

I AM

IDEAS FOR ADAMS MORGAN

ADAMS MORGAN **VISION FRAMEWORK**

2015



INTRODUCTION

BACKGROUND AND PURPOSE

Steeped in history and cultural diversity, layered with well-maintained historic architecture and a mix of housing types, and emboldened by a strong sense of community pride, cultural vibrancy, and civic activism, Adams Morgan is one of Washington, D.C.'s most unique neighborhoods. The neighborhood's residents add to its layered identity and are its greatest asset. Among longtime residents and artists who preserved and insulated the bohemian feeling of Adams Morgan from the norm of other District neighborhoods exists newer residents including young professionals attracted by the same lively and progressive culture, but seeking an amenity-rich neighborhood in which to live. The neighborhood's walkability, strong commercial core, access to public transportation, proximity to downtown and educated and engaged residents continue making Adams Morgan an attractive place to live.

Adams Morgan is not only distinguished in its local market but has been nationally recognized as an outstanding neighborhood. It was ranked one of America's "Great Places in America: Neighborhoods" by the American Planning Association in 2014 premised on its cultural diversity, neighborhood-serving amenities and eclectic built environment. Retaining this vibrancy is at the heart of the community's interest in shaping a future for the neighborhood in a growing and changing city.

In Fall 2014, the DC Office of Planning launched the Adams Morgan Vision Framework, a short, strategic planning initiative and engagement process. The Adams Morgan Vision Framework provides strategic planning direction that seeks to reinforce the long-standing character and identity of the neighborhood through a number of short and long term actions with the overarching goal of remaining a textured and vibrant neighborhood and outstanding place to live. Unlike a small area plan which is a more in-depth plan adopted

by the DC Council, the Vision Framework was conceived as a lighter, briefer, strategic planning effort which through targeted public outreach and data analysis would deliver a high level vision for the neighborhood and identify key implementation items to direct public investment and private actions. The Vision Framework model was simultaneously piloted in both the Van Ness and Adams Morgan neighborhoods.

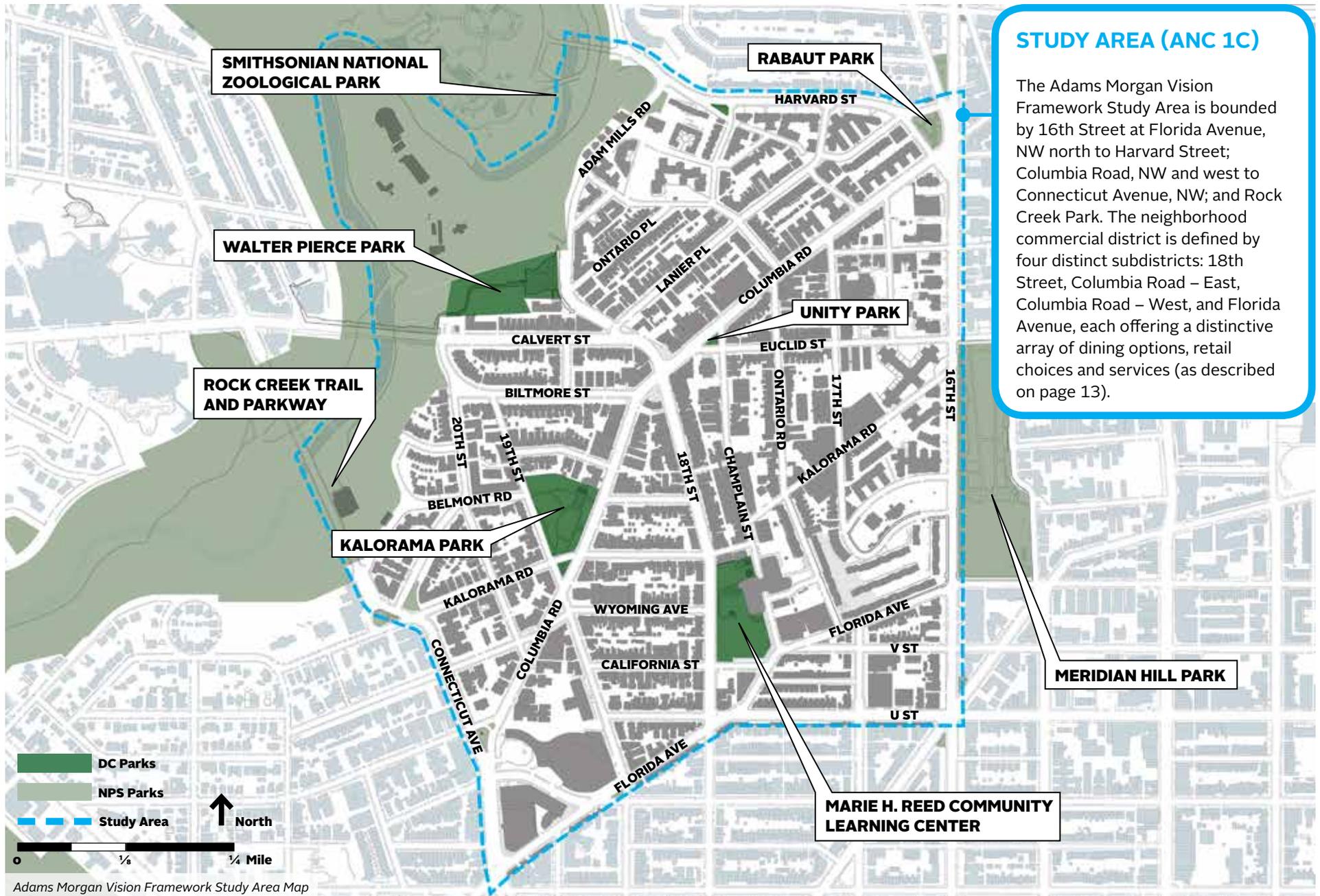
The catalyst for studying the Adams Morgan neighborhood was the activism of some residents and civic organizations who requested that the District complete a planning analysis and neighborhood roadmap in response to changes in the area, including new development, a shifting retail environment, and the desire to preserve and improve quality of life. The neighborhood began those efforts in the form of a community-based effort of Advisory Neighborhood Commission (ANC) 1C called Envision Adams Morgan (EAM) (see page 29 for a list of agency and organization abbreviations). Organized in 2012, EAM provided a forum for neighborhood stakeholders to create a common and shared vision for the Adams Morgan neighborhood. This Adams Morgan Vision Framework document builds upon that early community work and relies on additional data analysis and community engagement to determine key areas for guidance in the realm of public space, retail, neighborhood character, sustainability and quality of life. This planning initiative provided residents, local businesses, institutions and property owners an opportunity to work together on articulating a vision for the future of Adams Morgan.

PROCESS

At the outset of the project, the Office of Planning formed an Advisory Committee for the Adams Morgan Vision Framework and worked closely with them to get robust and detailed feedback and to formalize the proposals and goals presented in this Framework. The Advisory Committee was composed of community members, business owners, historians, and elected officials who are listed in the acknowledgments on the last page.

The process began with data collection of existing conditions and the creation of a Neighborhood Profile (a supplemental companion document) which provided analysis of existing conditions of the Adams Morgan Study Area, outlined on the adjacent page. The Profile includes information and analysis of the following topics: 1) demographic and income data; 2) historic districts and landmarks; 3) land use and zoning; 4) parks and open space; 5) transportation; 6) housing; 7) retail conditions; and 8) sustainability. The Profile was used to inform neighborhood stakeholders about the future of Adams Morgan during a half-day community workshop held in February 2015.

The Vision Framework is a community-based strategy and was developed through a robust series of stakeholder and community engagement events which garnered the enthusiasm of residents, business owners, institutions, and other stakeholders. Opportunities for public input and dialogue over the past year included: 1) a neighborhood walking tour; 2) a half-day community workshop; 3) a project website; 4) three community office hours events; 5) an online engagement forum; and 6) Latino business outreach through direct canvassing.



Adams Morgan Vision Framework Study Area Map

CONTEXT

DEFINING CHARACTERISTICS OF ADAMS MORGAN TO BUILD UPON

- ▶ **DIVERSITY.** From income to ethnicity to culture to housing types, robust diversity defines the neighborhood's identity.
- ▶ **ARTS.** Ranked one of America's great "Art Places" in 2013 by ArtPlace America, the neighborhood retains its artistic identity with the presence of public murals and sculptures while serving as an incubator for artists and arts organizations and a home to the District of Columbia Arts Center and Sitar Arts Center.
- ▶ **CULTURE.** Bohemian, progressive and engaged, Adams Morgan's multicultural character, civic mindedness and activist sensibilities are some of the neighborhood's greatest assets.
- ▶ **VIBRANCY.** Varied and lively, the Adams Morgan commercial district includes neighborhood-serving businesses, international shops, restaurants, and annual festivals which contribute to the neighborhood's cultural identity and active nightlife.
- ▶ **ARCHITECTURE.** Diverse, historic, distinct and of both national and local significance, Adams Morgan's architecture is a living visual history of wealth, social transformation, inclusion and change.
- ▶ **AMENITIES.** Championed by its connectivity with Rock Creek Park and surrounding local parks and recreation areas, such as Kalorama Park and Marie Reed, the neighborhood is well-served by both active and passive park and recreation spaces.
- ▶ **INSTITUTIONS.** With both regionally and locally significant service-oriented organizations and cultural institutions, Adams Morgan serves as a place of inclusivity and a welcoming regional destination.

- ▶ **BRAND.** Whimsical, creative and unique are the hallmarks of Adams Morgan's identity and part of its regional renown. From Latino-themed murals, to homemade signs designed by local artists, to culturally significant sculptures, to off-beat art in front yards, Adams Morgan is not defined by any one brand.
- ▶ **LOCATION.** Central, well connected and dense, Adams Morgan residents enjoy the dual benefits of a close-in location to downtown and the respite of tree-lined streets, nearby parks, and good transit connectivity.





Marie Reed Sports Fields



18th Street



Cliffbourne Place



18th Street Retail



Florida Avenue



Kalorama Park



Kalorama Park Apartments



Mural in Alley near 2421 18th Street



Public Plaza at Columbia Road and Calvert Street

VISION

The culmination of the planning effort is this Vision Framework, an action plan that identifies opportunity areas to preserve physical characteristics, enhance retail and amenities, support sustainability, and improve the quality of life for the community. Community engagement coalesced to provide a snapshot of the neighborhood's **FRAMEWORK VALUES** (right), which provided a foundation for developing goals and priority actions to support them.

This document provides **17 GOALS** with corresponding implementable recommendations for the Adams Morgan community. These goals are bound around **5 CORE CATEGORIES** important for Adams Morgan's continued development and growth:

1. Creating Great Places
2. Redefining Retail
3. Embracing Sustainability
4. Strengthening Identity through Arts, History and Culture
5. Bolstering Community

These recommendations were also developed in collaboration with other District agencies as part of an interagency working group on Adams Morgan. The organization of these recommendations include actions that span near term and longer term opportunities and rely upon private, public and civic actors to realize the vision. A project implementation matrix (page 28) serves as a road map for implementing the recommendations of the Adams Morgan Vision Framework. The agency or organization responsible for leading the implementation is listed, along with the support or partner agencies or organizations, as well as the timeframe for implementation.

Adams Morgan is a great place to live and visit. The neighborhood can continue to build on its existing strengths as it shapes the future.

VISION FRAMEWORK VALUES



Promote **COMMUNITY DIVERSITY**



Protect neighborhood character and **HISTORIC RESOURCES**



Improve **PUBLIC SPACE** and gathering places



Enhance **PEDESTRIAN ACCESS** to transit options



Strengthen **RETAIL VITALITY** and range of options



Celebrate the unique identity of Adams Morgan and its **ECLECTIC, ARTISTIC AND ETHNICALLY DIVERSE HERITAGE**



Improve connections between **BUSINESS OWNERS AND RESIDENTS**



Leverage community activism and local networks to **ADVANCE SUSTAINABILITY** of the neighborhood



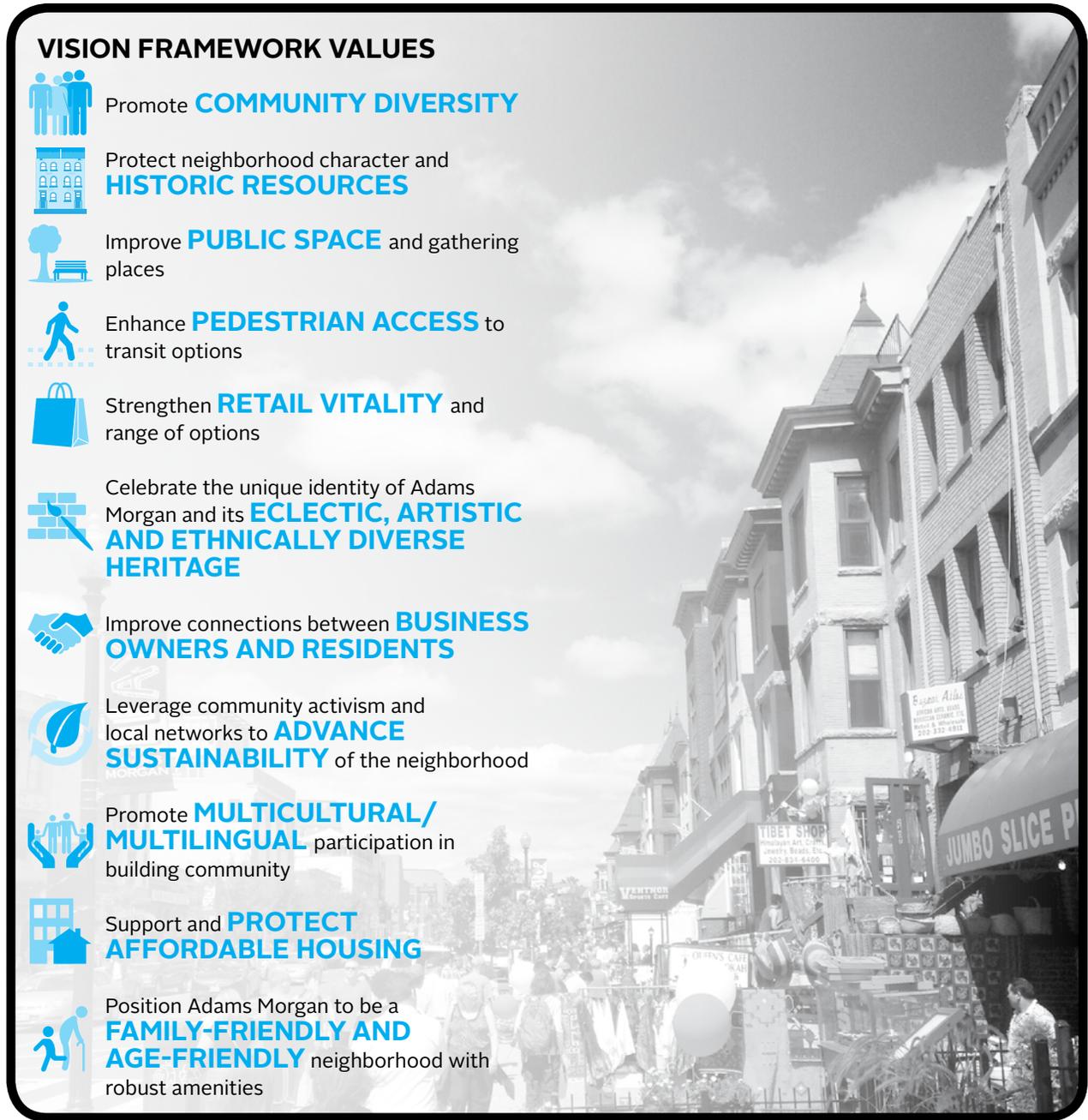
Promote **MULTICULTURAL/ MULTILINGUAL** participation in building community



Support and **PROTECT AFFORDABLE HOUSING**



Position Adams Morgan to be a **FAMILY-FRIENDLY AND AGE-FRIENDLY** neighborhood with robust amenities



I AM: IDEAS FOR ADAMS MORGAN



CREATING GREAT PLACES



Public Plaza at Columbia Road and 18th Street



REDEFINING RETAIL



Retail on 18th Street



EMBRACING SUSTAINABILITY



Community Garden in Kalorama Park



STRENGTHENING IDENTITY THROUGH ARTS, HISTORY, AND CULTURE



Mural at 2102 18th Street



BOLSTERING COMMUNITY



Pedestrians at Adams Morgan Day 2015

ADAMS MORGAN IS... CREATING GREAT PLACES

Adams Morgan enjoys a rich variety of public spaces that help define the character and collective identity of the community. These spaces include vibrant commercial corridors exuding a charming and eclectic “main street” character, tree-lined streets with well-maintained historic rowhouses, and neighborhood and regionally-scaled park spaces. The attractive design and form of the public realm (streets, sidewalks, open spaces, etc.) help contribute to the high quality of life that Adams Morgan residents so keenly want to preserve. The 18th Street streetscape project completed in 2012 included improvements from Florida Avenue to Columbia Road and is an example of a recent public investment that has redefined and upgraded the neighborhood’s pedestrian experience and its commercial face.

As a neighborhood committed to both multiculturalism and civic participation, having public places for community intersection beyond commercial and civic institutions is important to foster relationships and build continued social capital. The community identified the need to create a geographic center and focal point for neighborhood interaction for hosting events and gatherings. Currently, Adams Morgan does not have a public space that serves as such a central community gathering space.

The community identified the intersection of 18th Street and Columbia Road as the heart of the neighborhood – a primary point of entry to the commercial corridor and a suitable location for creating a community gathering space. Currently, the sidewalk and spaces on the northwest corner (in front of BB&T Bank – Square 2580, Lot 0511) and southeast corner (in front of SunTrust Bank – Square 2551, Lot 00878) of the intersection are expansive, devoid of green space and seating, and lack year-round programming. While the plaza in front of SunTrust Bank presents a significant opportunity for creating a neighborhood gathering space, most of the space is privately owned.

The wide sidewalk on the northwest corner is anchored by a Capital Bikeshare station but includes approximately 5,000 square feet of uninterrupted pavement – a space that currently lacks intimacy and identity. This sidewalk can be transformed into a flexible plaza that stitches the corridor together with inviting features and programmable space for year-around neighborhood activities.

Unity Park has long served as a public space along the Columbia Road commercial corridor that celebrates the neighborhood’s multiculturalism, particularly the presence of the Latino community – both businesses and residents. Once a place for vibrant, episodic commerce, the park’s utility is waning and its design stagnating relative to the liveliness of the corridor. The community identified improvements to the park as a priority and successfully sought to include funding for its redesign as part of the community benefits package for the adjacent hotel development, which includes frontage along Euclid Street with ceremonious stairs that create a direct relationship with Unity Park.

While a vibrant commercial core is an integral component of the neighborhood, there are sometimes inevitable tensions between business operations and residential interests that also can manifest in public space. One area that provides both a challenge and opportunity are commercial alleys. While both the business and residential communities turn their backs on these alleys and the nuisances they sometimes bear, there is a national movement to rethink how these types of alleys can both perform better and look more attractive. An opportunity exists for best practices to be evaluated and piloted in this arena in Adams Morgan.

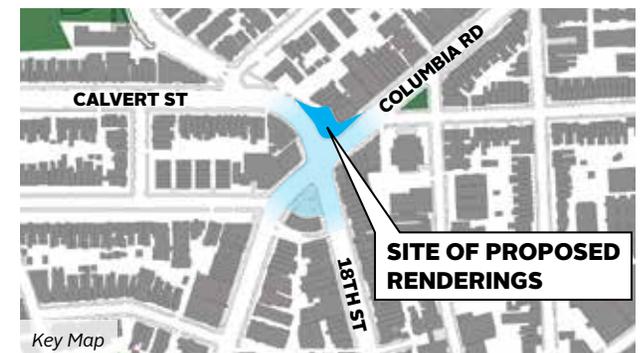
GOAL 1 Enhance existing and create new community gathering spaces that become focal points within the commercial district for arts, events, and cultural connections.

RECOMMENDATION:

1A Transform the large sidewalk at 18th Street and Columbia Road in front of BB&T Bank through design and programming to create a centralized, flexible community-gathering place. Recapture available public space to create a temporary plaza by introducing several low cost interventions such as planters, tables and chairs at this key intersection. Following temporary activation, build interest in a more permanent plaza treatment.



Existing: Northwest Corner of 18th Street & Columbia Road, NW



Key Map



Proposed Approach: Northwest Corner of 18th Street & Columbia Road, NW – Day



Proposed Approach: Northwest Corner of 18th Street & Columbia Road, NW – Night

- 
Tree Canopy: Create a new tree canopy in the northwest plaza to provide shade and a more intimately scaled public space.
- 
Shading Devices: Provide flexible shading devices that are porous and removable.
- 
Farmers' Market: Continue and grow the farmers' market in the southwest plaza.
- 
Arts Market: Build on Adams Morgan's art traditions and support temporary art markets/festivals/fairs.
- 
Public Art: Continue the Adam's Morgan tradition of public art to define a central gathering space.
- 
Pervious Pavement: Reconstruct portions of the plaza to decrease runoff.
- 
Lighting: Provide new flexible designed lighting for evening use of the public space.
- 
Community Message Board & Wifi: Replace the community message board in the redesigned plaza and provide free wifi to activate the public space throughout the day.
- 
Seating: Provide varied, both permanent and movable, seating (and storage) to activate the plaza throughout the day.
- 
Pop-up Performances: Provide space for temporary/pop-up performances and small events.

CREATING GREAT PLACES

GOAL 2 **Redefine Unity Park as a multicultural park** through events and programming.

RECOMMENDATIONS:

2A Undertake a cultural-themed temporary activation of the park space. Use the activation to highlight Adams Morgan's significance and history as a regional center for multicultural life.

2B Initiate a culturally sensitive and age-friendly redesign and enhancement of Unity Park. Consistent with Zoning Commission Order No. 11-17, conduct a community charrette process for a new park design, ensuring targeted outreach to the neighborhood's various ethnic communities.

 **Pervious Pavement:** Increase pervious surfaces to decrease runoff.

 **Tree Canopy:** Maintain and improve existing tree canopy.

 **Public Art:** Continue the tradition in Adams Morgan of diverse and vibrant public art.

 **Material:** Provide new paving or paint to visually extend the park to the south.

 **Temporary Programming:** Allow for periodic street closures in this one block of Euclid Street for community events and performances.

 **Seating:** Engage the historic stairs as temporary seating for Unity Park events and integrate with new hotel programming.

GOAL 3 **Improve the transitions between commercial and residential uses**, turning commercial alleys from liabilities to assets.

RECOMMENDATIONS:

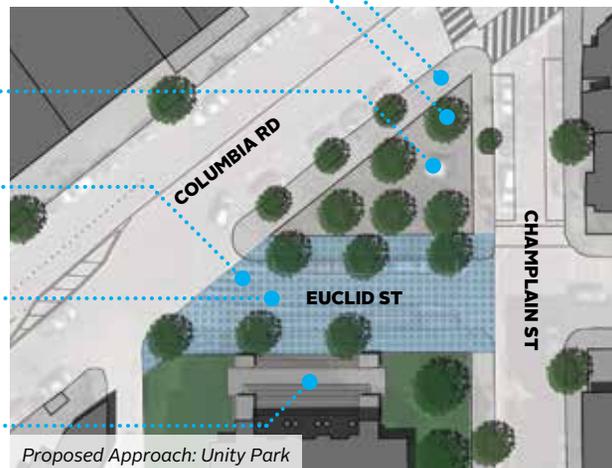
3A Conduct an audit of alleys in the commercial district to identify opportunities for making them cleaner, safer, more attractive and animated, in line with the movement towards "living" alleys. Determine the feasibility of creating more inviting alleys to promote the arts and improve basic infrastructure and public health. Build a coalition between residents, business owners, the BID, and relevant city agencies around the concept as a mutually beneficial enhancement. Consult The DC Historic Alley Buildings Survey for information and guidance about increasing the visibility of alleyways and ideas for reinventing them.



Existing: Typical Commercial Alley



Existing: Typical Underused Privately-owned Public Space



Proposed Approach: Unity Park



Unity Park, Adams Morgan Day 2015



Proposed Approach: Typical Commercial Alley – Day



Proposed Approach: Night



Proposed Approach: Typical Underused Privately-owned Open Space with Property-owner Led Upgrades



Green Wall: Plant vegetation where appropriate to provide a more appealing atmosphere and sustainable environment.



Refrigerated Dumpster: Encourage collaboration to consolidate dumpsters and reduce nuisance.



Murals: Strengthen Adams Morgan's cultural and artistic heritage by commissioning well-designed murals. Evaluate the feasibility of expanding the Adams Morgan mural tradition onto the ground surface of alleys through a structured program of commissions, competitions, and/or community projects.



Entertainment: Build upon Adams Morgan's tradition of public art and live performance with an alley music program, similar to the "Porchfest" live music event in the neighborhood.



Contemporary Artwork: Encourage new multimedia-type art and entertainment projects to enliven underutilized open spaces.



Cafe Extension: Continue the trend of extending food service outdoors in open spaces.



Vegetation + Pervious Pavement: Replace some hardscape with vegetation where appropriate to provide a more appealing atmosphere and reduce water runoff.

ADAMS MORGAN IS... REDEFINING RETAIL

The Adams Morgan neighborhood is in a state of transition. As the neighborhood undergoes change, understanding what Adams Morgan's retail district represents to commercial markets is critical for the neighborhood to thrive moving forward. Commercial markets (mixed-use developers, retail brokers, and retailers) are uncertain of the direction Adams Morgan will take as it rebounds from streetscape construction-related closures and growing, intense competition from nearby Columbia Heights, U Street, Shaw, and H Street. Will it still be an appropriate district for bars, restaurants, and nightlife, or is its identity undergoing a metamorphosis?

THE CHALLENGES

The neighborhood boasts strong traffic counts along its commercial corridors, an established commercial management structure (the Adams Morgan Partnership Business Improvement District or AMPBID) and a widely known and recognizable retail district, all of which work in its favor for attracting retailers. Conversely, Adams Morgan's reputation for resident/retailer conflict, customer-generated nuisance, and aging retail buildings can potentially work against attracting quality retail to the neighborhood.

Adams Morgan's retail challenges are reflected in its turnover and vacancy rates for retail space. Primarily fronting 18th Street, Columbia Road, and Florida Avenue, a significant amount of the estimated 456,000 square feet of retail-quality space has difficulty sustaining retailers. A vacancy rate of 9 percent a ("healthy" rate is half as much) coupled with 9 percent of storefronts being occupied by non-retail uses (mostly offices) creates a condition where the stores and restaurants become fragmented rather than a cohesive retail "district."

The Adams Morgan retail district includes significant Class C space (35%). These spaces are often considered

substandard for modern day retailers and impact the retail-readiness of a building to attract tenants and support customer sales.

Attributing to the 35% of Class C space, the retail district includes several buildings that stack tenants into underground and second floor spaces. This condition further exacerbates the retail-readiness of buildings in the retail district.

More recently, however, Adams Morgan retail has suffered from the loyalty of its customer base. As a long-established center for nightlife and culture, the neighborhood has enjoyed regional market distinction. Patrons travel across the city or even into the city to eat, drink, dance, see and be seen. The difficulty with attracting customers from outside of the immediate neighborhood is that they are often very fickle. The customers from outside the neighborhood are now being drawn to new, hip destinations.

THE OPPORTUNITY

The strongest market response to these pressures is to change perspective and shift the target customer base. Adams Morgan's retail core should reengage with the people that will reliably shop and eat at their establishments – partly because of neighborhood loyalty but mostly out of convenience – the neighborhood's residents.

With regard to serving the households that surround Adams Morgan's commercial district, however, the neighborhood's greatest strength – diversity in almost every demographic category – becomes a retail challenge. Although large percentages of the community's residents are young (40% are between 25 and 34 years old) and renters (65%), there are sizable clusters of older residents (9% over 65), people of Hispanic heritage (13.5%), children (9% under 18), African-Americans (9%), households making more than

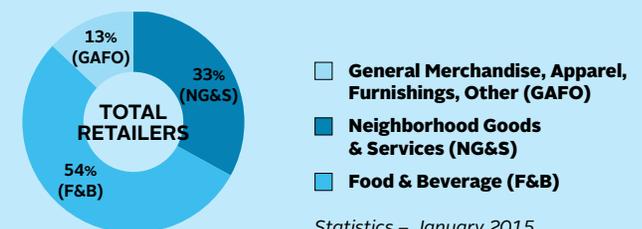
\$150,000 (24.5%) and those making less than \$15,000 (10.7%). The most successful collection of retail for Adams Morgan would offer appealing options for everyone and, in doing so, reinforce the neighborhood's sense of "community."

RECOGNIZING UNIQUE SUBDISTRICTS

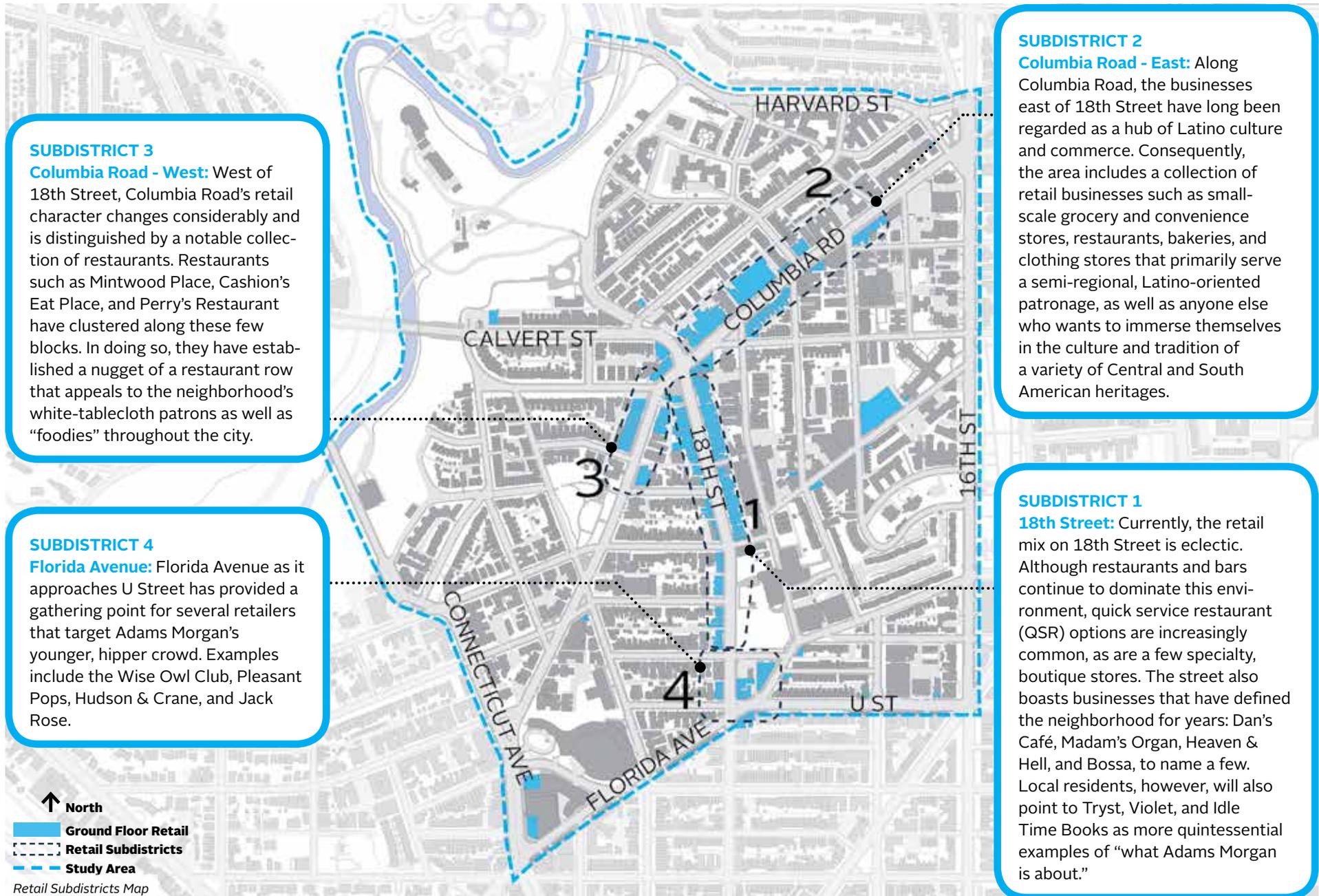
For Adams Morgan's commercial district to function at its best, retailers, customers, and commercial markets need to acknowledge an important aspect of its existing conditions: that Adams Morgan does not have one commercial district, but (at least) four distinct retail nodes. To be able to provide the necessary resources, assistance, and guidance to these areas, each retail node needs to be regarded as part of the Adams Morgan commercial district AND as independent subdistricts with unique characteristics that require nuanced consideration.

Each retail node within Adams Morgan has a need for its own subdistrict-focused strategy and organization. Either as small merchants' associations or subcommittees within the BID, 18th Street, Columbia Road - East, Columbia Road - West, and Florida Avenue each needs assistance in gathering and strategizing a set of actions that will enhance and accentuate their distinctive characters. Doing so provides meaningful ways for Adams Morgan to acknowledge and serve all aspects of its diverse population, while also celebrating its collective strength.

ADAMS MORGAN RETAILERS



Statistics – January 2015



SUBDISTRICT 3

Columbia Road - West: West of 18th Street, Columbia Road's retail character changes considerably and is distinguished by a notable collection of restaurants. Restaurants such as Mintwood Place, Cashion's Eat Place, and Perry's Restaurant have clustered along these few blocks. In doing so, they have established a nugget of a restaurant row that appeals to the neighborhood's white-tablecloth patrons as well as "foodies" throughout the city.

SUBDISTRICT 4

Florida Avenue: Florida Avenue as it approaches U Street has provided a gathering point for several retailers that target Adams Morgan's younger, hipper crowd. Examples include the Wise Owl Club, Pleasant Pops, Hudson & Crane, and Jack Rose.

SUBDISTRICT 2

Columbia Road - East: Along Columbia Road, the businesses east of 18th Street have long been regarded as a hub of Latino culture and commerce. Consequently, the area includes a collection of retail businesses such as small-scale grocery and convenience stores, restaurants, bakeries, and clothing stores that primarily serve a semi-regional, Latino-oriented patronage, as well as anyone else who wants to immerse themselves in the culture and tradition of a variety of Central and South American heritages.

SUBDISTRICT 1

18th Street: Currently, the retail mix on 18th Street is eclectic. Although restaurants and bars continue to dominate this environment, quick service restaurant (QSR) options are increasingly common, as are a few specialty, boutique stores. The street also boasts businesses that have defined the neighborhood for years: Dan's Café, Madam's Organ, Heaven & Hell, and Bossa, to name a few. Local residents, however, will also point to Tryst, Violet, and Idle Time Books as more quintessential examples of "what Adams Morgan is about."

↑ North
 ■ Ground Floor Retail
 - - - Retail Subdistricts
 - - - Study Area
 Retail Subdistricts Map

REDEFINING RETAIL



Madam's Organ



Toro Mata



Roofers Union



Maga Design



The Diner



Spoon



Cashon's Eat Place



The Netherlands

GOAL 4 Align retailer goals and reinforce the collective identity of each retail district (node).

RECOMMENDATIONS:

4A Create “merchant committees” for each retail subdistrict (node) to provide a point of communication between retailers to address areas of conflict constructively. A secondary goal under this action step is to offer a smaller, more familiar venue to address localized retailer issues versus bringing them to an ANC, BID or other sizeable gathering.

4B Encourage retail businesses to design storefronts and signs in a creative manner that reflect the range and diversity of business types in the neighborhood. Establish a commercial signage initiative that connects local artists and sign fabricators with business owners to design signage that distinguishes the unique character of each retail district (node).

4C Educate business owners on the importance of having good signage. Host a ‘Good Signage 101’ workshop to help inform business owners on the benefits of good signage, and where applicable include Historic Preservation Review Board and Public Space review requirements.

4D Encourage local start-up retailers to consider ‘stacked’ retail space as incubation opportunities. Start-up retailers often need affordable space and can be accommodated in the stacked and/or Class C retail space that is prevalent in Adams Morgan. Attracting this type of retailer can help invigorate each retail district by introducing new brands and offerings and helping frame overall retail district identity. As these retailers grow, they can evolve out of the retail incubation space and into more traditional retail space in Adams Morgan. This requires cooperation of property owners and BID marketing these spaces this way.

GOAL 5

Improve connections between Adams Morgan’s retailers and residents to establish the neighborhood as the primary customer base for the commercial district and promote responsible business practices.

RECOMMENDATIONS:

5A Provide retailers with information and insight regarding local residents’ retail needs to retool their offerings to be more targeted to their primary trade area – the immediate area. Conduct an interactive online forum and/or paper survey that allows residents to discuss and reach consensus on their “asks” of neighborhood retailers regarding inventories, variety of service offerings, and hours of operation. Provide responses for requested items that cannot be practically satisfied. Consolidate findings for use by the retailers. A secondary action under this goal could include sharing customer profiles of the surrounding neighborhood residents with Adams Morgan retailers.

5B Develop a resident and retailer stakeholder group to work towards joint neighborhood objectives. Encourage the BID to create a committee with both retailer and resident liaisons to carry out some joint initiatives to enhance the neighborhood retail experience.

5C Inspire retailers to “sell local.” Similar to a “buy local” campaign, stores and restaurants in Adams Morgan will accomplish a critically important task by returning their focus to the neighborhood customer. In doing so, the retail environment will represent this diverse, accomplished spirited neighborhood. Ironically, as customers seek more authentic retail environments, this approach might be the most successful route to regaining a share of the regional retail market.

GOAL 6

Provide technical assistance for and support to existing Hispanic, Asian, and African owned/operated businesses in the neighborhood and recognize the differences that naturally arise from cultural variety among tenants.

RECOMMENDATION:

6A Identify technical assistance needs and priorities of Hispanic, Asian, and African owned/operated businesses in the neighborhood and recognize the differences that naturally arise from cultural variety among tenants. Incorporate the Department of Small and Local Business Development (DSLBD) and District agencies (e.g., Mayor’s Office on Latino Affairs (OLA), Office on African Affairs (OAA), Office on Asian and Pacific Islander Affairs (APIA)) into efforts to honor and include ethnic-owned businesses into short-term improvement plans and long-term visioning. Working with the DSLBD, OLA, OAA, and APIA, host a small business boot camp to provide business counseling and advisement assistance to ethnic-owned/operated businesses in the neighborhood.

GOAL 7

Achieve neighborhood goals for cleanliness, safety and a healthy environment.

RECOMMENDATIONS:

7A Pursue refrigerated dumpster and solar trash compactor facilities in the commercial district. Coordinate with the BID on a site assessment of locations and businesses interested in participating in the program. (See representation of refrigerated dumpsters in rendering on page 11.)

7B Develop a waste management plan for commercial businesses to better dispose of waste and control rodent and pest activity associated with odor and vermin. Coordinate with the Department of Health’s, Rodent Control and Food Protection Programs and Department of Public Works staff to develop a waste management action plan.



EMBRACING SUSTAINABILITY

Adams Morgan residents are interested in advancing neighborhood-scale sustainability and environmental performance. The District's award-winning roadmap for sustainability, the Sustainable DC Plan, envisions DC becoming the healthiest, greenest, and most livable city in the United States. Sustainability is fundamentally about ensuring improved environmental, economic and social outcomes. Innovative policies and practices that can improve both quality of life and the environmental footprint of the District must also rely on neighborhood-level implementation. The Adams Morgan residential and business communities recognize this opportunity and have expressed a strong desire to promote sustainable practices. In fact, sustainability was one of the most favorably rated topics in the Envision Adams Morgan survey conducted in 2014, which had more than 500 respondents. The vast majority rated sustainable approaches to the following items as "very important": energy, waste, water, food, transportation, nature, and health.

The neighborhood is already host to many green initiatives - individual, community, and governmental,- and can build on this momentum. The neighborhood has a strong environmental ethos, with many property owners making sustainable improvements such as green roofs, more than 16 individual solar arrays, 20 LEED Certified buildings, and strong community support for the weekly farmers market. Public green assets include 7 Capital Bikeshare stations, the Kalorama Park community garden, and adjacent Rock Creek Park linking walking and biking trails throughout the city.

Given the value of sustainability to stakeholders, the existing civic activism on this topic, and breadth of current neighborhood initiatives, the creation of a formal Green Task Force comprised of community members is a logical next step for continued leadership and stewardship for community-based

actions. Improving public facilities in Adams Morgan such as Marie Reed Elementary School and Kalorama Park present opportunities to enhance neighborhood sustainability. Incorporating green practices in new development and rehabbed private property, and utilizing existing community facilities like parks and gardens for activities such as composting present yet additional avenues for achieving the community's sustainability goals.

Opportunities to green local businesses could include the Department of Energy and Environment's Smarter DC Challenge, a friendly competition to improve the sustainability of buildings and business operations, or working with the DC Sustainable Energy Utility to retrofit buildings for energy efficiency. Restaurants and hospitality businesses will be the focus of the next year of the Smarter DC Challenge, providing a unique opportunity for Adams Morgan's' business community to become more efficient. Improving business operations and facilities to be more sustainable can offer both financial stability for small local businesses as well as a way to lessen some external impacts on residents. The sustainability of commercial businesses in the neighborhood presents another angle for not only setting a model standard for other District neighborhoods but also serving as an additional vehicle for enhancing commercial/residential relations.



Enhance neighborhood sustainability.

RECOMMENDATIONS:

8A Form an Adams Morgan sustainability (green) task force to incorporate the goals and actions of the Sustainable DC initiative and oversee the sustainability recommendations of this Framework. Working with the Office of Planning and Department of Energy and Environment, establish a sustainability task force for Adams Morgan to serve as stewards of neighborhood sustainability, spearheading the green recommendations contained in this Framework.

8B Embed a culture of sustainability into the fabric of all Adams Morgan hospitality and restaurant-based businesses. Catalyze sustainable actions by hospitality and restaurant-based businesses to improve building energy efficiency and business operations through participation in the 2016 Smarter DC Challenge.

8C Work with the Urban Forestry Administration to identify opportunities to fill gaps in the street tree canopy. In coordination with the proposed Adams Morgan sustainability task force, work to increase the neighborhood's tree canopy on publicly owned land and private properties or with non-profit partners like Casey Trees.

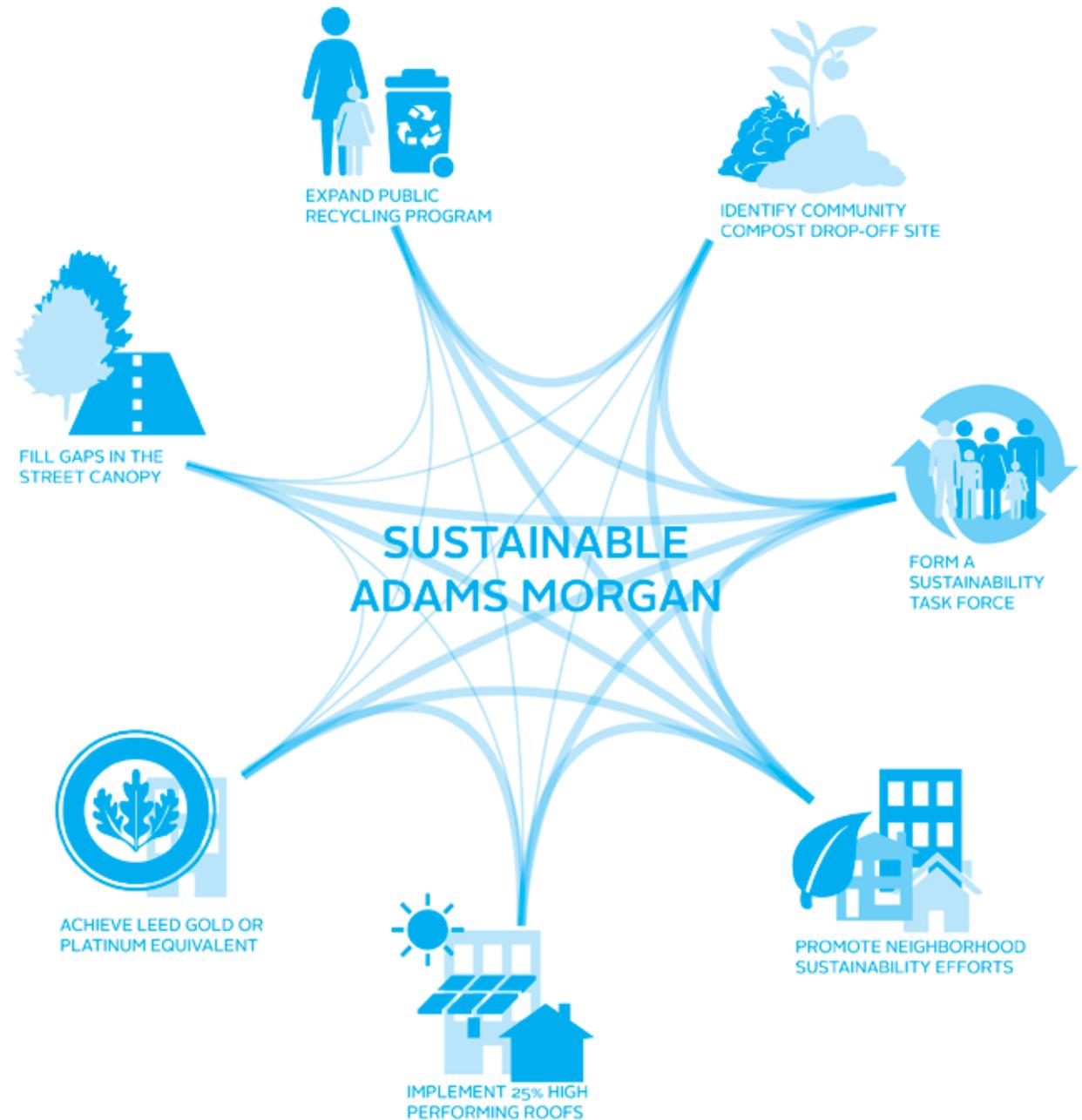
8D Work with the District's Great Streets program, DPW and/or BID to expand the neighborhood's public recycling program. An expanded public recycling program can help divert a significant amount of waste to recycling programs, increasing sustainability.

8E Create a community compost drop off site. Incorporate a community compost drop off location as part of the Marie Reed modernization project or become part of DPR's Community Compost Cooperative Network to create a compost site at a DPR-operated park or garden in Adams Morgan.

8F Conduct a sustainable infrastructure audit to identify interventions to promote neighborhood sustainability efforts. Inventory all District-owned land in Adams Morgan and review existing properties and buildings (including capital facilities) for interest/eligibility/structural capacity for solar power, renewable energy investments or other sustainable interventions.

8G Achieve a 25% target for high performing roofs (e.g., solar, green, white roofs) for residential and commercial properties. Provide property owners with information regarding existing incentive programs and resources for installing renewable energy technology, including local solar coops, renewable energy rebates, or the DC Sustainable Energy Utility.

8H Support provisions in Planned Unit Developments (PUDs) that encourage developers to go above and beyond the Green Building Act requirements. LEED Gold or Platinum-equivalent buildings provide significant sustainability increases that reduce energy and water consumption and reduce runoff over LEED Silver buildings required by the Green Building Act.



Existing Recycling Infrastructure in Adams Morgan

Outside of retail and nightlife, Adams Morgan's identity and character are most prominently defined by the neighborhood's historic architecture, its demographic diversity and its renown as a bastion of arts and culture. Strengthening these areas and marketing existing assets will help retain the integrity of the neighborhood and its continued distinction as an outstanding place to live, work and conduct business.

ARCHITECTURAL CHARACTER

Adams Morgan is one of the densest residential areas in the District of Columbia, encompassing a variety of housing types ranging from rowhouses to midrise apartment buildings, with commercially zoned areas along 18th Street, Columbia Road, and Florida Avenue, NW. Much of Adams Morgan's residential areas are zoned for moderate density residential (exceptions to this are 16th Street and lower Columbia Road, both zoned high density residential), in addition to commercially zoned areas such 18th Street and the eastern portion of Columbia Road.

Adams Morgan has a rich architectural history, recognized by seven historic districts and numerous individual landmarks and sites within the Study Area. The neighborhood is an amalgam of several late 19th-century residential subdivisions that developed during the streetcar era to serve the city's expanding population. While each of these neighborhoods—Washington Heights, Lanier Heights, Kalorama Triangle, Reed-Cooke—has its own character, they are collectively defined by their wide variety of Victorian-era and early 20th century rowhouses, apartment buildings and small-scale commercial establishments. The rowhouses line the area's grid streets and offer exuberant Queen Anne examples with projecting bays, turrets and ornate brickwork, as well as more sedate versions reflecting Colonial and Georgian Revival-style aesthetics. All of the rowhouses, despite their style, are notable for high quality construction

and craftsmanship. The area's apartment buildings similarly offer a range of forms and styles, from the smaller-scale, early 20th-century examples with projecting bays and bracketed cornices borrowed from the architectural vocabulary of the neighborhood's rowhouses, to the larger-scale multi-story ones that offer new materials and treatments. The commercial building stock, clustered along the former streetcar lines, is generally small in scale and often distinguished by smooth-faced limestone facades and large show windows that illustrate the new technologies and tastes of the inter-War period. Historic districts within the study area include Meridian Hill, Sixteenth Street, Strivers Section, Washington Heights, Kalorama Triangle, National Zoological Park, and Rock Creek and Potomac Parkway.

While the neighborhood is defined by a variety of housing types and styles, changes/alterations to its existing residential and commercial building stock are occurring with greater frequency. The community identified preserving neighborhood character as a top priority at the February community workshop. In order to achieve this goal, new construction and additions should defer to and reinforce the importance of historic character, pedestrian-friendly streets, housing affordability, aging in place, and preservation of housing stock. Similarly, alterations and/or new infill construction to commercially zoned properties must be compatible with existing buildings to preserve neighborhood character.

The recognition and reinforcement of neighborhood character should be given careful consideration when conversion of residential buildings is proposed. Much of Adams Morgan residential area is zoned R-5-B (moderate density residential), which allows by-right conversion of single-family flats with one–two units into multiple units. The conversion of single-family housing throughout Adams Morgan is a polarizing issue in the community, specifically within the Lanier Heights

section of the neighborhood. Recently an application to downzone select properties within Lanier Heights from R-5-B (moderate density residential) to R-4 (low-to-moderate density residential) was submitted in April 2015 by residents of Lanier Heights and ANC 1C and is currently in the Zoning Commission review process.

DEMOGRAPHIC DIVERSITY

Demographic diversity and multiculturalism have been a hallmark of Adams Morgan's history and one of continued importance to the community amid significant change (for a more comprehensive look at the neighborhood's history, see page 21). Since 2000, the neighborhood has seen an increase in 18-34 year olds, which now make up nearly half of the population, and an increase in seniors as long-time residents choose to age in place. The white population has been increasing while the black population appears to be stabilizing after years of decline. Income levels have nearly doubled since 2000, and now half the population over 25 has a graduate degree. As with other neighborhoods throughout the District, the economic resurgence and demographic growth have translated to increased housing costs which present a challenge to neighborhood affordability as well as the retention of socioeconomic diversity. As of 2015, Adams Morgan has 349 rental units, or just under 4 percent, that are subsidized affordable housing for low-income households. Citywide, approximately 13 percent of units are subsidized affordable housing, which suggests the need for more affordable housing in the neighborhood to retain housing and economic diversity.

STRENGTHENING IDENTITY THROUGH ARTS, HISTORY, AND CULTURE

ARTS AND CULTURE

Adams Morgan, in concert with U Street and Dupont Circle, was recognized as one of America's Top 12 ArtPlaces in 2013 by the organization ArtPlace, distinguishing it as among the nation's premier neighborhoods where vibrancy is drawn from the combination of a strong arts/culture presence and small business vitality. Adams Morgan is a place where the creative economy has thrived, supporting a compelling mix of artists, arts venues, small businesses, cultural non-profits, art-related businesses, retail and restaurants. The creative flavor and entrepreneurship of Adams Morgan artistic and creative pioneers of the past is still evident today; institutions like the DC Arts Center, Sitar Arts Center and St. Stephen and the Incarnation Church remain significant contributors to the District's art scene. Manifesting the arts through increased public art and continued support for a robust creative sector are important to keep arts and cultural uses a central part of the future of Adams Morgan.

*...recognized as one of **America's Top 12 ArtPlaces in 2013...** distinguishing it as among the **nation's premier neighborhoods where vibrancy** is drawn from the combination of a **strong arts/culture presence and small business vitality.***



Recognize and reinforce the importance of maintaining neighborhood character in residential and commercial buildings and key open spaces in the neighborhood.

RECOMMENDATIONS:

9A Host a community-wide workshop with residents and stakeholders to discuss options for balancing growth and preserving neighborhood character. Identify and discuss principles of compatible design, historic preservation and preservation of neighborhood character within the context of the neighborhood values laid out in this Vision Framework.

9B Ensure key open spaces and focal points within the commercial corridor of the neighborhood, such as the SunTrust Bank plaza at 18th Street and Columbia Road, continue to serve as functional community gathering spaces. Consistent with community aspirations to see redevelopment of the SunTrust Bank property, any future design should include a flexible plaza space at the intersection of 18th Street and Columbia Road for events and programs.



"Un pueblo sin murales es un pueblo desmuralizado," Adams Mill Road



Reinforce Adams Morgan's identity as a place for arts and culture.

RECOMMENDATIONS:

10A Encourage community participation in neighborhood-level cultural activities. Utilize the upcoming District-wide Cultural Plan as an opportunity to assess the performance of Adams Morgan's cultural sector and level of neighborhood engagement in these activities.

10B Expand upon Adams Morgan's public art identity with new and innovative public art. Collaborate with and support existing community-based arts organizations such as the District of Columbia Arts Center to activate the public realm to test new ideas, projects and technologies that express diversity and Adams Morgan's eclectic and artistic identity.

10C Coordinate the commissioning and installation of artworks for public sites throughout the neighborhood as part of the DC Commission on the Arts and Humanities' DC Creates Public Art and MuralsDC Program. Form a neighborhood arts group in conjunction with the District of Columbia Arts Center. This group would serve as a community liaison between stakeholders, the arts community and District agencies responsible for commissioning public art and murals.



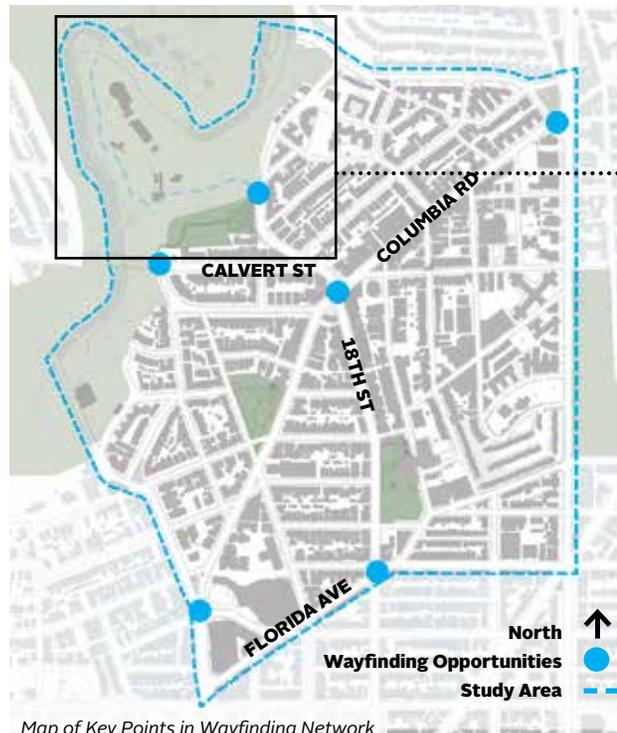
Mural by Artist Cita Sadeli at Kalorama Road & Champlain Street

STRENGTHENING IDENTITY THROUGH ARTS, HISTORY, AND CULTURE

GOAL 11 Establish neighborhood gateways in key locations to delineate Adams Morgan from adjacent neighborhoods.

RECOMMENDATION:

11A Integrate art and signage in key locations to create gateways (e.g., “Welcome to Adams Morgan”) to the neighborhood. Design gateway signage in a manner that reflects Adams Morgan’s diverse history, culture, character and quality of place. Some locations for signage could include Columbia Road and Connecticut Avenue, Calvert Street at the Duke Ellington Memorial Bridge, Adams Mill Road at Walter Pierce Park, Columbia Road and 16th Street, 18th Street and Florida Avenue, and 18th Street and Columbia Road.



GOAL 12 Celebrate and connect neighborhood assets.

RECOMMENDATIONS:

12A Establish a neighborhood way-finding system to help project a consistent image for the neighborhood. Identify strategic locations in the neighborhood where way-finding could be installed to help better connect residents and visitors with surrounding amenities, retail establishments, and community facilities and services.

12B Establish a clear, direct pedestrian and bicycle connection between the neighborhood and the Zoo.

Work with the National Zoo leadership to explore the possibility of controlled, limited access through the existing gate adjacent to Walter Pierce Park.



GOAL 13 Increase the percentage of units that are subsidized affordable housing for low-income households in the neighborhood.

RECOMMENDATIONS:

13A Establish targets that exceed current inclusionary zoning thresholds for future Planned Unit Developments (PUDs). As part of a community benefits package through the PUD process for new construction, prioritize additional affordable units above the Inclusionary Zoning requirement or fewer affordable units, but larger in size (e.g., three bedrooms) to better serve families.

13B Seek citywide subsidy sources for affordable housing in Adams Morgan and encourage the use of Historic Tax Credits to help preserve affordable housing. It is important that resources for affordable housing also target high cost areas like Adams Morgan to ensure more equitable distribution across the District.



Pedestrian Connection: Create a new connection to Rock Creek Trail through the existing gate for the passage of pedestrians and cyclists (to be coordinated with the Zoo).

NEIGHBORHOOD HISTORY

Before the neighborhoods making up Adams Morgan became racially diverse and multicultural, they were predominately a white, upper middle-class neighborhood population that included a professional class of government workers, physicians, real estate agents, teachers, salesmen, lawyers and some artists. As construction boomed during the early 20th century in Washington Heights, a 19th-century residential subdivision in the neighborhood, so did upscale attractions like the Knickerbocker Theater at 18th Street and Columbia Road. The Knickerbocker Theater was emblematic of the “white glove” era when prominent residents of the city lived, shopped and socialized in the neighborhood.

Beginning in the 1920s, large numbers of foreign-born immigrants, particularly Europeans and Asians, moved into Washington Heights, and during the 1930s, a sizeable black presence developed that included mainland Africans and African Americans. By the 1950s, the population shifted again as a significant number of Latin Americans settled in the neighborhood. The affordability of the neighborhood during the 1960s further attracted immigrants, accelerating its multi-cultural identity and inspiring a wave of civic activism aimed at providing equal rights and services to all residents.

The mid-20th century growth of the commercial corridor along 18th Street and affordable rents in the area gave rise to a lively arts scene that continues to be an identifying characteristic of the community today. Also during the 1950s, Lanier Heights, which historically housed white middle-class residents, became racially diverse following the removal of racial restrictions from schools, prompting the social transformation of Columbia

Road and making it the heart of Washington's Latino community. Following the 1968 riots, inexpensive properties allowed the artist community to establish itself in the neighborhood. With low rents came ever increasing ethnic diversity which included Salvadoran and later Ethiopian immigrants who started moving into the neighborhood in the 1980s following political unrest in their own countries.

Adams Morgan has long been a neighborhood of market distinction. From the 1990s – 2000s, Adams Morgan was one of the District's de facto neighborhoods for nighttime entertainment. Among the many offerings in the neighborhood were international cuisine, funky bars and one-off independent shops selling goods not found anywhere else in the city. As the building boom in the District took off in the early 2000s, Adams Morgan, like other District neighborhoods, saw change. More young professionals began moving in and buildings were renovated or constructed to accommodate demand. Customers also changed their retail patterns as more options emerged in other neighborhoods. As such, some longtime neighborhood restaurants and shops began waning, putting Adams

Morgan in a more defensive position, making it ripe for planning and technical assistance.

The neighborhood's history, ethnic makeup and bohemian characteristics that serve as the backbone of Adams Morgan's past are still woven into the neighborhood fabric today. Despite demographic and socioeconomic changes in the neighborhood and the pressures of a growing city that threatens Adams Morgan's artistic feel and ethnic diversity, residents continue to be highly engaged in their community with a demonstrated willingness to pull together when things matter most.

In order for Adams Morgan to sustain itself and in many ways reinvigorate the competitive advantages of the past as an ethnically diverse and culturally rich community, residents must draw upon the neighborhood's multiculturalism, diversity and activist sensibilities to thrive in today's changing social and economic environments.



Historic Aerial Image of Adams Morgan

BOLSTERING COMMUNITY

COMMUNITY SPACES

The neighborhood is well served by meaningful green space. Nearly 100 percent of neighborhood housing is within a 5 minute walk to a playground and within a 5 minute walk to a park of at least 0.5 acres in size, demonstrating excellent and equitable park access. Anchored by its proximity to Rock Creek Park, there remain opportunities to improve access points to this substantial natural asset. Adams Morgan has several other parks and open spaces within and surrounding the neighborhood, including Walter Pierce Park, Kalorama Park, Marie Reed Recreation Center and Meridian Hill Park. Scattered throughout the neighborhood, smaller triangular park spaces represent an opportunity for enhancement to better serve residents, upgrade appearance, and improve environmental performance. In addition to park and recreation spaces, the neighborhood is home to several public schools that serve as additional community spaces. Planned improvements to Kalorama Park and the Marie Reed Education Campus represent another opportunity to expand neighborhood amenities.

COMMUNITY CONNECTIONS

Adams Morgan enjoys solid transit access and options. The neighborhood can be accessed by a variety of transportation modes, including: MetroBus, DC Circulator, bike lanes, Capital Bikeshare, car share, and MetroRail (indirectly via three metro stations). Additionally, many residents own personal vehicles. The neighborhood is identified in the District Department of Transportation's (DDOT) Move DC Plan for inclusion in the District's high capacity transit system. Neighborhood walkability and bicycle infrastructure are also considered positive quality of life contributors, and continued improvements for safety at key intersections and along main corridors are desired by the community.

COMMUNITY ORGANIZATIONS

Community and civic involvement is considered a neighborhood strength. The Reed Cook Neighborhood Association, Kalorama Citizens Association, Lanier Heights Citizen Association, and ANC 1C are some of the notable community stewards. The neighborhood is home to many institutions, such as Jubilee Housing, DC Arts Center and churches, which all contribute to building strong community and supporting diversity.

As a community that has long coexisted with nightlife establishments in its commercial district, nuisance and public safety concerns are a natural tension. Improving public safety and communications and reducing incidents within the neighborhood were identified as areas that need improvement.



PorchFest Community Music Entertainment Program



Adams Morgan Day Community Festival

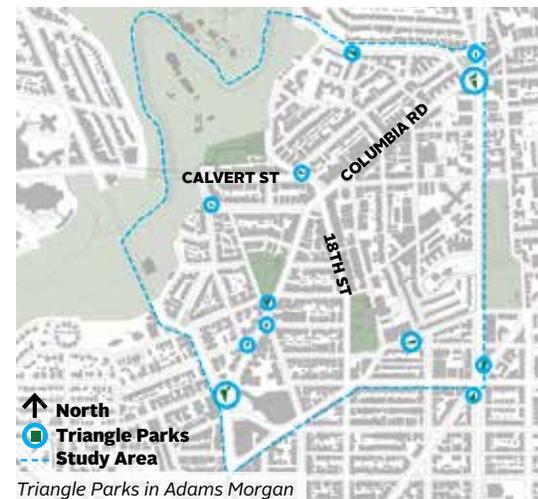
14 Expand neighborhood amenities.

RECOMMENDATIONS:

14A Establish an Adams Morgan community garden program. Work with DPR or Department of General Services (DGS) to identify potential locations for neighborhood community garden plots.

14B Enhance underutilized triangle parks to serve as rain gardens, community gardens or pocket parks. Allow currently underutilized triangle parks and medians to better address stormwater management and incorporate planting that furthers the District's progressive stormwater targets and presents a more aesthetically pleasing environment. Maintenance and management of spaces should be considered when enhancements are planned.

14C Complete the modernization of the Marie Reed Education Campus to include community-accessible amenities. Ensure the design and program respect the community priorities featured in this Framework on page 25.



Triangle Parks in Adams Morgan



Existing: Typical Triangle Park

 **Park Access:** Strengthen and create well-defined access points to parks.

 **Sustainable Landscapes:** Design existing underutilized triangle parks as sustainable raingardens to reduce stormwater runoff.

 **Gathering Places:** Create diverse types of seating and gathering spaces throughout the neighborhood.



Proposed Approach: Typical Triangle Park

BOLSTERING COMMUNITY

GOAL 15 Improve the quality and accessibility of existing playgrounds, parks and green spaces in the neighborhood.

RECOMMENDATION:

15A Increase accessibility and age-friendliness of parks and open spaces in the neighborhood.

Coordinate with DPR and partner agencies to ensure parks and open spaces are accessible and include multi-generational programming.



Kalorama Park Open Space

GOAL 16 Improve bike and pedestrian access and safety and establish a more connected bicycle lane network.

RECOMMENDATIONS:

16A Examine the study area to identify locations to potentially locate or improve cycle-tracks, bike lanes, and access to Rock Creek Park. Work with the DC Bicycle Advisory Council (DC BAC), Washington Area Bicycle Association, and DDOT to implement recommendations from the DC BAC Facilities Committee to improve neighborhood bicycle infrastructure (e.g., access to Rock Creek Park).

16B Work with DDOT to identify pedestrian and bicycle enhancements and improve connectivity throughout the neighborhood. The community identified the need to improve bicycle and/or pedestrian safety concerns at key intersections (e.g., intersection of 18th Street and Columbia Road, NW, 19th Street and Columbia Road, NW, and Connecticut Avenue and Kalorama Road, NW.) Coordinate solutions that bring together placemaking, public space activation, and safety for all users at these critical intersections.



Bicycles are heavily used in Adams Morgan

GOAL 17 Improve public safety and communications with the Metropolitan Police Department (MPD).

RECOMMENDATIONS:

17A Conduct a “Safe Streets Audit” to identify neighborhood safety issues. Document key elements that contribute to (or decrease) the sense of safety neighbors, employees, and visitors feel within Adams Morgan’s commercial district (nodes). A “Safe Streets Audit” is an analysis of a commercial corridor at different times during a two-week period to better understand the issues that impact the perception of overall safety.

17B Improve communication between residents and police officers in the neighborhood. Coordinate a community engagement strategy with MPD to identify areas where MPD and community policing could help address longstanding nuisance and safety issues.



18th Street at Columbia Road, Adams Morgan Day 2015

NEIGHBORHOOD PRIORITIES FOR THE MARIE H. REED COMMUNITY LEARNING CENTER MODERNIZATION PROJECT

- ▶ Ensure community facilities such as the Marie Reed Recreation Center and playing fields can accommodate a range of ages and are accessible to the community during non-school hours.
- ▶ Create more of a streetscape presence, with the emphasis on the desire for more 18th Street frontage. This neighborhood preference was identified in the Envision Adams Morgan community survey assessment.
- ▶ Adopt an architectural style that promotes natural light, energy efficiency, sightlines, and street presence.
- ▶ Develop engaging and safety-enhancing landscaping and lighting plans for the campus.
- ▶ Ensure modernization of the school includes community spaces accessible for events and programming during non-school hours.
- ▶ Support sustainable enhancements and improvements to all buildings and external spaces as part of the school modernization.
- ▶ Provide prominent signage on both 18th Street and Champlain Street to identify the full range of activities and services (e.g., elementary school, recreational, and health and human services facilities offered at Marie Reed).



Marie H. Reed Community Learning Center (Existing Condition)



Aerial Image of Marie Reed Complex

ADAMS MORGAN IS... MOVING FORWARD

Adams Morgan has long been a neighborhood of market distinction. The neighborhood's architecture, diversity and vibrancy have helped make it one of the District's most recognizable neighborhoods. Today, Adams Morgan is faced with unprecedented challenges: new markets have emerged in its periphery causing turnover and vacancy of retail spaces; development and new construction have impacted aspects of the neighborhood's rich architectural character; and economic resurgence and demographic growth throughout the District have translated into increased population growth and housing costs which present challenges to neighborhood affordability.

The Adams Morgan Vision Framework responds to these challenges and presents an actionable roadmap that builds upon the neighborhood's defining characteristics, such as rich cultural history, arts, and institutional assets. The Vision Framework is a holistic and unified vision for the neighborhood to achieve in the coming years by identifying opportunity areas to preserve physical characteristics, enhance retail and amenities, support sustainability, and improve the quality of life for the community.

The Adams Morgan Vision Framework addresses stakeholder areas of concern by prioritizing specific goals with implementable recommendations that build upon the work that is already underway in the community. The vision framework tells a narrative of the neighborhood by unpacking its important cultural and historical aspects and building on them to ensure Adams Morgan retains relevancy and competitiveness in the context of a growing city. The Vision Framework is a reflection of listening to community priorities and distilling the information collected into a user-friendly, and easily-understood graphic framework to be used by all neighborhood stakeholders.

The Adams Morgan Vision Framework will be realized through a range of implementers across sectors including: The District of Columbia, the AMPBID, property owners, businesses, developers, civic associations, and community stakeholders each have an important role to play. Each must actively work with the others, taking a holistic approach to partnership. While a diverse approach to implementers is key, an implementation matrix is also included on pages 28 -31 to provide guidance to potential lead entities for each action.

As a priority, the District of Columbia will use the recommendations of this Vision Framework 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.

The Vision Framework demonstrates how through enhancing public space, supporting the area's unique retail subdistricts, and promoting sustainable practices, stakeholders can build upon the neighborhood's strong advocacy to realize both short and long term strategies for action. For example, specific actions such as creating merchant committees and improving connections between retailers and residents are early implementation steps that can be taken by the BID to improve the neighborhood's retail.

As with all planning initiatives, the DC Office of Planning (OP) will continue to oversee and track implementation and work to ensure that District investments and programs align with the neighborhood's goals and the values laid out in this Vision Framework. OP will reconvene stakeholders in the future to review completed work and identify additional implementation opportunities.

PLANNING POLICIES

The District of Columbia planning and policy framework documents that support and shape the Adams Morgan Vision Framework include the following:

- ▶ Comprehensive Plan of the National Capital-District Elements (OP)
- ▶ Move DC (DDOT)
- ▶ Play DC (DPR)
- ▶ Age-Friendly DC (DCOA)
- ▶ Sustainable DC (OP and DOEE)
- ▶ DC Vibrant Retail Streets Toolkit (OP)
- ▶ DDOT Public Realm Design Manual
- ▶ District of Columbia Historic Preservation Law
- ▶ Ward 1 Heritage Guide (DC HPO)

MOVING FORWARD

IMPLEMENTATION MATRIX	
GOALS	RECOMMENDATIONS
1 ENHANCE COMMUNITY GATHERING SPACES	1A Transform the large sidewalk at 18th Street and Columbia Road to create a centralized, flexible community-gathering space.
2 REDEFINE UNITY PARK	2A Undertake a temporary, cultural-themed activation project at Unity Park.
	2B Initiate a culturally sensitive and age-friendly redesign and enhancement of Unity Park.
3 IMPROVE TRANSITIONS BETWEEN LAND USES	3A Conduct a clean and safe audit of commercial alleys to improve the overall look and to animate spaces.
4 ALIGN RETAILER GOALS	4A Create “merchant communities” for each retail district (node) to provide a point of communication between retailers.
	4B Encourage retail businesses to design storefronts and signs in a creative manner that reflect the range of diversity of business types.
	4C Educate business owners on the importance of having good signage.
	4D Encourage local start-up retailers to consider ‘stacked’ retail space as incubation opportunities.
5 IMPROVE RETAILER & RESIDENT CONNECTIONS	5A Provide retailers with information and insight regarding local residents’ retail needs to retool their offerings to be more locally targeted.
	5B Develop a resident and retailer stakeholder group to work towards joint neighborhood objectives.
	5C Inspire retailers to “sell local.”
6 PROVIDE ASSISTANCE FOR BUSINESSES	6A Identify technical assistance needs and priorities of Hispanic, Asian, and African-owned/operated businesses in the neighborhood and recognize the differences that naturally arise from cultural variety among tenants.
7 ACHIEVE CLEAN, SAFE, & HEALTHY ENVIRONMENT	7A Pursue refrigerated dumpster and solar trash compactor facilities in the commercial district.
	7B Develop a waste management plan for commercial businesses to better dispose of waste and control associated rodent and pest activity.
8 ENHANCE NEIGHBORHOOD SUSTAINABILITY	8A Form an Adams Morgan sustainability task force to incorporate the goals of the Sustainable DC Initiative and these recommendations.
	8B Embed a culture of sustainability into the fabric of all Adams Morgan hospitality and restaurant-based businesses.
	8C Work with the Urban Forestry Administration to identify opportunities to fill gaps in the street tree canopy.
	8D Work with the Great Streets program, DPW and/or BID to expand the neighborhood’s public recycling program.
	8E Create a community compost drop off site.
	8F Conduct a sustainable infrastructure audit to identify interventions to promote neighborhood sustainability efforts.
	8G Achieve a 25% target for high performing roofs for residential and commercial projects.
8H Support provisions in Planned Unit Developments that encourage developers to go above and beyond the Green Building Act requirements.	

TEAM: ■ Primary ■ Secondary	GOVERNMENT AGENCIES	BID	COMMUNITY STAKEHOLDERS		TIME FRAME:		
					SHORT (1-2 years)	MEDIUM (3-5 years)	LONG (5+ years)
	DDOT, OP			1A			
	OP, DPR, OAA, OLA			2A			
	DCCAH, DPR, OAA, OLA, DCOA			2B			
	DDOT, DPW, MPD, DCCAH			3A			
				4A			
	DCCAH, DSLBD			4B			
	OP, DSLBD			4C			
	DSLBD, WDCEP			4D			
				5A			
	OP		EAM	5B			
	DSLBD			5C			
	DSLBD, OAA, OLA			6A			
	DOEE, OP			7A			
	DPW, DOH, DOEE			7B			
	DOEE, OP			8A			
	DOEE, OP			8B			
	UFA			8C			
	DMPED, DPW			8D			
	DPR			8E			
	DGS, DOEE, OP			8F			
				8G			
	DOEE			8H			

LIST OF ABBREVIATIONS

The following is a list of abbreviations used throughout this document alongside their corresponding meanings.

- AMPBID Adams Morgan Partnership Business Improvement District
- ANC Advisory Neighborhood Council
- APIA Office on Asian and Pacific Islander Affairs
- DCCAH DC Commission on Arts and Humanities
- DC BAC DC Bicycle Advisory Council
- DCOA DC Office on Aging
- DCPS District of Columbia Public Schools
- DDOT District Department of Transportation
- DGS Department of General Services
- DHCD Department of Housing and Community Development
- DMPED Deputy Mayor for Planning and Economic Development
- DOEE Department of Energy and Environment
- DOH Department of Health
- DPR Department of Parks and Recreation
- DPW Department of Public Works
- DSLBD Department of Small and Local Business Development
- EAM Envision Adams Morgan
- HPRB Historic Preservation Review Board
- MPD Metropolitan Police Department
- NPS National Park Service
- OAA Office of African Affairs
- OCTO Office of the Chief Technology Officer
- OLA Office of Latino Affairs
- OP Office of Planning
- PUD Planned Unit Development
- SI Smithsonian Institution
- UFA Urban Forestry Administration
- WDCEP Washington DC Economic Partnership

MOVING FORWARD

IMPLEMENTATION MATRIX <i>(continued)</i>	
GOALS	RECOMMENDATIONS
9 MAINTAIN NEIGHBORHOOD CHARACTER	9A Host a community-wide workshop with stakeholders to discuss options for balancing growth and preserving neighborhood character.
	9B Ensure key open spaces and focal points within the commercial corridor continue to serve as functional community gathering spaces.
10 REINFORCE IDENTITY	10A Encourage community participation in neighborhood-level cultural activities.
	10B Expand upon Adams Morgan's public art identity with new and innovative public art.
	10C Coordinate the commissioning and installation of artworks for public sites throughout the neighborhood.
11 ESTABLISH NEIGHBORHOOD BOUNDARIES	11A Integrate art and signage in key locations to create neighborhood gateways to the neighborhood.
12 CONNECT NEIGHBORHOOD ASSETS	12A Establish a neighborhood way-finding system to help project a consistent image for the neighborhood.
	12B Establish a clear, direct pedestrian and bicycle connection between the neighborhood and the Zoo.
13 INCREASE AFFORDABLE HOUSING	13A Establish targets that exceed current inclusionary zoning thresholds for future Planned Unit Developments.
	13B Seek citywide subsidy sources for affordable housing in Adams Morgan and encourage preservation of affordable housing.
14 EXPAND NEIGHBORHOOD AMENITIES	14A Establish an Adams Morgan community garden program.
	14B Enhance underutilized triangle parks to serve as rain gardens, community gardens, or pocket parks.
	14C Complete the modernization of the Marie Reed Education Campus to include community-accessible amenities.
15 IMPROVE GREEN SPACES	15A Increase accessibility and age-friendliness of parks and open spaces in the neighborhood.
16 IMPROVE PEDESTRIAN ACCESS AND SAFETY	16A Examine the study area to identify locations to potentially locate or improve cycle-tracks, bike lanes, and access to Rock Creek Park.
	16B Work with DDOT to identify pedestrian and bicycle enhancements and improve connectivity throughout the neighborhood.
17 IMPROVE PUBLIC SAFETY	17A Conduct a "Safe Streets Audit" to identify neighborhood safety issues.
	17B Improve communication between residents and police officers in the neighborhood.

TEAM: ■ Primary ■ Secondary	GOVERNMENT AGENCIES	BID	COMMUNITY STAKEHOLDERS		TIME FRAME:		
					SHORT (1-2 years)	MEDIUM (3-5 years)	LONG (5+ years)
	OP			9A			
	OP, DPR, DDOT			9B			
	OP, DCCAHA			10A			
	DCCAHA			10B			
	DCCAHA			10C			
	DCCAHA, OA			11A			
	OA, OP, OLA, DCCAHA			12A			
	DDOT, DPR, NPS, SI			12B			
	OP			13A			
	DHCD			13B			
	DGS, DPR			14A			
	DDOT, DPR, NPS			14B			
	DCPS, DPR			14C			
	DGS, OA			15A			
	DC BAC			16A			
	DDOT			16B			
	MPD			17A			
	MPD			17B			

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- DOH Department of Health
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- OP Office of Planning
- PUD Planned Unit Development
- SI Smithsonian Institution
- UFA Urban Forestry Administration
- WDCEP Washington DC Economic Partnership

ACKNOWLEDGMENTS

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