

kennedy street

revitalization plan

AREA 2: 8TH STREET TO KANSAS/MISSOURI AVENUES



The corner of 5th Street should become a more active neighborhood “hub” taking advantage of its central location and wide sidewalks.



Existing housing should be protected and enhanced through façade and landscape improvements.



Existing neighborhood services and retail should be supported and new businesses should be encouraged to respond to the changing needs of the area.

kennedy street

revitalization plan



As the geographic center of the Kennedy Street corridor, Area 2 provides the opportunity to enhance the quality of life for the neighborhood by further becoming the zone which is dominated by housing and neighborhood-oriented retail and services. In particular, the community felt that the 5th Street intersection had the capability to play a significant role in the revitalization of the neighborhood.

Recommendations:

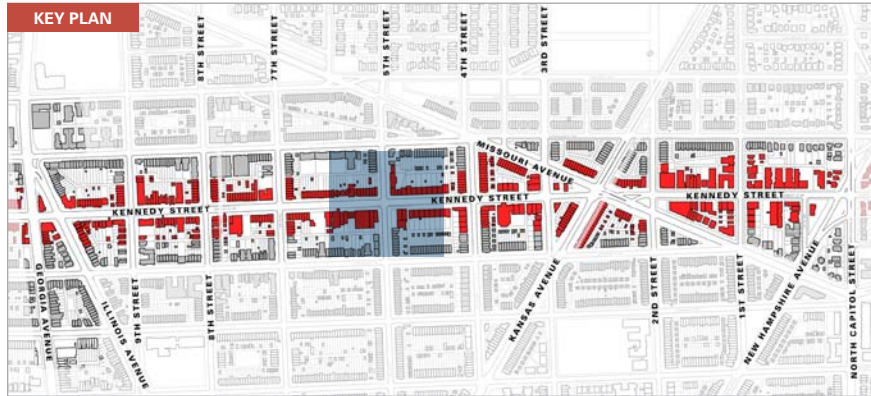
- 1) Create a vibrant neighborhood “hub” at the corner of 5th and Kennedy with inviting, transparent storefronts with entrances facing out onto both streets.
- 2) Encourage uses such as cafes, sit-down restaurants, a youth center, or farmer’s market.
- 3) Strengthen all four corners by allowing buildings to “wrap” the corner, with continuous



kennedy street

revitalization plan

activity on the ground floor.



- 4) Preserve and enhance the character of the existing residential areas through façade renovation and landscape enhancement programs.
- 5) Part of the creation of a neighborhood “hub” should include the expansion of affordable housing near the transit lines.



The opportunity here is to bring the building massing out to the sidewalk and locate the parking in a concealed location.

kennedy street

revitalization plan



The existing southeast corner of 5th Street

5TH STREET AND KENNEDY STREET

Through the community process, the intersection of 5th and Kennedy was identified by neighborhood residents as a place which has the potential to serve as the “hub of the neighborhood”. It was envisioned as a place which could take advantage of its geographically centralized location, use as a transit crossroads, and currently underutilized parcels and become a more active place which could host a successful location for housing, retail and services, or a business incubator.

The southeast corner of this intersection currently contains a one-story building with parking set toward the rear of the property with a parking located along the street. This opportunity scenario would reverse this relationship by bringing a new building up to the sidewalk’s edge and locating the parking areas away from the street, shielded from view in the rear of the lot.

Providing space for active ground floor uses with transparent storefronts would help enliven the sidewalk, while creating new mixed-income housing units on the upper floors would provide a greater degree of sidewalk safety due to additional “eyes on the street.” Increased heights at the corners would help provide visual prominence and allow for more housing in the upper floors. The building should provide a graceful transition to the surrounding two-story housing along both Kennedy Street and 5th Street.

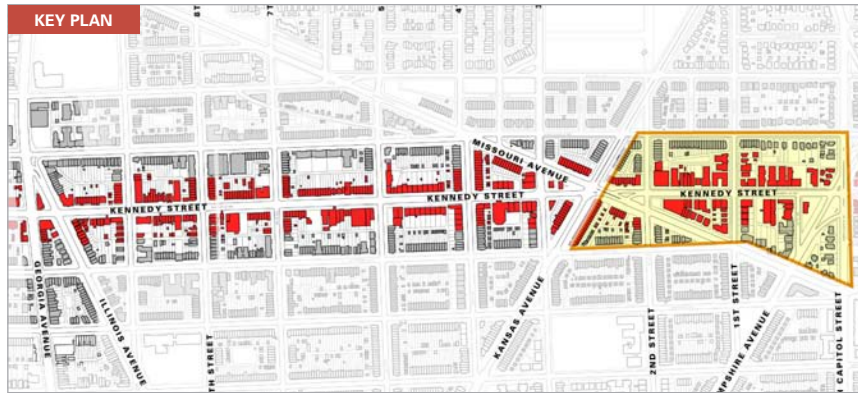


Additional height at the intersection helps give prominence and adds vibrancy to the corners.

kennedy street

revitalization plan

AREA 3: KANSAS/MISSOURI AVENUES TO NORTH CAPITOL STREET



Due to its physical and psychological separation from the western part of the corridor, this area feels the most like a discrete and definable district. This is accentuated by the increase in scale and shift in building type due to the larger lot sizes in this zone and by the fact that the broad sidewalk dimensions found primarily at the corners in Areas 1 and 2 are nearly continuous throughout Area 3.

This combination of physical factors could enable this area to develop a unique identity or “brand” within the District and be place in which destination retailers mix with locally focused services, activities are allowed to spill out of the buildings and onto the wide sidewalks, and large numbers of new and existing residents can access a range of housing options.



Large, blank walls could become places where the life of the interior of the building is brought out onto the street for all to see.



Elements which disconnect the interior of retailers with the street could be removed, allowing the life of the buildings to visually or physically spill out onto the wide sidewalks.



Underutilized lots could become places to pursue development opportunities which would improve the livability and economic vitality of the corridor.

kennedy street

revitalization plan

Recommendations:

- 1) Create a vibrant, dynamic district for both residents and non-residents, with activities spilling out of buildings and onto the wide sidewalks.
- 2) Use the area's larger lots and building types to attract destination retailers.
- 3) Work with faith-based organizations and other institutions to enliven blank storefronts by developing creative ways to bring the life of the building's interior out to the sidewalk.
- 4) Improve pedestrian safety, particularly at the Kansas/Missouri intersection through landscaping, highly visible specialty crosswalks, and dedicated signage.
- 5) Support the creation of mixed-income housing
- 6) Encourage the development of this area as cultural/arts district, taking advantage of the wide sidewalks and larger building areas.



kennedy street

revitalization plan

MISSOURI/KANSAS INTERSECTION AND KENNEDY STREET



The intersection of Missouri and Kansas Avenues is a unique condition along the Kennedy Street corridor. In addition to being the crossroads of two major district streets, the intersecting geometry of these two avenues serves as a natural physical and mental divider between the eastern and western sections of Kennedy Street. Currently used as a gas station, the community identified this area as being a good location for a public park and as a place to focus efforts on increasing pedestrian safety while navigating the intersection's complex crossings.



Option A: Relocation of the service station and creation of a new public park



Option B: Enhanced landscaping around the existing service station would help create a more pleasant pedestrian environment.

kennedy street

revitalization plan



The existing intersection of Missouri and Kansas Avenues

This scenario envisions a significant area of green space for passive recreation which can serve as a respite for those in the surrounding community and also beautify the image of Kennedy Street to those who travel through the area along the Avenues. Ideally, the service station could be relocated to a new site in the general vicinity (Option A). If not, a treatment of the existing site to enhance the landscaping would still provide the additional “greening” of the corridor

that the community desires (Option B). In either case, significant improvements to signal timing, expanded crosswalk striping, patterns, or materials, and potential roadway realignment should be investigated to help make the intersection more pedestrian friendly.



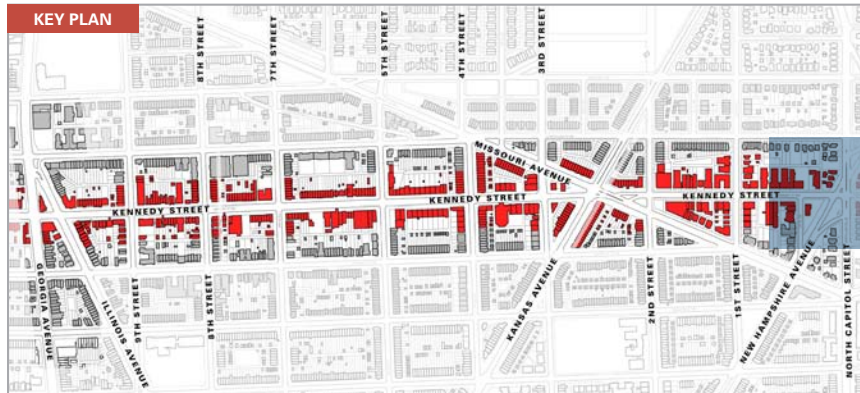
Option A: A new public park



Option B: Enhanced landscape and furnishings

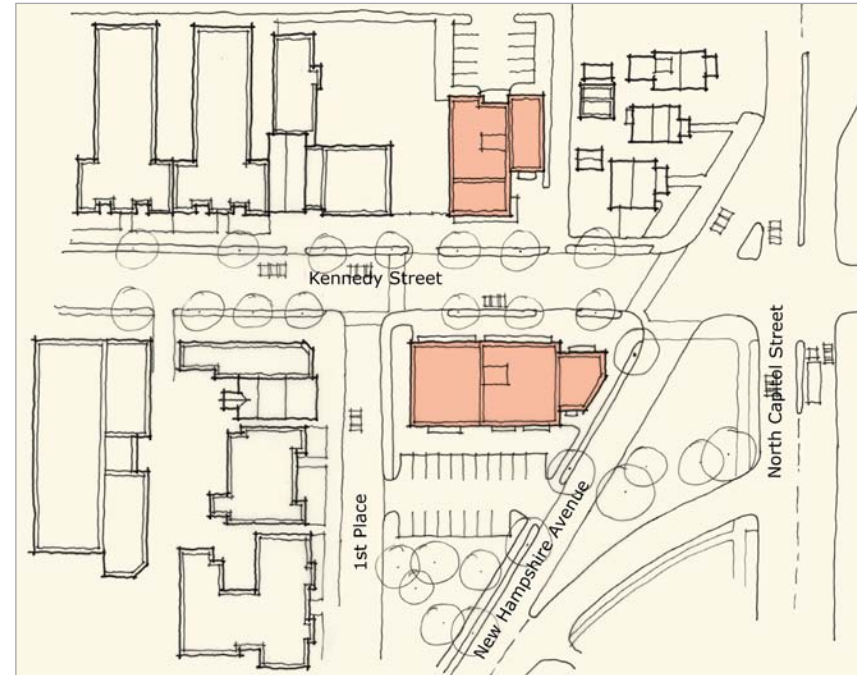
kennedy street

revitalization plan



NORTH CAPITOL AND KENNEDY STREET

Currently, the north and south sides of the North Capitol and Kennedy Street intersection are occupied by a vacant automobile garage and a service station, respectively. Yet similar to the opportunity to create a highly visible gateway to the corridor at the Georgia Avenue intersection, the North Capitol intersection has the potential to signal the presence of Kennedy Street to the broader marker and community. While perhaps not as easily accessible by car due to the roadway configuration, redevelopment of the north and south sides of Kennedy Street would provide a symbolic gesture that the area was a desirable place to live, work, and shop.



kennedy street

revitalization plan

NORTH CAPITOL AND KENNEDY STREET

Currently, the north and south sides of the North Capitol and Kennedy Street intersection are occupied by a vacant automobile garage and a service station, respectively. Yet similar to the opportunity to create a highly visible gateway to the corridor at the Georgia Avenue intersection, the North Capitol intersection has the potential to signal the presence of Kennedy Street to the broader marker and community. While perhaps not as easily accessible by car due to the roadway configuration, redevelopment of the north and south sides of Kennedy Street would provide a symbolic gesture that the area was a desirable place to live, work, and shop.

Three- to four-story mixed use buildings could accommodate both destination retailers on the ground level and a variety of housing opportunities, including affordable housing, on upper floors. Larger buildings areas would sit in context with the several large existing apartment buildings and commercial structures and accommodate a different style of retailer than other places along the corridor, helping to give a unique quality to this eastern-most area. The broad sidewalks in this area also provide the opportunity to find uses whose activities could spill out onto the street to help make the pedestrian experience more lively, safe, and exciting.



DC Main Streets

DC Main Streets provides five years of comprehensive technical and financial assistance to revitalize older neighborhood business districts.

Local Main Street programs are competitively selected to support retail investment in the District. Each selected neighborhood business district is organized by local volunteers and community development professionals.

The DC Main Streets initiative is based on the nationally proven model developed by the National Trust for Historic Preservation, which uses a four point practical neighborhood business district management strategy.

8. DESIGN GUIDELINES



These Design Guidelines are the product of the long and intensive public process with the Kennedy Street community and are a reflection their vision and goals for the future of the corridor. The guidelines are intended to provide residents, property owners, business owners, developers, and District agencies with the tools to understand the desired physical form and character of the Kennedy Street Corridor. They apply to both new and infill development and are meant to provide a framework to evaluate proposals as they arise.

Kennedy Street is the heart of a diverse and dynamic community and the physical environment they share should reflect these qualities. These guidelines celebrate the existing strengths of the area and build upon those in shaping the future. They are structured in two ways, considering the corridor both as a whole and as a collection of a 3 unique areas with special characteristics. Within each design guideline, a general discussion relative to the entire corridor is followed by a section, where appropriate, which describes how that guideline might be refined within a particular sub-area in order to help define its character.

All the design guidelines are based on the following core principles:

- Celebrate and strengthen the existing patterns of place, allowing potential changes to emerge out of the existing context
- Manage development to balance residential livability and retail vitality
- Maintain neighborhood character and scale
- Enhance the quality of life through the creation of a clean, safe, and pedestrian-friendly streetscape environment

WHO IS EXPECTED TO USE THESE GUIDELINES?

Because these guidelines will be used in evaluating new development projects along the corridor, the most frequent users of this document will be the people concerned with the development of new buildings and public spaces.

Property Owners/Developers

The guidelines can acquaint property owners and developers with the issues identified in the Revitalization Plan regarding community character and give direction towards how new development can contribute to addressing relevant issues and meeting stated goals.

Designers

The guidelines will help architects and others who design buildings and public spaces to know what is expected of their products and what could make their designs more compatible with their surroundings, and/or more consistent with the goals of the Revitalization Plan.

Project Neighbors

People who live near new development proposals will benefit greatly from these guidelines, as they may give neighbors a better vision of projects proposed nearby and how those projects can enhance the neighborhood's character. Ultimately, the guidelines will be a tool that neighbors can use when they want to describe to developers or District representatives what they consider appropriate design for their neighborhood.

District representatives

Staff from the DC Office of Planning will use these guidelines in both short and long-term ways. In the short term, they will provide a clear and comprehensive way for them to discuss the goals, aspirations, and physical form of the Kennedy Street corridor with property and business owners who are considering improvements to their sites, as well as help identify strategies for addressing key sites along the corridor.

In the longer term, the guidelines should become the basis for future discussions regarding a Zoning Code re-write process. The zoning rewrite would embody the principles of the plan regarding the physical appearance and land use mix that the community has helped to identify and support.

HOW TO USE THESE GUIDELINES

As reviewers apply the design guidelines to particular development projects, some important things to remember are:

- Each project is unique and will pose unique design issues. With some projects, trying to follow all of the guidelines could produce conflicts in the design. With most projects, staff will find some guidelines more important than others, and the guidelines that are most important on one project might not be at all on the next one.
- Many of the guidelines suggest using the existing context to determine appropriate solutions for the project under consideration. In some areas, the existing context is not well defined, or may be undesirable. In such cases, the new project should be recognized as a precedent with the opportunity to establish a pattern or identity from which subsequent development can take its cues.

- Many guidelines includes examples and illustrations of ways in which that guideline can be achieved. The examples are just that: examples. They are not the only acceptable solutions. Designers and reviewers should consider designs, styles and techniques not described in the examples but that meet the intent of the guideline.

WHERE DO THE GUIDELINES APPLY?

In general, these guidelines have been developed to address those areas directly along Kennedy Street. They could, however, be appropriate when considering changes to those properties or streets which are immediately to the north and south, having both physical and visual connections to Kennedy Street itself.

Design Guidelines

1) HEIGHT AND MASSING

Kennedy Street today consists primarily of one and two-story buildings, many of which are mixed use in nature. The existing C-2-A zoning designation for the area allows a maximum height of 50 feet, or a four- to five-story building. In order to keep the residential and community oriented scale and character of the corridor intact, the height and massing of new development should be carefully considered and responsive to the local context. This context will evolve as changes occur incrementally along the corridor.

a) Corridor

- i) To create continuity with the existing context, new construction should not exceed greatly a neighboring building's height without architectural details, such as cornice-lines, which help the two better relate.
- ii) Maximizing the allowable height at intersections should be encouraged as a way to develop a series of active nodes and visually signify their importance, particularly at the intersections at Georgia Ave, 5th Street, and North Capitol Street.



Consistent, yet slightly varied, building heights help provide a strong, unified streetwall along Barracks Row.

- iii) Massing that faces a public street should reflect the bay width and design rhythm of nearby buildings. Avoid large, continuous massing that overwhelms the pedestrian and the finer grain of existing buildings.
- iv) Building massing should be aligned with neighboring structures in order to form a cohesive street wall; locate uses such as parking to the interior of the lot/block.

- v) Buildings should have a clearly expressed base, middle, and top in order to relate to the pedestrian and to the existing context. This may be achieved through changes in material, fenestration, architectural detailing, or other methods.

b) Area 1: Georgia to 8th Street

- i) Design distinctive building facades marked by corner towers, greater height, and strong architectural expression in order to create “gateway” buildings which signal Kennedy Street’s presence to the broader community.
- ii) Buildings which, through the Planned Unit Development (PUD) process, may exceed the existing zoning heights should have setbacks and detailing that minimize the impact of the building’s size. If considered, the optimal location for increased height is the Kennedy Street and Georgia Avenue intersection. A PUD is a planning tool that allows a developer greater flexibility in site planning and building design, permitting incorporation of additional amenities in the design.

c) Area 2: 8th Street to Missouri/Kansas Intersection

- i) Encourage the development of additional height at the intersection of 5th Street and Kennedy Street to accentuate the importance of the corner and help create an activity node or neighborhood “hub”
- ii) As the geographic and symbolic heart of the neighborhood-oriented section of the corridor, transparent storefronts with active uses should be encouraged.



Gradual transitions in height from one building to the next help provide continuity within the streetscape.

d) Area 3: Missouri/Kansas to North Capitol

- i) Buildings should avoid long sections of continuous massing along the sidewalk. If the massing becomes very long, it should be made permeable and visually articulated with changes in material, color, or other architectural details.
- ii) Increased height at the intersection of Kennedy Street and North Capitol would help announce the presence of the corridor to the broader community. Careful consideration must be given to designs in which heights exceed by-right limits due to the proximity, character, and scale of the residential area along North Capitol Street.



The intersection of Georgia and Kennedy is a location which could be considered for taller buildings which form a “gateway” to the neighborhood.

kennedy street

revitalization plan



Additional height at intersections helps give prominence and adds vibrancy to the corners.

2) RELATIONSHIP TO CONTEXT

Although a building may conform to the by-right dimensions for height and massing, the ability for a new or significantly renovated building to blend with its context is dependent on several design relationships.

a) Corridor

- i) Buildings should strive to have a highly articulated rhythm of windows, doors, and other architectural elements in order to

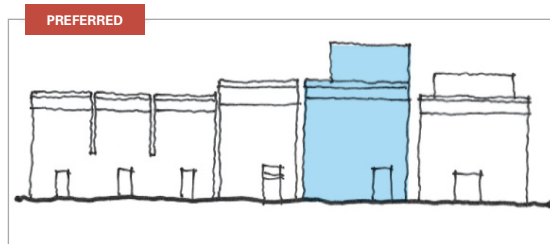
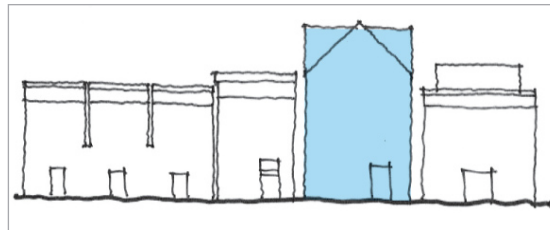
provide a pedestrian-scaled sidewalk experience and enable the buildings to relate to the historic fabric of the corridor.

- ii) New buildings should respect the area's historic character but should not be limited to replicating the materials and details of the existing buildings. New and innovative approaches to building design should not be discouraged unless they are harshly discordant with the existing context.
- iii) To preserve the existing richness and

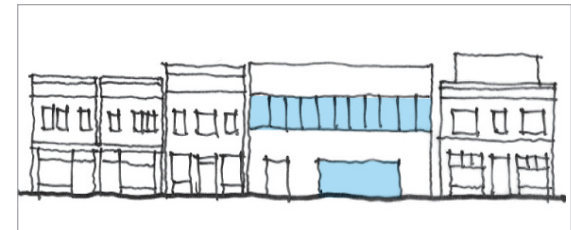
variety of building types and styles, no one architectural style or material palette should dominate the corridor as it changes over time.

b) Area 3: Missouri/Kansas to North Capitol

- i) To help mitigate the impact of their large floor areas, buildings in this area should attempt to break into a series of smaller volumes and avoid overwhelming the surrounding housing



Architecture features like cornices can relate to adjacent buildings, lowering the apparent, conflicting height of the new building.



The pattern and proportion of windows, doors and other elements is important in determining the building's architectural character. Following the proportion and pattern of neighboring buildings will increase the consistency of the overall streetscape.

kennedy street

revitalization plan



Large areas of glass and interior lighting help visually connect the interior of this store to the life of the sidewalk.



Blank walls on existing buildings can be treated in ways which help enliven the sidewalk.

3) FAÇADE DESIGN

The building façade is perhaps the most influential element in creating an image of a place and defining its character. The following guidelines are meant to address not only new construction, but the renovation of the many fine examples of historic buildings along Kennedy Street which have been detrimentally modified over the years. For a more detailed description of storefront design, also see [Thrive: A guide to storefront design in the District of Columbia](#), produced by the Office of Planning.



Facades, which wrap corners help strengthen the importance of intersections as nodes of activity.

a) Relationship between interior and exterior

- i) Transparent materials and interior lighting should be used to maximize visibility of street level uses. Ground floor facades should be as transparent as possible and allow a clear view from the sidewalk to the interior space of the building
- ii) Use of security grates should be limited to those types which are housed on the interior of the door or window system.
- iii) Blank walls should be avoided along all streets and pedestrian walkways. Where blank walls already exist, efforts should be made to improve their visual appearance.

b) Orientation

- i) Major entrances should be located on Kennedy Street and at or near corners whenever possible.
- ii) Strengthen all four corners of each intersection by encouraging buildings to “wrap” around the corner, with primary facades facing both streets; avoid placing the sides of buildings along Kennedy Street.
- iii) Locate loading areas on side streets or service alleys, and away from residential entrances

4) SIGNAGE

Storefront signage is one of the most important elements in defining the character of a business. Collectively, the signage in an area can also help create an identity for a specific area, with letter height, sign type, lighting, and materials all contributing to creating a unified image of a place.

a) Corridor

- i) Signage and banners on light poles should be located along Kennedy Street from Georgia Ave. to North Capital Street to create a unifying element for the corridor.
- ii) Signage should be of constructed of durable materials and secured properly to the building façade.
- iii) Employ signage colors and typefaces that compliment the primary architectural styles; size and location of signs should be relatively consistent from building to building.
- iv) Avoid signage that covers or obscures significant architectural details or covers transparent sections of the storefront glass.

b) Area 1: Georgia to 8th Street

- i) Signage in this area should be scaled and detailed to fit harmoniously with the residential character of the blocks. The intersection of Georgia and Kennedy can sustain larger sign areas, letter heights, and lighting due to its location along a significant retail corridor with high volume automobile traffic.

c) Area 2: 8th Street to Missouri/Kansas Intersection

- i) Signage should reflect the neighborhood-oriented mixed use nature of this area, with elements scaled to the pedestrian and respectful of the many current and future residents.

d) Area 3: Missouri/Kansas to North Capitol

- i) With larger lots and buildings, this area has the opportunity to draw destination retailers which could serve a wider geographic area. As such, the signage in this area should be encouraged to be larger, more elaborate, illuminated, or otherwise enhanced to help create a lively and energetic area.



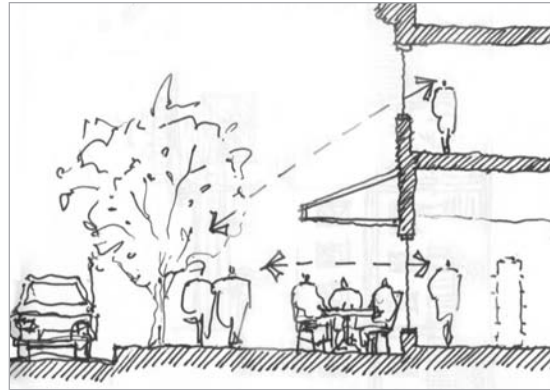
5) STREETScape

It is important to note that the streets are the largest public open space along the Kennedy Street corridor and should be considered as the major component of the public realm. As such, the corridor has a tremendous untapped resource in the many areas with very broad sidewalks.



Expanding the brick areas to include the whole sidewalk helps provide definition to places where special use of the sidewalk is encouraged.

Throughout the corridor, most corner intersections and virtually the entire south side of Kennedy Street between 3rd and North Capital have sidewalk dimensions in excess of 20 feet. These can potentially provide the community with areas for enhanced landscaping, more active pedestrian-oriented uses, and other elements that can enhance the pedestrian experience.



a) Sidewalks

- i) Currently, sidewalks along Kennedy Street are a combination of brick and concrete, with the brick areas within 3' of the curb and terminating before reaching the radiused corner areas at intersections. In order to accentuate the importance of the corner locations as hubs of activity, opportunities should be investigated to work with DDOT to expand the brick paving areas, ideally including the entire corner.
- ii) Defining special corners with special paving could encourage activities to spill out on to the sidewalk, such as cafes, restaurants, or merchandizing on the sidewalk (as currently occurs at the SW corner of 5th Street).



b) Utility Poles

- i) Relocating overhead utility cables and wires underground is a very expensive utility retrofit that causes major disruption along affected streets. Often the cost of burying overhead utility cables and wires is born by adjacent property owners. Along Kennedy Street, the utility poles should be re-aligned and considered for innovative public art installations. The image above shows an example of urban sidewalk art in Pittsburgh, Pennsylvania.

kennedy street

revitalization plan

c) Landscape

- i) Many residents expressed a desire to enhance the amount of green space along the corridor. The simplest way to do this is to strategically locate new street trees in locations which will have the greatest initial impact. Focusing on areas such as the “gateways” and major intersections such as 5th Street will improve the quality of these sites and also make them more attractive as places to continue investment by new and existing land owners.
- ii) Over time, a comprehensive strategy should bring as many new street trees to the corridor as possible.
- iii) The broad sidewalks at many corners and within area east of Missouri/Kansas also present the opportunity to develop creative solutions which could provide outdoor seating integrated with new landscape elements that could help improve the pedestrian experience.



Many areas with broad sidewalks are underutilized along the corridor.



Creative solutions could include seat-height landscaped planters which would provide an enhancement of the public realm.

9. BUSINESS STRATEGY RECOMMENDATIONS



Kennedy Street and the District's Retail Action Strategy

District residents currently spend more than \$1 billion annually outside the District – an average of about \$4,000 per household each year. This means that local businesses struggling to maintain a presence are not supported, retail employment opportunities in the District are limited, traffic congestion worsens, and retail tax dollars that would be spent on providing better services to all residents are instead lost to other jurisdictions.

Kennedy Street's prime location within the heart of the community is a good example of how existing and potential retail market strength can be improved. By bolstering its current retail mix, community residents can be better served.

The Kennedy Street Revitalization planning process took place while the City moved forward with the development of its Retail Action Strategy (RAS). The Retail Action Strategy is a citywide assessment of the District's retail potential that examines ways (1) to strengthen the city's retail base at both the citywide and local scale; (2) to promote vibrant commercial districts with a broad range of retail businesses in all neighborhoods; and (3) to create expanded opportunities

for small and local retailers. The results of this effort build upon and support the recommendations of the Kennedy Street Plan. It will also serve as a resource for merchants to use to truly understand the consumer base of the neighborhood.

Kennedy Street Merchants' Survey

The community-wide and Advisory Committee meetings served as vehicles by which to elicit the concerns, ideas, and ambitions of the Kennedy Street neighborhood as a whole. A more targeted outreach effort was aimed at the 100 or so businesses located along Kennedy Street, with the aim of identifying attitudes and areas of concern that the plan needed to address. The survey's results also provided guidance for the planning team in formulating a two-pronged business strategy that (1) aimed at assisting existing businesses while (2) created incentives for attracting new businesses.

Going door to door over a period of several days, members of the planning team were able to talk with a cross-section of approximately 17-20% of those businesses. A number of common themes emerged, regardless of the nature of the business or its tenure along the street.

When asked to identify significant challenges, respondents noted:

- Cleanliness along the corridor, and the need to improve city services generally, ranging from trash pick-up and graffiti removal to a more simplified permitting process
- Kennedy Street's physical appearance
- Safety overall
- Insufficient parking, and better enforcement of the parking regulations that exist
- Improved access to credit

At the same time, Kennedy Street was viewed as providing a set of attractive conditions for the businesses. These included:

- Affordability and availability of space
- Perceived need in the community
- Location

The latter was noted by a wide variety of businesses, ranging from a funeral parlor to a day nursery to an office supplies store to a take-out restaurant.

BUSINESS STRATEGY

As was discussed in more detail in Chapter 4 on market assessment, Kennedy Street's perceived attractiveness as a location for a variety of busi-

nesses, existing as well as new, is reinforced by the trade area's overall population and demographics. A viable business strategy, therefore, should build on its perceived – and real – assets, such as location and the strength of its residential community, while taking advantage of the presence of existing local organizations, such as the Beacon Brightwood Business Alliance, as well as local entrepreneurs who have played significant roles in the planning process.

Several of these entrepreneurs initiated discussions during the course of the process regarding the creation of a business incubator that would support new business development while providing existing – as well as new – businesses with centralized access to information regarding relevant District programs as well as this plan, and technical guidance on the plan's recommendations. Other ideas that emerged as a result of the planning process included the strengthening of job training services for Kennedy Street youth, building on the initiatives already underway through local non-profit organizations.

In general, the planning process uncovered the opportunity and expressed willingness to bring together many of the individuals – and their organizations – who have been working along parallel tracks in the area of economic development. At the same time the challenges, as noted above are

kennedy street revitalization plan

real: meeting those challenges will require not only the kinds of collaboration suggested above, but also joint efforts between the community at large and the appropriate City and other non-profit agencies.

4. TRENDS AND ATTITUDES

IF YOU HAD THE OPPORTUNITY TO STRENGTHEN YOUR BUSINESS OPERATIONS, INCLUDING REVENUES, WHAT WOULD YOU FOCUS ON? (Please check all that apply)

Increasing hours of operation	Changing the physical appearance of your business	Relocating to smaller, or larger, space
Increasing staffing	Reducing, or expanding, the scope of your business	Improving promotion

WHAT MAKES KENNEDY STREET A GOOD PLACE TO DO BUSINESS? (Please check all that apply)

Community demand for service or product	Cooperation among local merchants or service providers	Other
Affordable rent	Loyal and/or growing customer base	

WHAT ARE THE MOST SIGNIFICANT CHALLENGES TO THE FUTURE SUCCESS OF YOUR BUSINESS?

Competition	The Street's physical appearance and character	Safety
Cleanliness along the corridor	Parking	Credit availability
City services, permits, and regulations	Other	

FOR YOU AS A BUSINESS PROPRIETOR, WHAT ARE THE THREE OR FOUR MOST IMPORTANT ISSUES YOU WOULD LIKE TO SEE ADDRESSED THROUGH THE KENNEDY STREET REVITALIZATION PLAN? (Please use space below)



Kennedy Street Revitalization Plan
MERCHANTS' SURVEY

Government of the District of Columbia
DEPT. OF PLANNING, STUDIES, & OFFICE OF PLANNING

Business name	Address
Business owner name	Address
Property owner	Address
Size of business (square feet)	

1. INFORMATIONAL

WHICH OF THE FOLLOWING BEST DESCRIBES YOUR TYPE OF BUSINESS?

Take-out restaurant	Dry cleaner/laundromat	Retail - gift shop
Eat-in restaurant	Professional services - accountant	Retail - clothing
Liquor store	Professional services - medical or dental	Retail - sporting goods
Convenience store	Funeral home	Retail - florist
Entertainment	Barber/Salon	Other (specify)

DO YOU OWN OR RENT YOUR SPACE?

IF THE LATTER, WHAT IS YOUR MONTHLY RENT?

WHAT ARE YOUR PEAK DAYS OF OPERATION? (Please check all that apply)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
--------	---------	-----------	----------	--------	----------	--------

WHAT ARE YOUR PEAK HOURS OF OPERATION? (Please check all that apply)

8 am-noon	noon-2 pm	2 pm-6 pm	6 pm-9 pm	Other (please specify)
-----------	-----------	-----------	-----------	------------------------

HOW LONG HAS YOUR BUSINESS BEEN AT THIS ADDRESS?

DID YOUR BUSINESS MOVE FROM ANOTHER PART OF THE CITY OR ANOTHER PART OF KENNEDY STREET? IF SO, FROM WHERE?

WHAT ATTRACTED YOU TO KENNEDY STREET? (Please check all that apply)

Proximity to your home	Location	Available space
Other businesses of a similar kind		

HOW MANY PEOPLE, IN ADDITION TO YOU, ARE EMPLOYED AT THIS LOCATION?

Full-time	Part-time
-----------	-----------

ON AN AVERAGE DAY, HOW MANY CUSTOMERS VISIT YOUR PLACE OF BUSINESS?

up to 25	25-50	50-75
75-100	more than 100	

WHAT PERCENTAGE OF YOUR CUSTOMERS LIVES WITHIN WALKING DISTANCE OF YOUR PLACE OF BUSINESS?

Less than 20%	20% to 50%	50% to 75%	More than 75%
---------------	------------	------------	---------------

HAS THIS PERCENTAGE GROWN, STAYED THE SAME, OR DECREASED SINCE YOU'VE BEEN IN BUSINESS AT THIS LOCATION?

WITH WHICH CITY AGENCIES OR LOCAL ORGANIZATIONS HAVE YOU WORKED - OR CONTINUED TO WORK - IN CONNECTION WITH YOUR BUSINESS? (Please check all that apply)

Bellevue DC	Enterprise Development Group	South Manor Civic Association
DO Economic Partnership	Latino Economic Development Corporation	Emory Beacon of Light
Washington Area Community Investment Fund	Office of Neighborhood Services	Others

WHICH ISSUES HAVE YOU WORKED ON - OR ARE CONTINUING TO WORK ON - JOINTLY WITH A PARTICULAR AGENCY OR ORGANIZATION? (Please check all that apply)

Improving operations	Improving employee skills	Enhancing business skills
Improving physical facility	Creating or building a neighborhood business association	Other (please specify)

page 1

The Merchant's Survey asked business proprietors about the major opportunities and challenges they faced as they move to strengthen their operations.

This page is intentionally left blank

10. IMPLEMENTATION STRATEGY MATRIX



Overview

This chapter identifies a series of initiatives, programs, or funding sources that can support implementation of the Kennedy Street plan's recommendations. Building the next level of improvement along the corridor involves multiple aspects of physical and non-physical improvements, coordination and cooperation among public and private entities, harnessing a variety of financial resources, and the continued participation of the community. It is only with the well-organized and determined actions of each member of the Kennedy Street community that the plan's expressed ambitions and goals can be realized.

The implementation matrix that follows organizes the various recommendations, and their implementation, according to the major themes that emerged during the planning process. Each initiative is presented with its recommended timeframe, possible source of financing, and an indication of the implementing agency or other entity.

Regarding the suggested timeframes, "Short Term" refers either to projects already underway or those that could be put into place by the appro-

kennedy street

revitalization plan

appropriate City agencies or the private sector under existing operating budgets. “Mid Term” refers to a two-to-five-year implementation calendar. This group consists of projects that might require engineering or other design work and/or inclusion in the City’s capital budget. It should be underscored that these projects are competing with others for funding; as a result, community support will continue to be essential if Kennedy Street is to achieve its goals.

As was noted throughout the planning process, and reinforced by one of the plan’s major themes, the creation of a Kennedy Street Task Force or similar entity is in many ways at the heart and soul of this plan.



Councilmember Muriel Bowser convenes the final public meeting to discuss the plan’s recommendations.

AGENCY ACRONYMS	
DCRA	Department of Consumer and Regulatory Affairs
DDOT	District Department of Transportation
DDOT-UFA	DDOT’s Urban Forestry Administration
DMPED	Deputy Mayor of Planning and Economic Development
DOES	Department of Employment Services
DPW	Department of Public Works
DSLBD	Department of Small and Local Business Development
DYRS	Department of Youth Rehabilitation Services
MOCRS	Mayors Office of Community Relations and Services
NPS	National Park Service
OP	Office of Planning
WDCEP	Washington DC Economic Partnership
CAH	Committee on Arts and Humanities
MPD	Metropolitan Police Department

kennedy street

revitalization plan

POLICY RECOMMENDATIONS

Goals by Category	Recommendations	Lead Implementer (Agency/Group)	Additional Agency/Group	Funding Source/Program	Public Funding Required?	Implementing Time-frame	Priority
CLEAN AND SAFE							
Ensure a clean and safe environment to live work and play	1. Conduct frequent operation “fix it” activities that partner with city agencies, law enforcement, social service, and other organization to monitor and respond to cleanliness, public safety problems, code enforcement, and compliance issues.	MOCR	DCRA, MPD, DPW, DDOT, Kennedy Street Task Force	Operation “Fix It” and “Fight Backs”	No	Short term	HIGH
	2. Support programs and services offered by non profit organizations to address at-risk youth in the neighborhood through job training, increased awareness and education.	Not for profit community organizations	DMPED , DOES, DYRS	Neighborhood Investment Fund; other Children and Youth Government Funding	Yes	Short-Mid term	HIGH
	3. Work with MPD to improve police presence by examining the feasibility of co-locating a police satellite office at the Senior Wellness Center.	MPD	Kennedy Street Task Force, Community Organization	District’s Capital Improvement Program (CIP) Budget	Yes	Short term	HIGH
TRANSPORTATION AND PUBLIC REALM							
Create a walkable, safe public realm that encourages mobility and connectivity	1. Conduct a formal safety audit of all major intersections along the corridor to ensure pedestrian safety.	DDOT		District’s Capital Improvement Program (CIP) Budget	Yes	Mid term	HIGH

kennedy street

revitalization plan

Goals by Category	Recommendations	Lead Implementer (Agency/Group)	Additional Agency/Group	Funding Source/Program	Public Funding Required?	Implementing Time-frame	Priority
TRANSPORTATION AND PUBLIC REALM (continued)							
	2. Encourage continuous line of street trees through the preservation of mature trees and by planting new ones	DDOT-UFA	Kennedy Street Task Force, Community Organization	Neighborhood Investment Fund, (Potential) DC Main Street Program	Yes	Ongoing	HIGH
	3. Secure funding and provide additional street furniture as needed such as planters, trash cans, bus shelters, and benches	DDOT	Kennedy Street Task Force, Community Organization	Transportation Enhancement Fund, Neighborhood Investment Fund,	Yes	Mid term	HIGH
	4. Assess opportunities to increase on-street parking via new striping, adjusting no parking signs, or shared parking to increase capacity for retailers per corridor analysis	DDOT		District's Capital Improvement Program (CIP) Budget	Yes	Mid term	HIGH
	5. Complete new parking and signalization studies for the corridor	DDOT	DPW	Parking Study	Yes	Mid term	MODERATE
	6. Create new public park at the intersection of Missouri and Kansas to serve as community gathering space and pedestrian buffer	NPS, DPR, DDOT	NPS, DPR, DDOT	Open Space Initiative	Yes	long-term	MODERATE
	7. Seek opportunities to connect Kennedy Street as part of the network of bicycle routes	DDOT	OP	Brightwood Transportation Study	Yes	Mid term	MODERATE

kennedy street

revitalization plan

Goals by Category	Recommendations	Lead Implementer (Agency/ Group)	Additional Agency/Group	Funding Source/ Program	Public Funding Required?	Implementing Time-frame	Priority
	8. Promote partnerships among business owners, residents, and appropriate government agencies to straighten utility poles; pursue funding for creative public art to decorate the poles.	Pepco, CAH	DDOT - UFA, Community Organizations	UFA's Green Initiative, Emory Beacon of Light's Clean Initiative, Neighborhood Investment Fund	Yes	Mid term	LOW
ECONOMIC DEVELOPMENT & HOUSING							
Encourage new mixed-income, mixed-use development, while providing opportunities for existing residents and businesses	1. Support non-profit and faith-based organizations to co-locate or cluster services and programs (such as business incubator), around commercial nodes, to provide additional technical and financial resources to existing businesses. Also encourage entrepreneurship and the development of new businesses	Business, Community, and not for profit Associations	DSLBD, DMPED	Neighborhood Investment Fund (NIF) Grants & Loans	Yes	Short term	HIGH
	2. Encourage entrepreneurship and the development of new businesses with existing residents.	Business, Community, and not for profit Associations	DSLBD, DMPED	Neighborhood Investment Fund (NIF) Grants & Loans	Yes	Short term	HIGH
	3. Develop materials to market Kennedy Street and to attract neighborhood-serving retailers such as a grocery, hardware, cleaners, coffee shop, sit-down restaurants	WDCEP	DSLBD, OP, Business Associations	Market fact sheets from WDCEP	No	Ongoing	HIGH

kennedy street

revitalization plan

Goals by Category	Recommendations	Lead Implementer (Agency/ Group)	Additional Agency/Group	Funding Source/ Program	Public Funding Required?	Implementing Time-frame	Priority
ECONOMIC DEVELOPMENT & HOUSING (continued)							
	4. Focus new mixed use development around key nodes (Kennedy and Georgia, 5th and Georgia, Missouri /Kansas and North Capitol targeting predevelopment and acquisition resources or utilizing economic development incentives.	DMPED	DHCD	Site Acquisition Funding Initiative, Neighborhood Investment Fund, New Market Tax Credits, CDBG, Revenue Bonds, etc.	Yes	Short-mid term	HIGH
	5. Identify resources for a business façade improvement and technical assistance program for merchandising and business development and market to existing businesses along the corridor	DSLBD	Business Associations, Future KS Business Incubator	Neighborhood Investment Fund, DSLBD Grants & Loans, Small Business Administration Loans	Yes	Short-Mid term	HIGH
	6. Actively promote existing programs designed to support senior citizen and lower income homeowners retain their homes; conduct kick off community information fair to promote programs.	OP, MCORS	DHCD, DCHA, Local non profits, faith-based institutions, and foundations	Local non profits, faith-based institutions, and foundations	Yes	n/a	HIGH
	7. Pursue legislation to amend NIF Brightwood Target Area boundaries to include the entire Kennedy Street corridor to North Capitol Street.	DMPED	OP	None	No	Short Term	HIGH