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Seeing the Corridor through the Eyes of the Community

Helping to deepen the planning team's understanding of the corridor's existing conditions, community members, along with City staff and representatives, participated in a Kennedy Street "walk-about," held about midway through the planning process. Participants pinpointed specific places or addresses that require attention if the goal of achieving and maintaining a "clean and safe Kennedy Street" is to be realized. It should be noted that an earlier walk through the neighborhood, undertaken by residents as an activity independent of this planning process but definitely related to it, also contributed to addressing the issue of a "clean and safe Kennedy Street." The results included a list of places in need of attention that can potentially be addressed by City agencies within a near-term

Councilmember Muriel Bowser (center) discussed with other participants their observations of Kennedy Street during the walk-about.



timeframe. Issues that were noted included damaged sidewalks, boarded-up storefronts, leaning utility poles, and the condition of some of Kennedy Street's bus shelters.

During the August walk-about, many participants recognized the opportunity inherent in the wide sidewalks that characterize the segment of Kennedy Street between N. Capitol and the Kansas/Missouri intersection. There, they also envisioned new restaurants or cafes with seating spilling out onto the street. Within the general category of storefront improvements, participants made note of the CVS store and the gas station at the Kansas/Missouri intersection – two prominent sites whose physical improvements would contribute richly to the overall quality of the street. In addition they marked on their maps where the corridor could benefit from improvements such as more transparent storefronts, enhanced landscap-



Clipboards and maps in hand, participants in the walk-about carefully marked both areas of great challenge and areas of opportunity.

ing, improved bus shelters and straightened utility poles, increased pedestrian safety, as well as attention to trash and graffiti. In marking their maps, walkers identified the precise location for potential improvements that could be implemented by various City agencies.

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4. MARKET ASSESSMENT



This chapter reviews Kennedy Street's current economic conditions within the context of its market setting and its current retail profile. It analyzes the corridor's potential to support additional retail that broadens, without displacing, the existing retail mix.

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Map showing the areas around Kennedy Street that are within a five-minute drive time.

Demographics

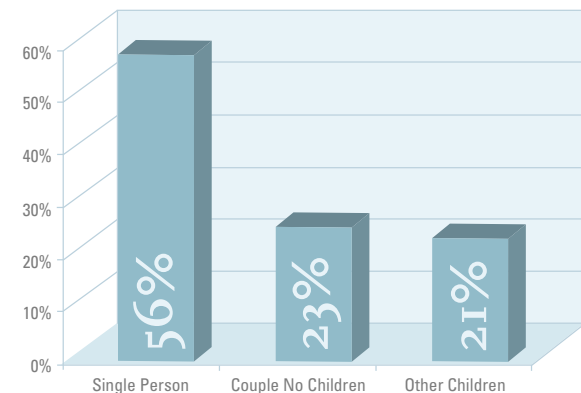
As with any retail or mixed-use corridor, an analysis of Kennedy Street from a market perspective begins by noting that demand for retail space is a function of (1) household spending potential in a given trade area; (2) a site's location (adjacent land use character, access and visibility); and (3) the location and quality of retail in competitive locations.

Households are typically willing to drive five to ten minutes for food and sundry items. (A five-minute drive time is equivalent to approximately one-and-a-half to two miles in an urban area, depending on traffic and other conditions.) In cities, drive times tend to be shorter for convenience goods as compared to suburban areas. Investors will initially investigate the five-minute drive time to test a given location from a demographic standpoint.

Throughout the planning process the community emphasized the need for neighborhood-focused retail that would provide an increasingly diverse set of options for those who live on or near the corridor. At the same time, and in order to attract the additional retail desired by the community, it's important to provide a profile of what is called the corridor's *trade area*. This label is an industry standard that is used to measure the overall market size for convenience-related retail.

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As will be described in the following chapter on the public process, and as emphasized in the Plan's recommendations, the community focused on Kennedy Street's revitalization as a neighborhood corridor whose retail would attract nearby residents. Nevertheless, to understand the character of the market from an investor's perspective, it is a standard practice to review the demographics of the geographic area within 5-minutes from the subject site. For this reason, the characteristics of the people residing within 5-minutes of Kennedy Street have been analyzed for market purposes



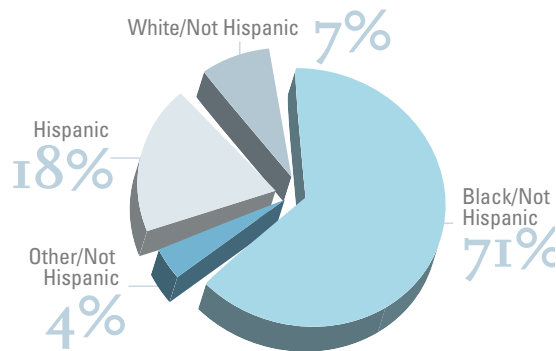
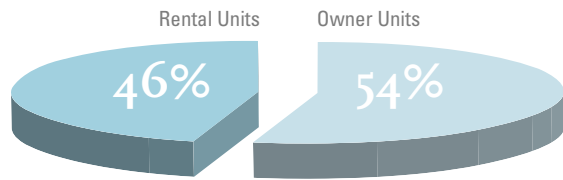
- There are 23,140 households within a five-minute drive of Kennedy Street; similarly, one-tenth of the District's households reside within a ten-minute drive of Kennedy Street. Within the last six years, there has been a slight decrease in the number of households (since 2000). Regardless of this slight shrinkage,

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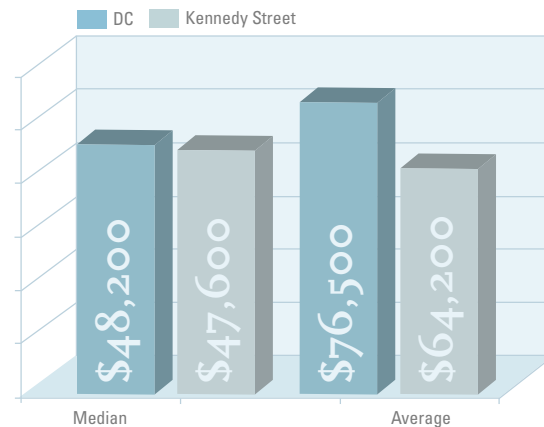
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Kennedy Street is in the center of a densely developed area.

- Almost 80 percent of the households within a five-minute drive time to Kennedy Street are households without children living at home.
- Over half the households within a five-minute drive time of Kennedy Street own their housing unit.



- Over 70 percent of the households within the five-minute drive time area are black/African American.
- The average income among households within the five-minute trade area is \$64,200. The median income is \$47,600, consistent with the District's median income. Average income



grew by 20 percent between 2000 and 2006 both in the District and within the five-minute drive time area.

Current Conditions

LOCATION

The Kennedy Street Study Area, running from North Capitol Street to Georgia Avenue, is bifurcated as a result of the intersection with Missouri

and Kansas Avenues. It is very difficult to negotiate this intersection either by car or by foot.

On an average day, 7,200 vehicles travel on Kennedy Street. While having relatively easy access via a series of major arteries, including N. Capitol, Georgia, Missouri, and Kansas, the traffic flow is nevertheless manageable and does not have a negative impact on the corridor's fundamental neighborhood-centric ambiance. At the same time, it is important to note that at rush hour, traffic can periodically be backed up, causing jams on Georgia. With the exception of Georgia Avenue and its primary commercial profile, Kennedy Street is surrounded by relatively stable, residential neighborhoods.

EXISTING STOREFRONTS

Kennedy Street contains a broad range of retail and service establishments between Capitol Street and Georgia Avenue. Emory Beacon of Light, a faith based, non-profit community outreach organization serving Georgia Avenue and environs, conducted a store survey on the 500 to 800 blocks of Kennedy Street. Among these blocks alone were approximately 20 retail establishments and 14 personal service (barbers and salons) and business service (tax preparers and check cashing) establishments. These establishments likely amount to approximately 35,000 square feet of retail and service space.

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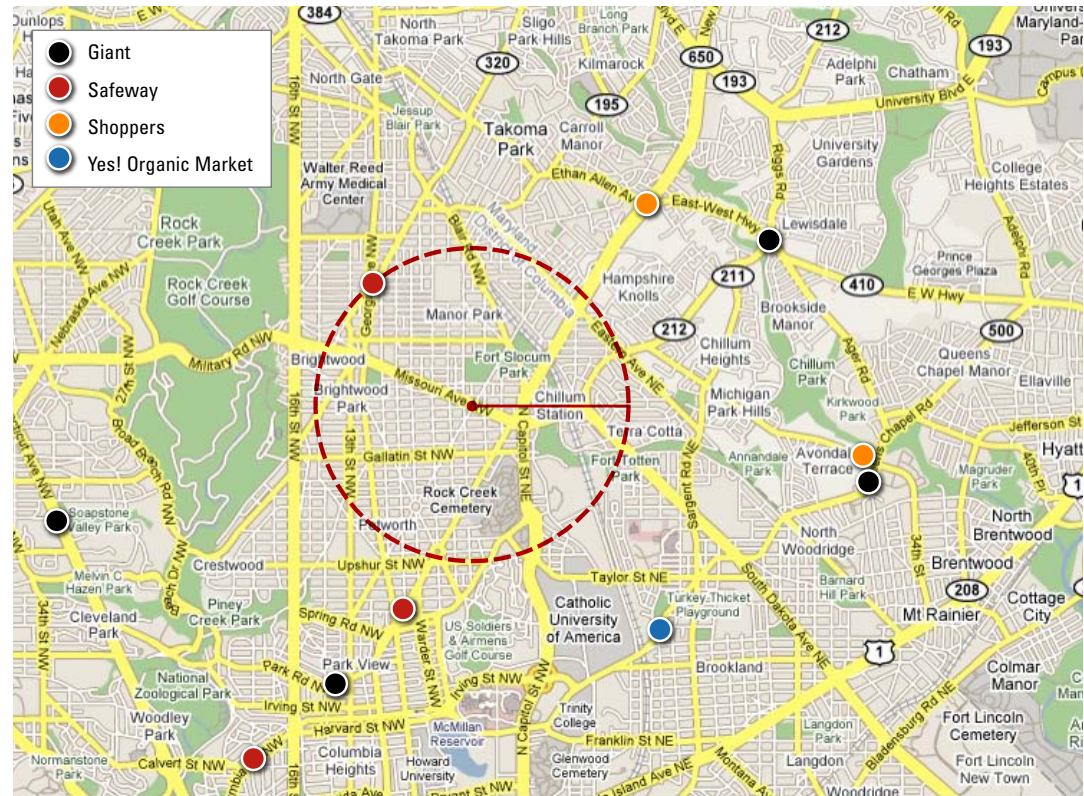
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East of 5th Street there is additional retail, most notably a CVS pharmacy. Retail and service space on these blocks is similar to the 500 to 800 blocks with small retailers and service establishments. In all, this portion of Kennedy Street has an estimated additional 20,000 square feet of retail and service space.

Overall, there are opportunities to enhance not only the quality of the built environment but the range of retail offerings within that environment. There already exist neighborhood-serving facilities ranging from small new eating establishments to a florist that has been one of the corridor's mainstays for many years. At the same time, and with 10,000 households, strong incomes, a 60% home ownership rate, and a well-educated population, there are opportunities for additional retail services such as a newspaper stand, a sit-down coffee shop, a general gift shop, etc.

COMPETITIVE SHOPPING CENTERS

In addition to a lack of community-oriented shopping centers along Kennedy Street or within a fifteen minute walk, there are relatively few such shopping opportunities even within a five-minute drive time. The adjacent map illustrates the location of supermarkets serving the Kennedy Street market. As can be seen, there is one supermarket within one mile of the corridor, a



Safeway on Georgia Avenue. There are two Safeway grocery stores within a five-minute drive of Kennedy Street and two other supermarkets just beyond a five-minute drive.

The two most prominent shopping centers serving Kennedy Street residents include: 1) Georgia Avenue, which contains a mix of neighborhood-oriented retail, with a variety of shoppers' goods,

convenience stores, and eating and drinking establishments in Downtown Silver Spring; and 2) the community of Takoma Park, which features a variety of neighborhood and community shopping centers within a five-minute drive time to Kennedy Street.

Development Potential

Given the existing supply of competitive shopping centers and Kennedy Street's location, including its proximity to Silver Spring, the corridor will not successfully compete for credit shoppers' goods stores such as the Gap, Ann Taylor, etc. In addition, Kennedy Street does not have the physical capacity to accommodate a critical mass of these types of stores without significant demolition.

With proper marketing and street management, however, there may be an opportunity for Kennedy Street to leverage its regional access and Main Street ambiance to attract small independent, specialty retailers. As the nearby charts indicate, there is certainly sufficient buying power within a five-minute drive time (and beyond) to support such retailers. A cluster of stores with a similar market orientation (for example, arts, vegetarian cuisine, ethnic apparel, etc.) could be effective in this marketplace.

Kennedy Street already functions as a neighborhood center. Given its ideal location, there is an opportunity to bolster the tenant mix along the corridor to better fulfill its role.

As noted earlier, within a five-minute drive time of Kennedy Street there are over 23,000 households with a median income of \$47,650. Within

a one-minute drive time, or fifteen-minute walk, of Kennedy Street there are over 10,000 households with a median income of approximately \$48,900. This density alone can support a concentration of retail and commercial opportunities in excess of 100,000 square feet. In terms of market potential the one-minute drive time has been applied to respect the community's desire to have Kennedy Street service the immediate neighborhoods.

The corridor already functions as a neighborhood center with a pharmacy, small grocery stores, eating and drinking establishments, and a range of services. At the same time, when community members were asked early in the planning process to describe Kennedy Street's retail future, many responded by calling for a food shop where they might buy fresh produce. Thus, one obvious

**EXPENDITURE POTENTIAL BY STORE TYPE HOUSEHOLDS WITHIN
1-MINUTE & 5-MINUTE DRIVE TIME**

Store Type	1-Minute Drive Time		5-Minute Drive Time	
	Expenditure Potential	Potential Square Feet	Expenditure Potential	Potential Square Feet
Food	\$39,575,000	158,300	\$86,421,000	345,700
Pharmacy/Health	\$22,171,000	88,700	\$53,390,000	213,600
Shoppers Goods	\$90,852,000	363,400	\$215,889,000	863,600
Take-Out Food	\$13,850,000	55,400	\$35,259,000	145,000
Full-Service Restaurant	\$14,781,000	59,100	\$34,713,000	138,900

Source: Claritas, Inc.

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opportunity to bolster the existing mix is to provide retail more oriented to the urban lifestyle. Additional retailers might include a small fresh food market, a coffee shop, a newspaper/news store, a small hardware store, and gift shops.

As noted earlier, the planning team's market analysis estimates that there are approximately 50,000 to 60,000 square feet of retail and services on Kennedy Street today. As the nearby chart indicates, Kennedy Street can in fact support up to 100,000 square feet of retail and services, or an additional 40,000 to 50,000 square feet, that could accommodate the unmet demand for food, shoppers' goods, and full-service restaurants.

The market potential within a one-minute drive

time represents an immediate market opportunity. There is a longer term opportunity to penetrate the massive retail market that exists within a five-minute drive time of Kennedy Street, if desired by the community. This could be accomplished by implementing a niche retail strategy for Kennedy Street, focused on home furnishings, arts, ethnic clothing stores, etc.

SUPPORTABLE RETAIL HOUSEHOLDS WITHIN 1-MINUTE DRIVE TIME

Store Type	1-Minute Drive Time	Capture	Square Feet
	Expenditure Potential		
Food (e.g., grocery)	\$39,575,000	15%	24,700
Pharmacy/Health	\$22,171,000	20%	17,400
Shoppers Goods (e.g., hardware)	\$90,852,000	3%	11,500
Take-Out Food	\$13,850,000	25%	13,600
Full-Service Restaurant	\$14,718,000	15%	7,000
Total Square Feet			74,200
Services at 30% of Total			24,400
TOTAL			98,600
		Rounded	100,000
Less Existing Retail/Services			50-60,000
Potential Net New Retail/Services			40-50,000

Source: Claritas, Inc.

5. PLANNING PROCESS



Overview

The nine-month planning process for Kennedy Street was initiated by the Office of Planning in March 2007 in partnership with neighborhood residents, business and property owners, and other stakeholders focused on improving the corridor's economic vitality and overall physical quality. What eventually became the Kennedy Street Revitalization Plan was the end-product of an intensive series of discussions, meetings, and

workshops that began with a series of informal “open houses” with local residents, business-people, and community and institutional leaders, as well as with representatives from numerous City agencies.

As described in the following pages, the study's Advisory Committee played a significant role in shaping both the planning process and the Plan's ultimate outcomes, including its underlying Vision and set of goals, and its recommendations. The Committee's work linked directly to the public meetings, which served as community-wide opportunities to evaluate, comment on, and further refine the Plan's elements as they evolved. Of particular note is the emphasis placed by both the Committee and the community as a whole on the need for code enforcement and overall safety along the corridor as an absolutely essential series of early-action steps toward the corridor's revitalization. There was also close congruence between the Committee and the community on the need for collaborative advocacy to help ensure the Plan's implementation upon its completion and approval.

What follows is a more detailed review of the various steps taken during the planning process: steps that eventually led to a community-based Vision and accompanying set of goals for Kennedy Street.

Role of the Advisory Committee During the Planning Process

A wide-ranging cross-section of residents, business proprietors, property owners, and community leaders served as a volunteer Advisory Committee for the Kennedy Street planning process, charged with ensuring that the final Plan, and its implementation, would truly reflect the community's wishes and ambitions. At a point mid-way through the process, the Committee's membership expanded to include additional residents and other stakeholders.

Key to the success of the process was the Com-

mittee's charge to serve as a conduit between the community at large and the planning team, to evaluate the priorities and strategies identified by the community, and, ultimately, to help develop plan recommendations.

From the earliest stages, the Committee played a critical role in shaping the process and recommendations that emerged over the course of the seven months. In April, the Committee and the planning team helped formulate a core set of guidelines that would frame the planning team's ongoing work. These guidelines included:

- Maintaining neighborhood scale development
- Creating a neighborhood-serving corridor and pedestrian-friendly streetscape
- Expanding neighborhood-focused retail options while increasing safety
- Identifying opportunities for storefront and sidewalk improvements
- Addressing parking issues
- Ensuring an inclusive process that involves residents, business and property owners, and youth in creating an advocating for the plan
- Determining the applicability of – and potential links between – an array of City-sponsored programs to Kennedy Street's revitalization

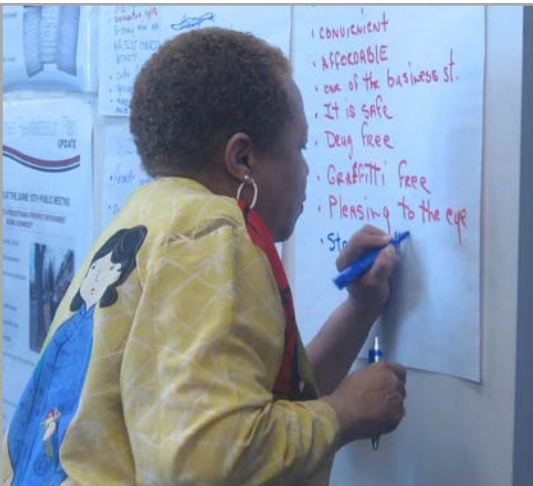


At the August 9 meeting, the Advisory Committee discussed the draft Vision Statement that emerged from the previous month's Community Workshop.

PUBLIC PROCESS SCHEDULE

Meetings with the community and Advisory Committee, as well as with representatives from City agencies, began the week of March 12 with a series of neighborhood-focused open houses and discussions with City agency partners. The meeting schedule continued as follows:

- AGENCY PARTNERS: April 3
- ADVISORY COMMITTEE: April 25
- KICK-OFF COMMUNITY MEETING: June 13
- ADVISORY COMMITTEE: July 12
- COMMUNITY WORKSHOP: July 21
- ADVISORY COMMITTEE AND COMMUNITY WALK-THROUGH: August 9-10
- ADVISORY COMMITTEE: September 6
- AGENCY PARTNERS: September 28
- COMMUNITY MEETING: September 29
- ADVISORY COMMITTEE: October 11
- COMMUNITY MEETING: October 25
- ADVISORY COMMITTEE: December 13
- FINAL ADVISORY COMMITTEE: January 31, 2008
- MAYOR'S PUBLIC HEARING: March 13, 2008



The Advisory Committee's Work During the Planning Process

A follow-up Committee meeting focused on incorporating these guidelines into the structure of a community-wide workshop, held on July 21. With nearly 100 people participating, this was a central event in the planning process, designed to enable community members dig more deeply into the corridor's challenges and opportunities, and to identify where and how the major revitalization guidelines could be applied. Using a variety of media and materials – maps, photographs, flip charts, worksheets, examples from other places – participants in six small groups illustrated where they envisioned improvements or new development, how those improvements might be sustained, and which were of the highest priority. Members of the Advisory Committee served as co-facilitators of the small group discussions. All six groups emphasized the need for a cleaner, safer Kennedy Street as a baseline upon which this corridor is to be revitalized. Key recommendations from the groups included:

- "Opening up" the street's businesses with windows that allow pedestrians to see in and shoppers to see out
- Increased cleanliness and safety through improved enforcement of city codes and delivery of city services such as trash pick-up

At the Community Workshop, participants reviewed posters showing examples from other neighborhoods of physical revitalization that might serve as appropriate models for Kennedy Street. During the Workshop's mapping exercise, each group reached consensus on the desired critical locations for change, and the nature of that change, and then reported back on the results of their discussions.

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- Clearly-marked crosswalks, improved sidewalks, and improved traffic signals
- Programs for youth, as well as for seniors, as major factors contributing to, and sustaining positive change
- Increasing Kennedy Street's desirability as the location for new, neighborhood-focused retail – grocery, bakery, hardware store – that will serve both existing and new residents

At the same time, certain critical points along the corridor were seen as places where change would have significant positive impact. Most often cited was the intersection of 5th and Kennedy, which was seen as a neighborhood “hub,” and which currently features stops for two major bus routes. Suggestions for improvement at this site included the creation of a new park or open space, a café or restaurant with outdoor seating, a police sub-station, a youth center, or a farmer’s market.

Participants also identified Kennedy Street between 1st and 3rd as the possible location for many of the uses described for 5th and Kennedy. These de facto hubs possess unique characteristics that, in the future, could be a catalyst for enhancing Kennedy Street’s sense of place.

The Missouri/Kansas/Kennedy intersection was also identified as an opportunity site, in part because of the need for improved pedestrian, and vehicular, safety. The provision of additional green space was seen as enhancing not only the safety but the aesthetics of that part of the corridor.

Other sites identified for new open space include the intersection of Georgia and Kennedy, and the intersection of Kennedy and N. Capitol.

The Community Workshop as the Central Event of the Planning Process

Following are the summaries of the work of the small groups, with highlights from their illustrated maps. In the case of Groups 1, 2, and 3, participants assigned priorities to their recommendations and ideas; any item that received two or more “votes” is included in the summary of the work of each of those groups.

GROUP 1 From maps



- From N. Capitol to Kansas/Missouri intersection
 - > Farmer’s market



Crosswalks that are highly visible and well maintained make pedestrians feel welcome and safe.

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- Overall:
 - > Opportunities for new green space
 - > Better crosswalks
 - > Improved pedestrian safety via signalization at intersections

From flip-charts

New neighborhood amenities

- Community garden – green space
- Farmer's market
- Sit-down restaurants
- Improved sidewalk treatments

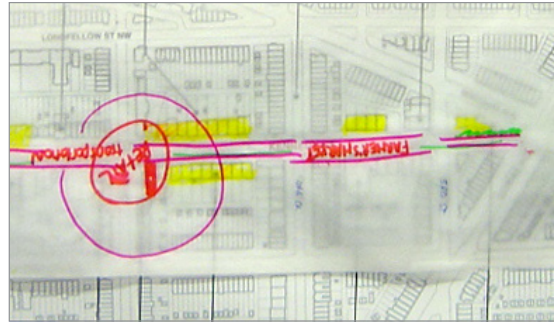
Improved physical, social, and economic environment

- Safer, cleaner environment without displacement
- Visual improvement of all properties
- No more liquor stores
- Improved pedestrian signalization at crosswalks

GROUP 2

From maps

- From N. Capitol to Kansas/Missouri intersection
 - > Arts
 - > Public services
 - > Park/green space at Kansas/Missouri intersection



From flip-charts

New neighborhood amenities

- Bike racks
- Grant money to plant flowers, beautify
- Historic points/information
- Multi-cultural options
- Black-owned businesses
- Recreational activities for youth
- Kennedy Street as a destination (advertising)

Improved physical, social, and economic environment

- Making businesses clean/open/viewable from street; changing facades
- Affordable housing/mixed housing options
- Improved policing and overall public safety
- Sidewalk cleaning, trash can maintenance, overall improvement in delivery of city services
- No higher taxes
- Overall:
 - > Improved streetscape



GROUP 3

From maps

- From N. Capitol to Kansas/Missouri intersection
- > Improved safety at Missouri/Kansas intersection
- From Kansas/Missouri intersection to 8th Street
 - > 5th & Kennedy
 - > Civil Rights Café
 - > Food Festival (between 5th and 8th)
- From 8th Street to Georgia Avenue
 - > Destination restaurant at Wings site
- Overall:
 - > Improved signage



Consistency of sign-band and awnings within the block.

From flip-charts

New neighborhood amenities

- Opportunities for recreation (gyms and health)

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- facilities)
- More places to eat that represent our culture

Improved physical, social, and economic environment

- Tax incentives
- Safety
- Historic preservation/maintain culture and feel
- Safety and comfort indoors and out
- Youth programs and youth involvement
- Reflect full range of residents and businesses

GROUP 4

- From N. Capitol to Kansas/Missouri intersection
 - > Gas station as opportunity site (w/public art)
- From Kansas/Missouri intersection to 8th Street
 - > “Hub” at 5th and Kennedy



- Public park
 - > Public art at 7th and Kennedy
- Overall
 - > Improve bus shelters



GROUP 5

- From Kansas/Missouri intersection to 8th Street
 - > 5th and Kennedy
 - > Farmer's market
 - > Sit-down restaurant
 - > Hardware store
 - > Clearly defined crosswalks
- Overall
 - > Remove boarded-up windows



Outdoor dining areas can add an additional level of activity and vibrancy to a street.



GROUP 6

- From N. Capitol to Kansas/Missouri intersection
 - > Streetscape improvements
 - > Sit-down restaurant
 - > Open space at the gas station
- From Kansas/Missouri intersection to 8th Street
 - > 5th and Kennedy
 - > Open space
 - > Police sub-station
 - > Streetscape improvements
 - > Restaurant
 - > Elimination of crack houses
 - > Between 8th and 9th
 - > Restaurants
 - > Outdoor eating
 - > Park on the old Wings site
- Overall:
 - > Improved streetscape, including better lighting



Storefront engaging both streets and corner.

The Continuing Role of the Advisory Committee

The Advisory Committee continued to work together on strategies to monitor the plan's implementation, with particular emphasis on issues related to economic development, housing, and increased community involvement. Regarding the latter, members of Committee reinforced the goal of “up from the community,” seeking to encourage entrepreneurship and skills development among neighborhood residents, particularly neighborhood youth.

From Public Process to Vision and Goals to Final Recommendations

The July 21 Community Workshop was a critical juncture in Kennedy Street's planning process, and provided much of the content that was then incorporated into a community-wide vision for Kennedy Street's future. As the process moved forward, the vision – and the emerging goals by which the vision would be achieved – was subject to continued discussion and refinement, both at the community-wide level and during meetings with the Advisory Committee.

The vision and goals were also informed by input gleaned from a merchants' survey (*see* page 9.12) as well as from on-going dialogue with other community members and with representatives of City agencies. The latter, which comprised an Agency Partners Group, consisted of representatives from the Department of Transportation, the Deputy Mayor's Office for Planning and Economic Development, the Department of Housing and Community Development, and other entities whose initiatives and programs have the potential to play a dramatic role in Kennedy Street's revitalization.

The following chapter presents the Vision Statement, as expressed by and commented on by the community, and a set of supporting goals aimed at making the vision a reality. To achieve those goals, the Plan provides an Implementation Matrix (*see* Chapter 10) pinpointing potential sources of funding in areas ranging from economic development to housing to streetscape improvement.

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6. VISION AND GOALS



The community's collective and individual recommendations that emerged from the July 21 workshop provided the essential ingredients for the development of an initial Vision Statement outlining Kennedy Street's future. While the Statement was put into narrative form by the planning team, it is drawn from the extensive notes, drawings, and diagrams generated by workshop participants. As expressed by during the workshop – as well as during other public forums and during discussions with the Advisory Committee – the statement builds on existing assets while identifying opportunities for the creation of new value for both existing and future residents and businesses.

A Vision for Kennedy Street

Kennedy Street is the heart of a safe, clean, attractive, neighborhood of choice that celebrates its diversity in terms of race, ethnic background, incomes, age, and other measures. Its scale, character, physical appearance, public realm, and mix of uses are designed to serve the needs—and engage the lives—of the area’s multiple populations. New and existing residents and businesses add vitality to and strengthen the street’s role in ways that engage and enrich Kennedy Street’s community, one that encompasses all who reside, work, worship, study, or play along or near the corridor.

Kennedy Street maintains its “main street” character with a rich variety of building types, styles, uses, and relationships to the street. The corridor’s public elements—defined by its sidewalks, its streets, landscaping, street lights, shop windows, bus shelters, and signage—contribute to the corridor’s unique sense of place. The buildings are sensitive to their neighborhood, adhering to design guidelines that outline the relationship between existing buildings and any new development. Shop windows and facades provide opportunities for increased transparency and accessibility. Sidewalks allow for a range of active uses; combined with the continued presence of residential buildings, they are signature ingredients in the community’s desire for “eyes on the street” and for uses that not only enhance security but that contribute to the neighborhood’s vibrancy and vitality.

The Kennedy Street community continues to build a future that safeguards its existing strengths—from its charter school to its senior wellness center to its churches to its diversity of housing opportunities to its diversity of populations—while seeking to generate new social and economic value along the corridor. With locally-based institutions bringing strengthened community development capabilities to the street, and working collaboratively with District agencies and the private sector, all members of the community, whether newcomers or old-timers, are actively engaged in pursuing the revitalization plan’s goals and in contributing to sustaining Kennedy Street as a proud neighborhood of collegiality and achievement.

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The community also identified, as part of the July workshop, a set of goals that are supported by the

Vision and that describe in more specific detail the attributes of the corridor's future.

The Goals

KENNEDY STREET WILL BE...

- Safe for residents, businesses, and visitors
- Clean
- Drug- and graffiti-free
- A place that embraces diversity of races, ethnic backgrounds, incomes, and ages
- A place that continues to welcome all incomes and all groups

KENNEDY STREET WILL HAVE...

- A healthy and varied array of small, locally owned, neighborhood-focused businesses
- Convenient parking for businesses and residents
- Affordable housing that keeps the community intact while promoting long-term economic diversity
- A community center or centers accessible to all
- A variety of appropriate places that variously attract children, adults, and seniors to enjoy the street
- Pedestrian-friendly sidewalks and neighborhood-friendly streetscape



Outdoor dining areas can add an additional level of activity and vibrancy to a street.



Bus stops should include clean, well-lit and attractive shelters.



Storefront engaging both streets and corner.

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KENNEDY STREET WILL LOOK LIKE...

- A “main street” with its historic buildings and community-supported arts integrated into the public realm and streetscape
- A neighborhood that promotes “eyes on the street” as well as transparency along its commercial sections
- A community that expresses pride in its diversity through its physical appearance, variety of businesses, and range of neighborhood-wide social activities

KENNEDY STREET WILL FLOURISH BECAUSE...

- It will be usable and welcoming, with desirable destinations, and walkable, with attractive, well-lit landscaping, sidewalks, and storefronts
- It will continue to reflect cultural diversity through its range and types of businesses,
- It will have youth programs and invite youth involvement
- It will be sustained both through ongoing involvement in the welfare of the neighborhood by its residents, business and property owners, and institutions, and through its collaboration with City agencies in strengthening Kennedy Street’s long-term well-being



Seasonal farmer's markets attract shoppers to an area and can make under-utilized spaces and side streets more vibrant.



Left-over space in the public right-of-way or empty lots can be converted into landscaped areas for seating or outdoor activities.



Well-lit commercial streets create a sense of warmth and security at night.

From Vision to Core Themes

With further input from the Advisory Committee, the Vision was distilled into the five major themes – each supported by a key goal – that comprise the heart of the plan. Each of these themes identifies a significant area of concern that needs to be addressed if Kennedy Street’s revitalization is to be successful. As such, the plan’s implementation strategy is also organized according to this set of themes and is based on the rationales that follow a description of each theme and its accompanying goal.

THEME 1:

CLEAN AND SAFE NEIGHBORHOOD

Goal: Ensure a clean, safe, and beneficial environment where it is enjoyable to live, work, and be entertained.

Background: In addition to challenges relating to trash and graffiti removal, there is a perception that Kennedy Street is a high-crime area, with a proliferation of abandoned properties. Furthermore, the neighborhood is seen as home to at-risk youth.

THEME 2:

CREATING SPECIAL PLACES

Goal: Connect Kennedy Street to the community and create new mixed-use nodes through quality urban design and street-activated uses.

Background: Kennedy Street already has numerous examples of mixed-use buildings that include ground-floor retail and residential units above. Mixed-use provides the opportunity for increased vibrancy and activity without displacement, while fulfilling the community’s desire for improving the overall look of the street and its buildings.

THEME 3

ECONOMIC DEVELOPMENT AND HOUSING

Goal: Encourage new, mixed income, mixed-use developments while provide new opportunities for existing residents and businesses.

Background: While looking to support existing residents – renters as well as homeowners – and businesses, the plan highlights the need for neighborhood-serving, increasingly diverse retail and for maintaining opportunities for affordable rental and homeownership housing.

THEME 4

TRANSPORTATION AND PUBLIC REALM

Goal: Create a walkable, safe public realm that encourages mobility and connectivity.

Background: While improving pedestrian and bicycle safety, action on behalf of this theme will also improve streetscape and public realm amenities, and will focus on the issue of perceived parking insufficiencies.

THEME 5

COLLABORATION AND PARTNERING

Goal: Empower residents to support implementation of the plan.

Background: The plan is an advocacy document, and its successful implementation will be driven at least in part through its support by the widest possible cross-section of neighborhood residents, businesses, and community and institutional leaders, working with and through the appropriate City agency partners.

From Vision to Core Themes to Recommendations

A series of recommendations, outlined by the Advisory Committee and discussed by the community at large, followed the articulation of these themes and goals. The following chapter outlines those recommendations. It shows how and where various development scenarios along the corridor might emerge to support the Plan's goals, and identifies how those goals can be further supported through public policy interventions and initiatives.

7. CORRIDOR AND SPECIAL AREA RECOMMENDATIONS



As with the summary of existing conditions outlined earlier and the business strategy and design guidelines that follow, it is useful to discuss the recommendations for Kennedy Street both in terms of the corridor as a whole and as a collection of three special areas.

The Vision's core themes, as enumerated in the previous chapter, frame the recommendations. Drawing on the results of discussions and meetings with the community, they include both public policy initiatives for the corridor as a whole as well as place-specific changes that collectively can provide the impetus for Kennedy Street's revitalization.

Following the corridor-wide recommendations, the plan examines in more detail the three sub-areas that make up the corridor, showing how these recommendations might be applied under the different conditions that exist in those areas. The plan also provides a series of development scenarios, or examples of what physical revitalization could potentially look like at specific points along the corridor.

The Corridor as a Whole

In community workshops, residents expressed great concern about the general physical state of the corridor. Issues ranged from concern about graffiti, trash, perception of crime, at-risk youth, and abandoned properties to the desire for more mixed-use development, improving building facades, and increasing the amount of green space along the corridor. Creating a safe, clean, and pedestrian-friendly environment was seen as a high priority. In addition, there was a stated desire that the future of Kennedy Street includes those who already live and work along the corridor. Growth and change should accommodate a diverse population, provide additional affordable housing, and retain the overall neighborhood character.

The core themes drawn from the Kennedy Street's vision have shaped the community's goals for the corridor as a whole. The plan's Implementation Matrix, in Section 10, sets a series of steps by which these goals can be realized.

Renovation of Existing Buildings

A major element of the corridor's overall revitalization focuses on the existing building stock. Thus, in addition to the major proposed transformations of sites described later, there are many places along the corridor that would be dramatically improved through façade and streetscape

renovations. In many cases, there are fine examples of architecturally significant buildings which have been masked under years of neglect or renovations which have detracted from their historic character. Sensitive renovations would provide the opportunity to return these buildings to their previous condition, allowing them to add value to the architecture of the streetscape. Many buildings along the corridor could follow the model of the recently completed renovation of the Kennedy Theater in the 300 block into the Kennedy Senior Wellness Center, becoming an active part of the community's future.

In addition, there are several discrete parcels which, at the time this report is being prepared, appear to be boarded and vacant. Attention to these sites will help in the overall improvement of the corridor. They are:

1. 900 block – 931, 929 (residential)
2. 800 block – 809, 806 (residential)
3. 700 block – 708 (commercial), 710 (commercial)
4. 400 block – 443 (commercial), 408 (residential)
5. 300 block – 308 (commercial), 350 (commercial)
6. 100 block – 114 (commercial), 104 (commercial), 105 (commercial)

Recommendations:

- 1) Preserve and upgrade the many older buildings along the corridor
- 2) Encourage visual connections and active ground floor uses.



The existing building on the northeast corner of 7th and Kennedy Street.



New awnings, signage, transparent storefronts, lighting, and landscaping can help transform this historic building into a more lively and welcoming part of the streetscape. This image also shows the significant impact of relocating the utilities.

THE FOLLOWING RECOMMENDATIONS ADDRESS THESE CONCERNS AND PROVIDE A FRAMEWORK FOR MORE SPECIFIC RECOMMENDATIONS AND GUIDELINES:

Clean and Safe Neighborhood

- Strengthen the relationships with law enforcement and other community organizations to monitor and respond to public safety problems and issues, including trash pick-up, graffiti, and street cleaning.
- Support programs and services to embrace at-risk youth in the neighborhood, including job training and increased awareness and education to eliminate gang activity, drug use, and juvenile crime.
- Identify vacant and/or dangerous buildings to enforce suitable building code compliance and develop a strategy for reuse.



Vision Goal: Ensure a safe and beneficial environment to live work and play

- Increase the visual and physical connectivity between storefronts and the sidewalk to add vibrancy to the street and improve safety through more “eyes on the street.”

- Expand the Beacon Brightwood Business Alliance’s “clean and safe” initiative, supported by the Neighborhood Investment Fund, to the entire corridor by expanding the boundaries of the NIF area itself.

Creating Special Places

- Increase the quality of the pedestrian experience through sidewalk enhancements, benches, plantings, and specialty pavings.



Vision Goal: Increase the quality of the pedestrian experience through sidewalk enhancements

- Develop appropriate signage, lighting, façade guidelines which relate to and support the existing buildings.
- Encourage infill development and the reuse and rehabilitation of existing buildings.

Economic Development and Housing

- Support programs that enable existing residents to stay in the neighborhood, including providing affordable housing along the corridor and assisting existing retailers to succeed.
- Expand retail and service options to better reflect the needs of Kennedy Street’s diverse community.

- Support area business associations and non-profits in order to provide technical assistance to area businesses.



Vision Goal: Encourage new mixed-income, mixed-use development, while providing opportunities for existing residents and businesses

- Actively promote existing property tax relief as well as energy assistance programs designed to support senior citizen and lower income homeowners retain their homes.
- Apply for a Main Street designation (*See page*

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7.20 for a description of the Main Street program).

- Work with City and other agencies on marketing initiatives to attract neighborhood-serving retailers – grocery, hardware, coffee shop – to Kennedy Street.
- Focus new mixed use development around key areas by targeting resources or incentives to aid in economic development.

Transportation and Public Realm

- Encourage a “greening of the street” through continuous lines of trees and other landscape elements, including the preservation of existing older trees.
- Implement a parking study to assess the cur-

rent supply and projected future needs.

- Maintain and improve the look of the utility poles through creative means, if undergrounding them is not feasible in the near future.
- Connect to existing and proposed bike routes.

Collaboration and Partnering

- Create a Kennedy Street Task Force to partner with the District to help drive the Plan’s implementation.
- Establish or expand an existing community development entity to set priorities; create an implementation work plan in conjunction with City agency partners; and work toward identifying District, Federal, and other funding sources.



Vision Goal: Create a walkable, safe public realm that encourages mobility and connectivity



Vision Goal: Empower residents to support the implementation of the Plan.

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Kennedy Street's Three Unique Areas



THE FOLLOWING DEVELOPMENT RECOMMENDATIONS SERVE TO HIGHLIGHT POTENTIAL PHYSICAL CHANGES TO THE CORRIDOR

The success of the revitalization of Kennedy Street can be enhanced by identifying ways to focus improvements that draw on the existing strengths of the urban pattern or infrastructure. The approach to the corridor as a series of special places with unique physical characteristics can be translated directly into a series of recommendations which relate to land use, character, and relationship to the surrounding community.

Kennedy Street can be approached as three unique areas:

area 1: Georgia Avenue to 8th Street

area 2: 8th Street to the Kansas/Missouri intersection

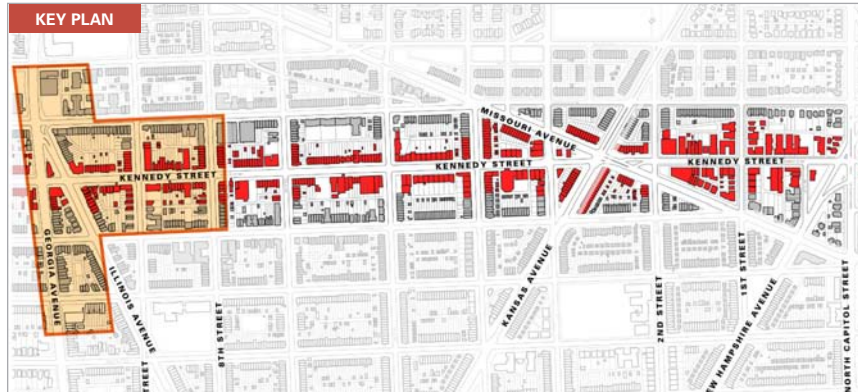
area 3: Kansas/Missouri to North Capitol Street

With its proximity to Georgia Avenue,

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AREA 1: GEORGIA AVENUE TO 8TH STREET



this area has the potential to tap into the activity and energy along that “Great Street” and share in its success. The scale and level of activity along Georgia Avenue could support increased densities for housing and commercial uses and provide an excellent opportunity to redefine the image of Kennedy Street to the broader district through the creation of new, vibrant, highly visible development. Increased density at this “gateway” to Kennedy Street would also have minimal impact on the smaller-scale, finer-grained housing and retail patterns further into the neighborhood.

In addition, the existing pattern of locally-owned businesses occupying ground floors of the historic row houses in the 900 block could be expanded to create a district for small entrepreneurial enterprises to grow and thrive.



Façade, signage, and lighting improvements could help reestablish the character of many older buildings along the corridor.



Townhouses could continue to provide small, entrepreneurial store owners a presence along Kennedy Street.



Small retail and carry-outs could take advantage of wide sidewalks for small seating areas or merchandising.

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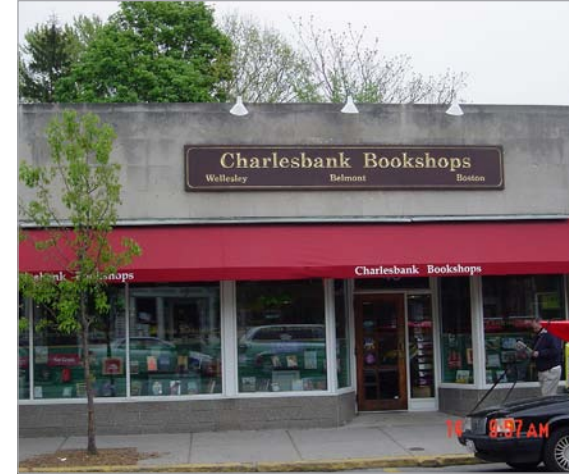
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Recommendations:

- 1) Strengthen the capacity for neighborhood-friendly live-work ventures within existing or new row houses.
- 2) Enhance transitional areas between residential entrances and the sidewalk with landscaping and attractive fencing. Also provide for more street trees.
- 3) Investigate opportunities for affordable housing within new residential or mixed-use projects.
- 4) Encourage greater densities and active ground floor uses at Georgia Avenue.
- 5) Ensure that signage, lighting, and retail storefronts are compatible with the residential character of the area.



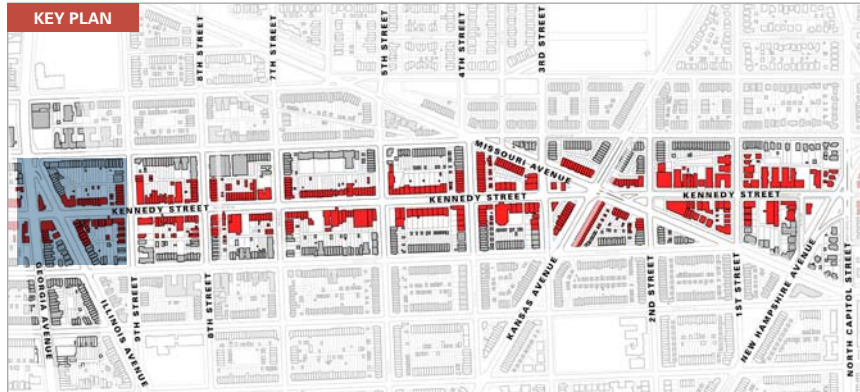
New housing above retail allows for the creation of more affordable units and helps support the expansion of lively retail activity.



Simple signage, lighting, and transparent storefronts help make this retailer part of a pleasant pedestrian experience.

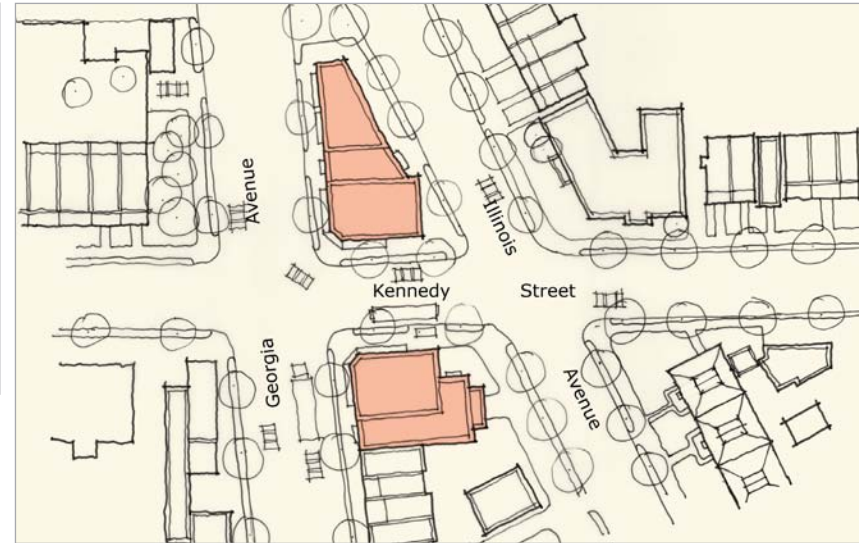
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GEORGIA AVENUE AND KENNEDY STREET

The two parcels on the north and south sides of the Georgia and Kennedy intersection are currently occupied by a one story commercial building with limited windows to the south and a two story mixed use building with service areas to the north. Georgia Avenue has been designated as one of the Districts “Great Streets” and has seen a great deal of investment activity recently; it also serves as a major vehicular route for those traveling in and out of the downtown area. This highly visible location provides the opportunity to create a new “gateway” to the Kennedy Street corridor through the redevelopment of these two parcels as special buildings with a more significant visual presence.



Potential site plan at Georgia Avenue and Kennedy Street

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The existing corner as seen from Georgia Avenue looking southeast

A pair of mixed use buildings with retail or services on the ground floor and mixed income housing above could provide a signal to the greater community that Kennedy Street is a place to live and work and help Kennedy Street tap into the energy and vitality of a resurgent Georgia Avenue. While four-story as-of-right heights would be sufficient to create a significant gateway to the corridor, this intersection is also one in which increased heights could be possible without threatening the neighborhood character of the area. Whether 4 or 6 stories in height, the highest portion of these sites should be directly at the corner, with areas of lower height stepping down toward the surrounding context.



A pair of new 4-story mixed use buildings could help form an attractive gateway to the Kennedy Street corridor. This site could also contain taller structures given its location along Georgia Avenue. (see page 8.5)