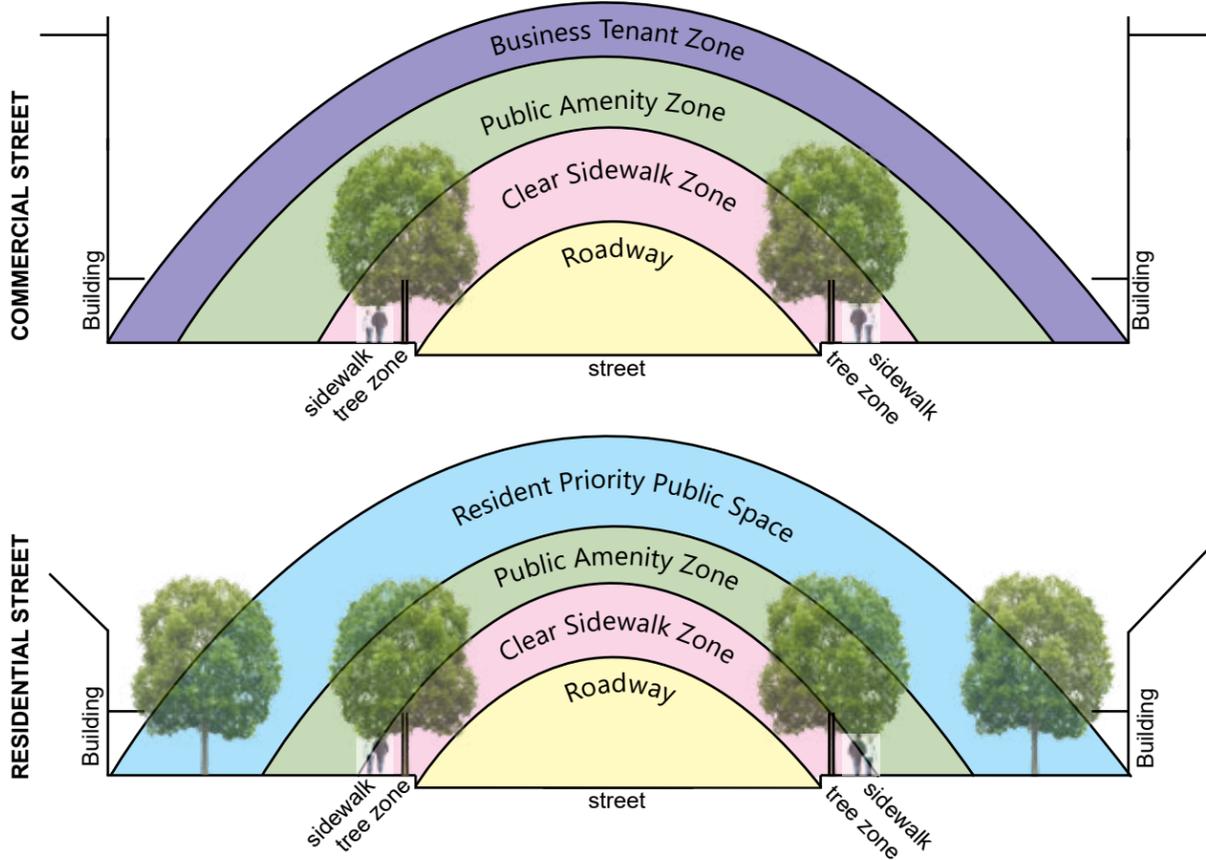
#### Monument or Memorial Sites

- Existing memorial sites with a need for appropriate historical or cultural activation
- Sites with proposed memorials

### DESIRED OUTCOMES

- Improved perception of safety and security
- Improved perception of cleanliness
- Increased physical activity among users
- Increased sense of community
- More attractive physical environment
- Increased interest or purpose to an area
- Support provided for nearby businesses
- Increased streetlife and pedestrian activity, especially on weekends or evenings
- Expanded social networks and improved neighborhood resilience
- Greater diversity within & among users
- Additional outlets for fostering artistic, historic, cultural or spiritual expression
- Added sense of celebration, fun, or play in public spaces

**TYPICAL STREETScape SECTIONS**



**Business Tenant Zone:** A zone specifically reserved on many commercial streets for activities directly related to and maintained by the adjacent business, including enclosed or unenclosed sidewalk cafés for restaurants, the display of merchandise for shops, or seating areas in front of building lobbies.

**Resident Priority Public Space:** Similar to the business tenant zone, this space is specifically for use by the adjacent residential building to maintain a publicly-oriented character. Low fencing or hedges, seating areas, gardens, patios, porches, and the like are encouraged outdoor activations. Building projections such as bay and oriel windows, balconies,

cornices and roof overhangs help delineate public space and create articulation along a street frontage.

**Public Amenity Zone:** A space granting greater flexibility for activation, this zone shall more closely align with the character and use of the block rather than individual business or residential building owners. Activation in this zone should be reserved for public art, open seating areas, interactive displays, artistic performances, demonstrations and the like.

**Clear Sidewalk Zone:** Measured from the back of the street curb, this zone typically includes a 4' tree box and a 6' to 10' sidewalk. Some level of street activation

**SHORT-TERM ACTIVE STREET INTERVENTIONS**

- Food vendors, cooking demonstrations
- Community potluck
- Retail merchandise display
- Artistic performances, sidewalk theatre
- Community games: scavenger hunts, bocce ball, pick up basketball
- Sidewalk cafés, street furniture
- Digital projections

**LONG-TERM ACTIVE STREET INTERVENTIONS**

- Playgrounds
- Art installations, statues, murals
- Interactive signage, wayfinding
- Enclosed sidewalk cafés
- Farmers markets
- Street festivals, parades

is encouraged in this area with strict requirements for how much of a pedestrian clear sidewalk must be maintained at all times. This is typically a 6' minimum in residential areas and a 10' minimum in downtown or in commercial areas.

**Public Road Right of Way:** A zone that is primarily utilitarian in purpose, moving traffic along city streets and keeping the city operating. No long-term public activation is permitted, however some short term street closures are possible for festivals, farmers' markets and other activities, with ample lead time for adequate city review and consideration.

**PUBLIC REALM DESIGN PALETTE:**

- Brighter lighting in gathering areas
- Color or decorative lighting
- Textured or colored paving to differentiate programmed areas
- Native plantings
- Creative signage
- Incorporate wayfinding into paths, art
- Interactive objects/artwork
- Painted surfaces
- Demarcate bicycle and walking paths
- Solar/kinetic power generation
- Accessible street furniture
- Flexible space for nearby retail use

**GOALS:**

- User-oriented interactions
- Neighborhood branding
- Promotion of local businesses
- Wayfinding
- Activation
- Accessibility
- Play



# IMPLEMENTATION BLUEPRINT

## MOVING FORWARD

Today, Downtown East finds itself at a crossroads. Economic resurgence and an expanding housing market led by population growth all present opportunities and challenges to shaping the neighborhood's vitality and well being. With approximately 8.5 million square feet of untapped development potential there is considerable work moving forward on a path towards a thriving and vibrant neighborhood.

The Downtown East Re-Urbanization Strategy responds to these opportunities and challenges as an actionable road map that builds upon the neighborhood's defining characteristics, its rich cultural history, and governmental and institutional assets. The Re-Urbanization Strategy is a holistic and unified vision for the future that identifies opportunity areas to improve the public realm, enhance retail and amenities, create economic opportunity, support sustainability, and further enhance the quality of life for the community.

## COORDINATION WITH THE FEDERAL GOVERNMENT

The Downtown East Re-Urbanization boundary area falls within a portion of the District of Columbia that is closely tied to the federal government, and agencies such as National Capital Planning Commission, the Architect of the Capitol, National Park Service, and the General Services Administration. The missions of these agencies, in part to advocate on behalf of the federal interest and maintain use of federal properties, will ensure they remain vital stakeholders and partners in the implementation process.

## STEWARDSHIP

The goals prioritized within this report address concerns raised by stakeholders with recommendations that build upon the work already underway in the community. This report conveys a narrative of the community by unpacking its important social, cultural and historical aspects and building on them to ensure Downtown East retains relevancy and competitiveness in the context of a growing city. This is a reflection of listening to community and stakeholder priorities combined with the design, spatial, and technical analysis that the Office of Planning can provide, all of which have been distilled into a user-friendly, and easily-understood graphic framework to be used by all neighborhood stakeholders.

The Downtown East Re-Urbanization Strategy will be realized by a range of implementers across sectors. The District of Columbia government, the Mt. Vernon Triangle CID, the NoMA BID, the Downtown BID, property owners, developers, civic associations, institutions such as Georgetown University, and community stakeholders each have an important role to play. Each must actively work with the others, taking a holistic approach to partnership. As a priority, the District of Columbia will use the recommendations of this report to align its resources to support the

vision in a number of ways, such as identifying programs and resources to achieve both short and long term goals. As with all planning initiatives, the DC Office of Planning (OP) will guide and track implementation and work to ensure that District investments align with the neighborhood's goals and the values laid out in this strategy plan. OP will reconvene stakeholders in the future to review completed work and identify additional implementation opportunities. Please see the implementation matrix beginning on page 64.

## LINKED TO THE COMPREHENSIVE PLAN

Many of the recommendations made in this document will serve to inform the Second Amendment Cycle of the District's Comprehensive Plan and will be incorporated into both the citywide and area elements of the plan. Please follow <http://plandc.dc.gov/> to learn more about the Comprehensive Plan process.

## PLANNING POLICIES

In addition to the Comprehensive Plan, the District of Columbia policy frameworks that support and shape the Downtown East Re-Urbanization Strategy include the following:

- Comprehensive Plan for the National Capital: District Elements
- Move DC
- Age-Friendly DC
- Sustainable DC
- Vision Zero
- DC Vibrant Retail Streets Toolkit
- Homeward DC Plan
- District of Columbia Historic Preservation Law
- and others



# TIME & RESPONSIBILITY MATRIX

	Goals	Recommendations		Government	BID and Local Businesses	Residents & Prop. Owners	Short-Term	Medium-	Long-	
3 Making Physical Connections	1 A Fully Connected Downtown: Establish a seamless urban street grid between Union Station and Downtown	1A	Restore Street Segments that Better Connect Downtown to Surrounding Neighborhoods	DC					\$\$\$	
		1B	Prioritize Safe and Direct Pedestrian Access at High-Volume Intersections	DC/US	X	X	\$			
		1C	Evaluate the Feasibility of Restoring Streets at Large Federal Sites: Labor Department and GPO	DC/US					\$\$\$	
	2 Accessible to Rest of the City and Region: Improve access to all modes of transportation into and through Downtown East	2A	Enhance Areas at Metro Entrances to Support Better Access	DC/WMATA	X			\$\$		
		2B	Better Integrate Freeway Ramps into the Character of the Surrounding Street Infrastructure	DC/US	X					\$\$\$
		2C	Encourage and Support the Future Streetcar Extension	DC					\$\$\$	
		2D	Connect the Metropolitan Branch Trail to a Robust City Cycling Network	DC	X			\$		
	3 Expanded Role as a Regional Gateway: Integrate Union Station with the surrounding neighborhoods	3A	Design New Entrances to Union Station for Accessibility from All Directions	DC/US	X				\$\$	
		3B	Streamline Transfers Between Union Station and Transit	DC/US/WMATA	X			\$\$		
		3C	Enhance Louisiana Avenue to Better Serve as the Most Direct Route Between Union Station and the National Mall	DC/US	X				\$\$	
		3D	Support Rail Investment Identified in DDOT's State Rail Plan	DC/US	X					\$\$\$

	Goals	Recommendations		Government	BID and Local Businesses	Residents & Prop. Owners	Short	Medium	Long	
4 Enhancing Neighborhood Vitality	4 A Preeminent Center for Jobs: Anticipate the shifting needs of office and emerging markets to bolster job growth	4A	Partner with the Federal Government to Respond to the Evolving Needs of Their Workforce	DC/US			\$			
		4B	Build Capacity for Private Sector Growth in Downtown East	DC	X	X	\$	\$\$		
		4C	Foster Continued Development of an Emerging Knowledge Hub	DC	X				\$\$	
		4D	Create Conditions That Will Allow the Hospitality and Retail Sectors to Blossom	DC	X				\$\$	
	5 High-Quality Design in Affordable Housing: Prioritize human-centered and inclusive design in new housing	5A	Design Facades at Multi-Family Residential Buildings to Better Connect with the Community	DC	X				\$	
		5B	Incorporate Sustainable and Well-Being Solutions into Housing Design	DC	X			\$	\$	
		5C	Encourage Co-Location of Supportive Services and Community Retail with Housing	DC	X			\$		
		5D	Anchor Neighborhoods Around Buildings and Places That Serve a Civic or Community Function	DC	X	X		\$\$		
	6 A Livable, Urban Community: Guide new development to create livable urban places that serve the broader community	6A	Promote Mixed Use and Community Serving Developments at Opportunity Sites	DC/US	X	X		\$	\$\$	\$\$\$

	Goals	Recommendations	Government	BID and Local Businesses	Residents & Prop. Owners	Short	Medium	Long	
7	<b>A Central Community Gathering Space:</b> Design a public open space to serve as the heart of a growing neighborhood	7A Design an Iconic Open Space to Serve the Growing Community	DC	X	X	\$\$			
		7B Prioritize Access, Safety, and Comfort for Pedestrians to Parks	DC	X	X	\$\$			
8	<b>A Network of Public Parks and Open Spaces:</b> Support a range of new and renovated public open spaces for a wide variety of users	8A Revitalize Large Parks to Fill a Wide Array of Recreational Uses Across a Parks Network	DC	X	X		\$\$		
		8B Link Satellite Parks to Larger Open Spaces Along Green Corridors to Form a Complete Parks Network	DC	X	X	\$	\$\$		
		8C Transform the Series of Plazas and Parks Between Judiciary Square & Pennsylvania Avenue	DC/US	X				\$\$\$	
		8D Work with the Architect of the Capitol to Transform Existing Parking Lots into Parks	DC/US						\$\$\$
9	<b>A Community-Defining Public Realm:</b> Activate a safe and attractive public realm through community-led placemaking	9A Create a Visual Guide that Encourages Innovative Placemaking	DC			\$			
		9B Partner with Business Improvement Districts to Foster Better Placemaking Opportunities	DC	X	X		\$		

Shaping Places for People

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GOVERNMENT OF THE  
DISTRICT OF COLUMBIA  
**MURIEL BOWSER, MAYOR**