

D U K E



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DC Office of Planning

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DRAFT DEVELOPMENT FRAMEWORK
FOR A CULTURAL DESTINATION DISTRICT
WITHIN WASHINGTON, DC'S
GREATER SHAW / U STREET



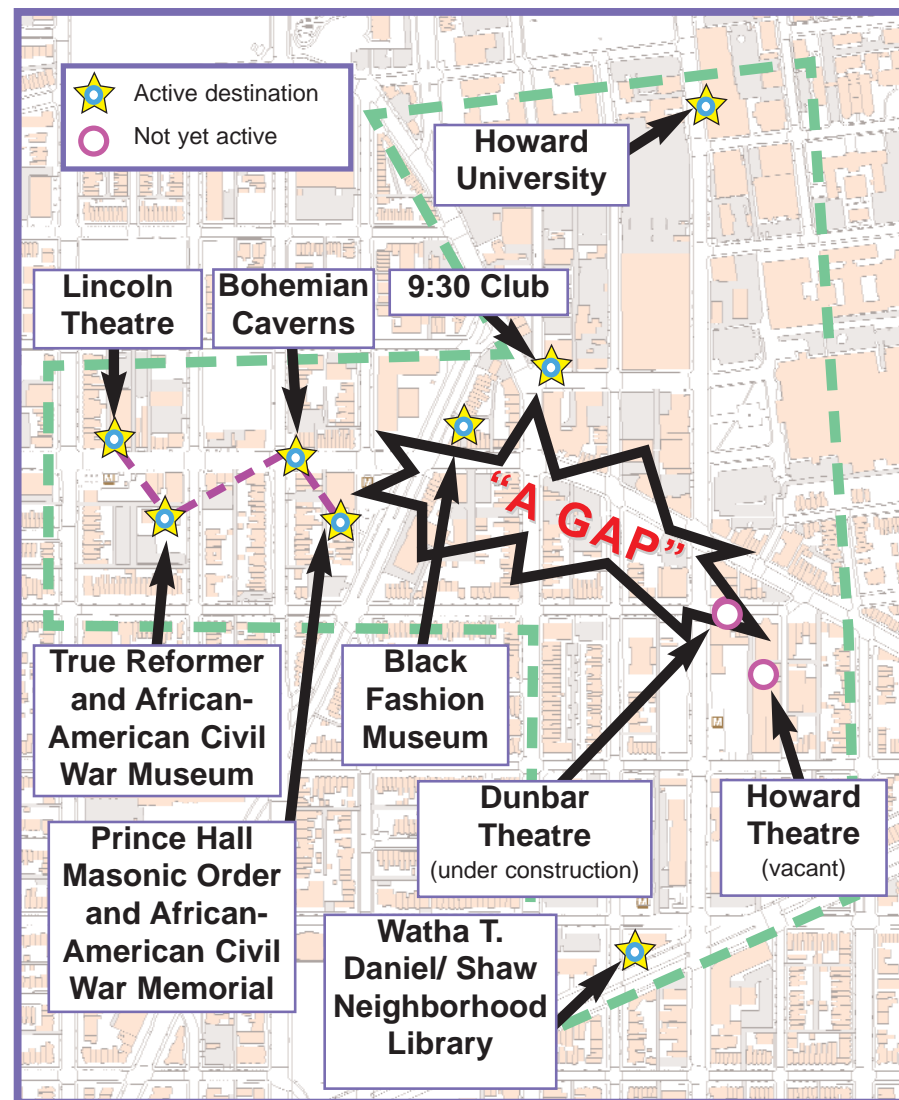
*"Music is my mistress,
and she plays second fiddle to no one."*

Edward Kennedy "Duke" Ellington
Washington, DC's Native Son &
World Legend
(1899 - 1974)

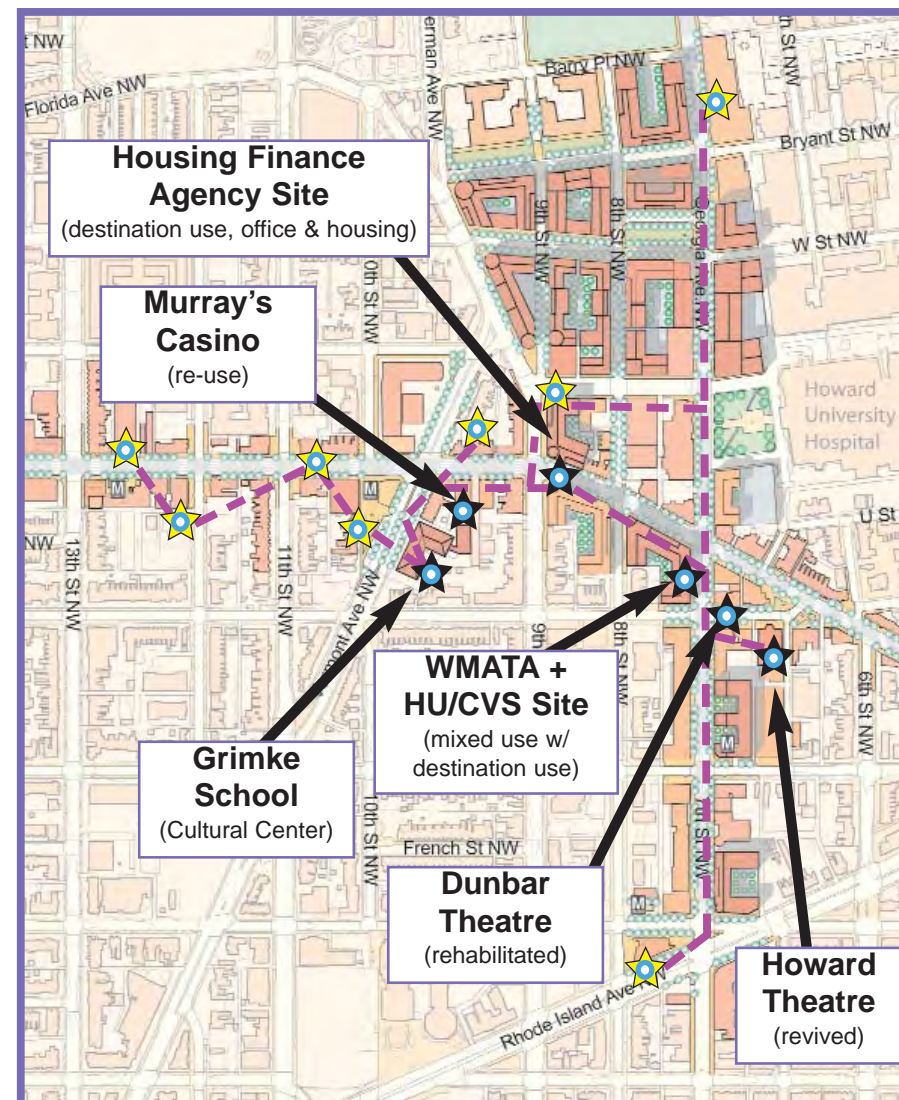


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Existing Figure Ground



Illustrative Site Plan

I. Overview

The District of Columbia, other partner agencies, and private landholders have a unique opportunity to use public and private owned assets to leverage considerable community and citywide benefits within the Shaw-Howard University and U Street/African-American Civil War Memorial/Cardozo Metro station areas. In its "heyday," this area was the heart of an important economic, cultural, social and institutional center of a proud and accomplished African-American community, many of which were affiliated with Howard University and Hospital. This was the neighborhood that introduced to the global community the talents and intelligence of numerous African-American pioneers, including Edward Kennedy "Duke" Ellington, perhaps its most recognized. Many of the building assets, which formed the backdrop for this community and the transformative contributions and events they pioneered, remain, and many are in active use. Significant sites like the vacant Howard and Dunbar Theatres represent a monumental opportunity to re-knit and enhance the fabric of this history and to create a more complete destination neighborhood where cultural landmarks are as "pearls on a string" of supporting mixed-use development. "DUKE" seeks to guide future development strategically by capitalizing upon this historic context to restore this contemporary uptown neighborhood with 18-hour destinations.

Current neighborhood needs can be addressed while building upon the area's extensive history in order to attract local and visiting guests from the National Mall and new Convention Center, located one Metro station away. Many public owned sites are within "the gap" which links vibrant U Street along Florida Avenue to 7th Street NW. Based upon technical land development analysis, considerable community input and the area's locational advantages, this development framework provides direction to the community, private sec-

*contemporary uptown neighborhood
with 18-hour destinations*

tor and public agencies in revitalizing this transit oriented neighborhood to achieve a cohesive and inclusive district which meets the community and District government development goals. Specific sites are used to illustrate development potential and programmatic targets. Recommendations are provided for others.

Project Boundaries. The Project Area is primarily focused upon the commercially zoned properties bound by Barry Place NW to the north; 6th Street NW to the east; Rhode Island Avenue to the south; and 13th Street to the west. The area is served by both the Shaw Howard University Metro and U Street/African American Civil War Memorial/Cardozo metro stations. Howard Theatre and the Lincoln Theatre serve as bookends to the many cultural heritage assets of the Project Area. Additionally, both theaters are owned by the District of Columbia government.

cultural landmarks are as "pearls on a string" of supporting mixed use development



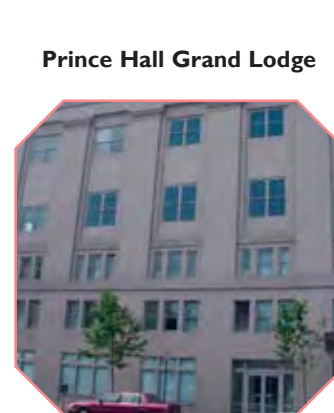
Lincoln Theatre



True Reformer Building



Bohemian Caverns



Prince Hall Grand Lodge



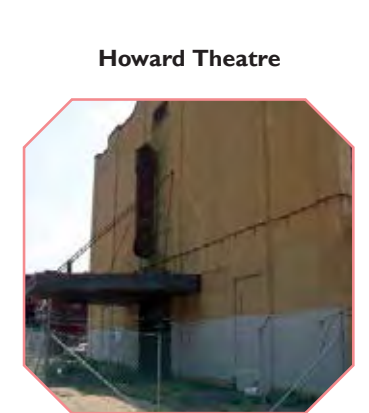
African-American Civil War Memorial



9:30 Club



Dunbar Theatre



Howard Theatre

II. Existing Neighborhood Context

The District of Columbia's investment in the Shaw-Howard University and U Street / African American Civil War Memorial / Cardozo Metro stations has helped to increase access between the metropolitan region to this historic district and intersection of historic neighborhoods. The District's investment has not been realized fully, as epitomized by the underutilization of key land and buildings abutting and within close proximity to these stations. Like other commercial districts within the city, 7th and Florida Avenue experienced considerable disinvestment due in part to economic downturns linked to middle class flight, urban riots and general market shifts. However, the momentum has changed as there is now the confluence of an increasingly strong market, renewed interest in mixed use transit oriented development by private sector developers and investors, and a desire on the part of local government to use its assets and resources catalytically.

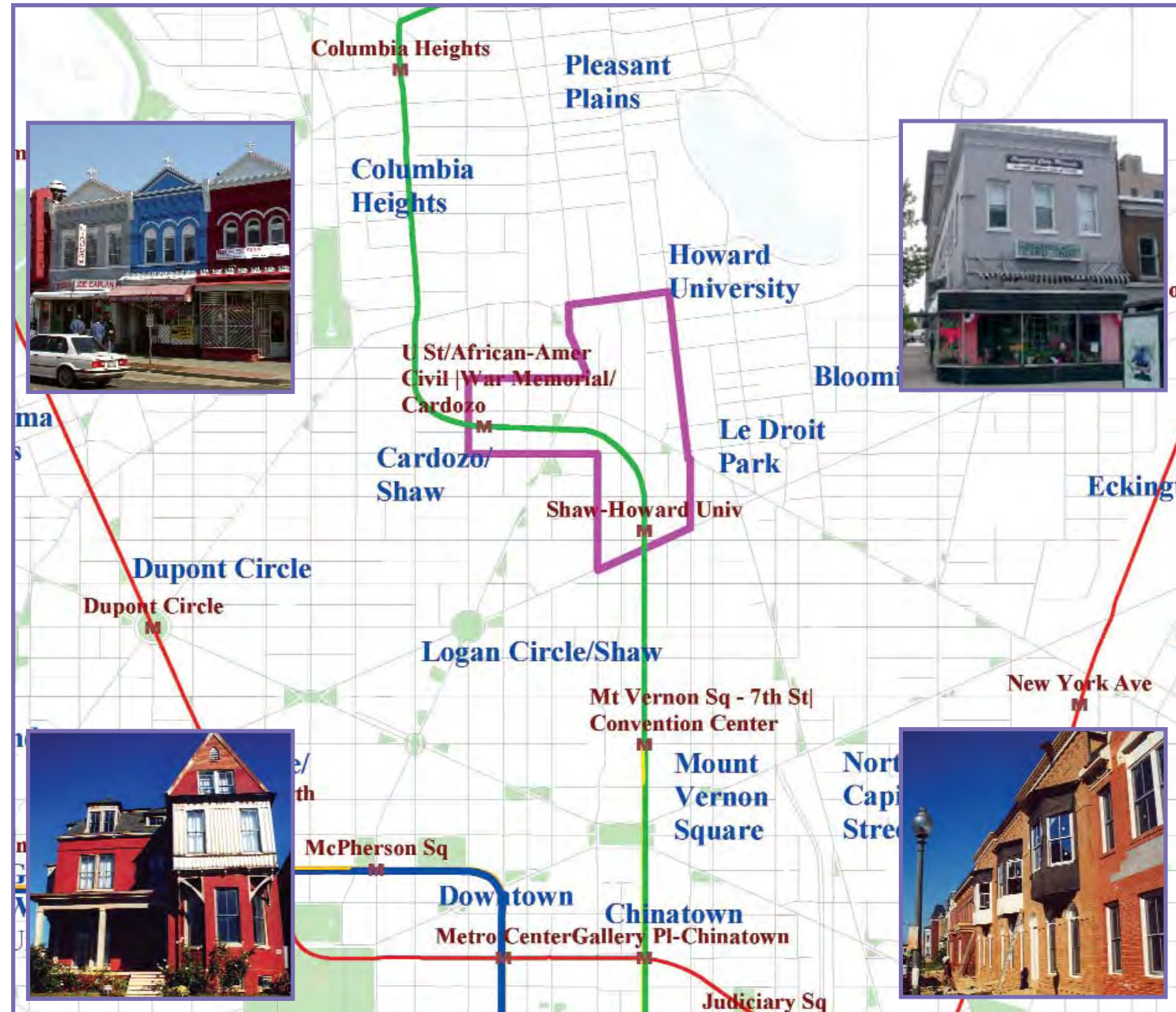
THE NEIGHBORHOODS. 7th Street and Florida Avenue converge at the center of several distinct neighborhoods: U Street/Cardozo, Shaw, LeDroit Park and Howard University. These historic neighborhoods were and are the center of a very rich and catalytic African-American and jazz history.

To the north of the Project Area, Howard University with its affiliated hospital is an anchor institution. Approximately 12,000 undergraduate and graduate students attend this historic university. To the south, the new \$850 million Washington Convention Center opened in 2003. The Center attracts millions of visitors annually and is expected to generate nearly \$1.5 billion in revenue.

The neighborhoods are mixed socially, economically and culturally. The neighborhoods include a growing number of homeowners, but the needs of renters are a rapidly growing concern. Incomes vary across a wide spectrum. Area households are a mix of families, singles, and seniors. Residents and merchants are organized through several active organizations--Advisory Neighborhood Commissions, 14th & U and Shaw Main Street districts, civic associations, and faith-based organizations among others.

Given this area's strategic location, only minutes north of the Central Business District and new Convention Center, and the historic architectural character, neighborhoods in this area are very attractive. Many residents, however, are concerned about gentrification and affordability in both housing and retail services.

RETAIL. Whether established or new, resident demand for quality retail services, goods, and innovative entertainment is strong. Economic studies of similar areas in the District have confirmed that there is considerable sales leakage to surrounding jurisdictions. The retail mix in the Project Area and to the north is primarily comprised of a drugstore, fast food restaurants, hair salons, liquor stores, nail shops, and church operated retail. Currently, there are no distinguishing retail anchors within the area. The nearest grocery store is a few blocks away at 7th and O Streets NW. Howard University hopes to attract a new grocery store next to its campus as a part of its pro-



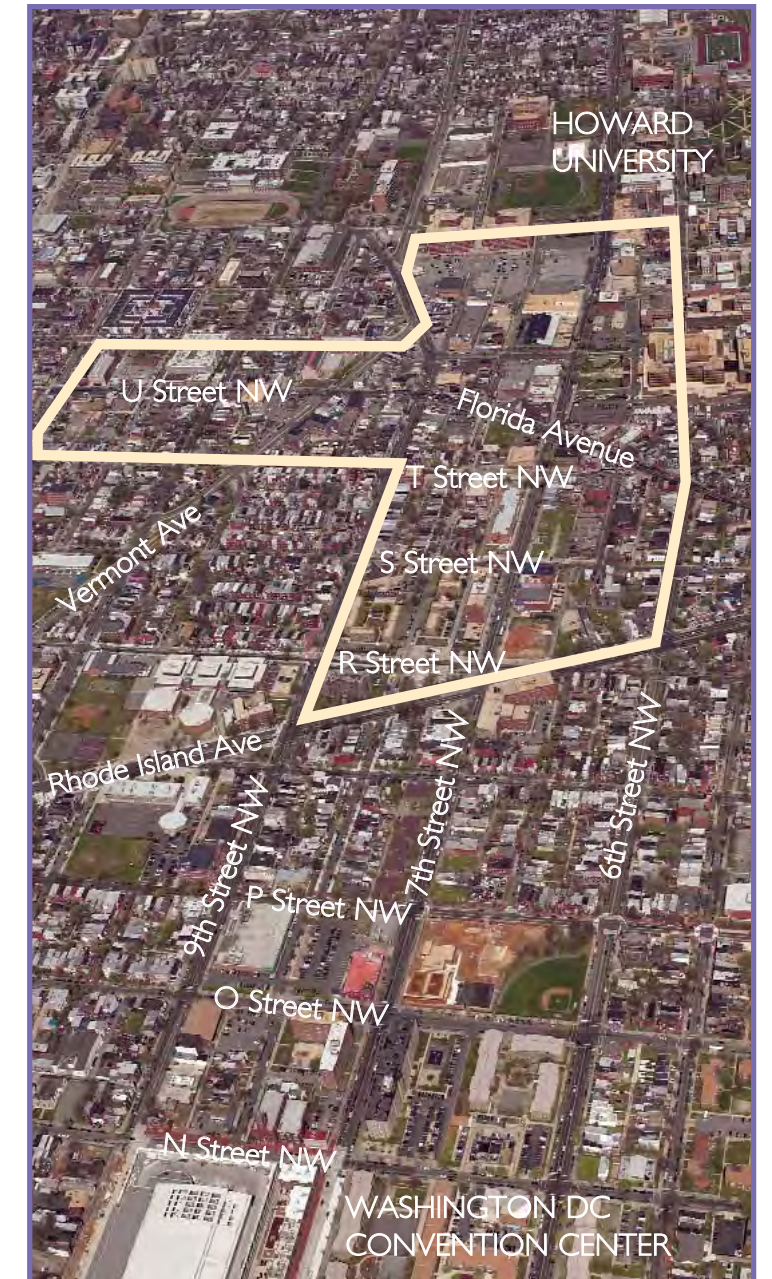
The Project Area is within close proximity to Downtown DC, the National Mall and the new Washington, DC Convention Center. The area is surrounded by thriving neighborhoods with significant historic housing and commercial stock.

posed HU Town Center project, at the north end of the Project Area. Development activity on U Street NW west of the Project Area continues with the addition of new mixed-use projects which include street-level retail, sit down restaurants and boutiques.

HOUSING. Home sales and property values are increasing throughout all surrounding neighborhoods. Displacement and affordability are ongoing concerns. Recent new and rehab residential developments near the Project Area include a number of single-family rowhouse dwellings in the historic LeDroit Park neighborhood. Howard University entered a partnership with Fannie Mae to develop these properties for its employees and the general public. The sale of those

homes yielded impressive results. Market rate townhomes and condos continue to be developed on historic U Street and throughout the neighborhoods. Howard University purchased a 125-bed extended care facility between S and T Streets on 7th Street NW and seeks guidance about long-term use of this temporary university offices site.

TRANSPORTATION, TRAFFIC & PARKING. The District has embarked on a public policy agenda that stresses the need to concentrate and maximize new development at or near Metro stations to increase Metro ridership while reducing the need for personal vehicles. The area is accessible from a variety of transportation methods including via Shaw-Howard University and U Street-Cardozo



The Project Area is anchored by the Washington Convention Center and Downtown to the south and Howard University & Hospital to the north.

Metro stations. Up to 4600 metrorail entries and exits at each station occur each day. The 66, 68, 70, 71, 90, 92, 93, 96, G8 and X3 bus lines stop within the Project Area. Bus ridership varies from line to line, but the Georgia Avenue/7th St (70/71) bus carries over 20,000 riders daily; U St-Garfield (90/92/93), over 17,000. Over 27,000 personal vehicles pass through daily. Much of the area was built before cars were popular. Therefore, parking is limited and area residents are concerned about the impact of new development on current parking supply. In Winter 2005, DDOT's U Street/Shaw Transportation and Parking Study should provide recommendations about managing current and projected growth, transit, traffic and parking within the area.



III. Historical / Cultural Context

The following background information is printed in *Greater U Street Historic District* guide, published by DC Office of Planning - Historic Preservation Division. The text was written by Kimberly Prothro Williams.

RISE OF A CITY WITHIN THE CITY

Beginning in the 1890s, Washington experienced an increased sense of racial hostility. Many of the city's laws, passed during Reconstruction and aimed at the civil rights of African Americans, were ignored during the 1880s and 1890s, and then in 1901, were officially dropped from the city's legal code. Imposed segregation followed, and out of necessity, the city's African American population of all socio-economic levels coalesced into those areas of the city open to them, including, most notably, Greater U Street and the adjoining Strivers' Section. The influx of African Americans into these neighborhoods hastened the exodus of many whites. Between 1900 and 1920 the racially mixed neighborhood progressively changed to a more homogenous African American one.

While the Greater U Street area represented all socio-economic levels within the African American community, the presence of Howard University continued to attract students and educators that contributed to the area's cultural and literary life. To name a few, Greater U Street area was home to Francis Cardozo, the first principal of M Street High School; Francis Grimké, a writer and orator who champi-

oned constitutional rights for African Americans; Robert and Mary Church Terrell, lawyer, and civil rights activist, respectively; William L. Houston, dean of the law school at Howard University; Georgia Douglas Johnson, poet and host of an influential weekly literary salon at her house on S Street; John Lankford, architect; Edward "Duke" Ellington, jazz musician; and Lillian Evans Tibbs (Madame Evanti), opera singer.

The overall racial climate in Washington inspired a new ideology among African Americans that transformed U Street into a self-sufficient community and the center of African American life. A group of rising middle-class black entrepreneurs rejected the traditional approach of gaining racial equality through civil rights advocacy, and proposed instead the idea of racial solidarity and self-sufficiency. Influential leaders such as Calvin Chase, editor of the *Washington Bee*, Washington's preeminent African American newspaper; John Cromwell of the *People's Advocate*; Andrew Hilyer, founder of the Union League of the District of Columbia; and organizations such as the NAACP, led by W. E. B. DuBois, preached the benefits of racial unity and working together to achieve advancement. Most importantly, though, these men pushed for self-sufficiency through economic development. To spread the word, these leaders spoke out at churches and schools, through newspapers and on the street. In 1892, 1894, and 1895, the Union League of the District of Columbia published business directories that urged the African American community to patronize only their own businesses, and in particular those listed in the directories.

The Greater U Street neighborhood heeded the call of its leaders. Between 1886 and 1920, the number of African American owned businesses in the area rose from fifteen to 300, with the bulk of new businesses coming between 1910 and 1920. Entrepreneurs, like John Lewis; local businesses, such as the Murray Brothers Printing Company which published Washington's most influential African American newspaper, the *Washington Afro-American and Tribune*; and national benevolent organizations, such as the United Order of



Dr. Charles Drew. (Scurlock Studio Records; Courtesy National Museum of American History, Smithsonian Institution)



The Dozen Club at the True Reformer in 1917. (Adelaide Robinson)

True Reformers, together built the infrastructure necessary to help the African American community gain its independence from white Washington.

While the rows of Victorian-era dwellings behind the major corridors of Greater U Street remained intact, U Street itself gained new and varied businesses in existing buildings and on its remaining vacant lots. Churches, hotels, restaurants, banks, fraternal organizations and self-help groups, theaters, jazz clubs and other entertainment and commercial facilities that catered to the African American community joined already existing commercial enterprises. New businesses such as printers, druggists, undertakers and more emerged in the area and fulfilled the community's need for services. As the variety of businesses increased in the U Street area, African Americans became even less dependent upon white Washington for services and became increasingly self-sufficient. At the same time, African Americans broke away from traditional employment roles and moved in to fields that required higher levels of education, and thereby gained affluence and prestige.

AFRICAN AMERICAN BUILDERS & ARCHITECTS

Many of the commercial and institutional buildings that helped U Street achieve its success were designed, constructed, and financed by African Americans. John Whitelaw Lewis, an African American entrepreneur and financial pioneer, devoted to the growth of an independent black Washington, constructed two major institutions in the area--the Industrial Savings Bank at 11th and U Streets (1917)--the only African American bank in the city, and the eponymous Whitelaw Hotel at 1839 13th Street NW (1919)--the only lodging facility in the city dedicated to African American patronage. A former hod carrier, Lewis saw the need to provide financial opportunities to his own people, and formed the Laborers Building



John Whitelaw Lewis. (Courtesy Cultural Tourism DC)



John Lankford. (Courtesy Cultural Tourism DC)

and Loan Association. The association helped the working class "save a part of their small earnings" by providing homes for them, and assisted them in purchasing their own houses. The group's first purchase was the row of nine newly completed row houses on 13th Street between U and V Streets.

The Industrial Savings Bank, designed by African American architect Isaiah T. Hatton offered banking services to African Americans for the first time. At first a small enterprise, the bank benefited from a devoted clientele, and continued to grow until it failed during the national banking crisis in 1932. Two years later, it was reorganized and is still doing business at 11th and U Streets.

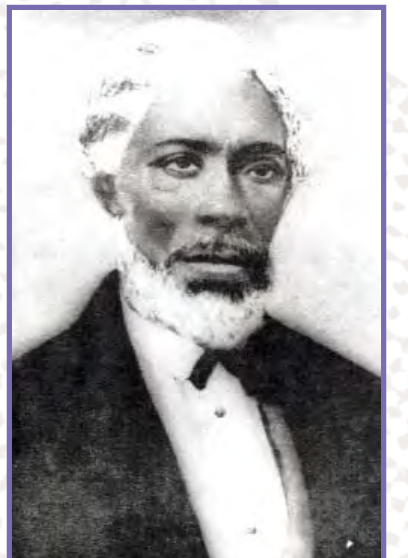
The institutions established by John Lewis were later followed by others along U Street, including the 1902 True Reformer Building; the 1908-1912 12th Street YMCA (now the Thurgood Marshall Center for Service and Heritage); the 1919-1920 Southern Aid Society building; and the 1922-1930 Prince Hall Masonic Temple.

The True Reformer Building at 12th and U Streets was one of the first institutional buildings erected by and for the African American community along U Street. The United Order of True Reformers, based in Richmond, Virginia, was founded as a fraternal and benevolent organization that served the economic and social needs of African Americans.

The Prince Hall Masonic Temple at 1000 U Street, designed by prominent black architect Albert I. Cassell and constructed between 1922 and 1930, was built to house a chapter of the first African American Masonic order. The temple has been continuously associated with the lodge, and continues to provide services for African Americans, such as social gatherings and commercial office space.

The 12th Street YMCA was constructed between 1908 and 1912 to designs prepared by African American architect William Sydney Pittman. Housed in an impressive Italian Renaissance-style building at 1816 12th Street N, it is the first purpose-built African American YMCA in the United States, a movement founded in 1853 by former slave and abolitionist Anthony Bowen. The building's construction attracted financial support from Julius Rosenwald, president of Sears, Roebuck and Company, who also contributed one-third of the costs for the construction of over 5,000 African American schools throughout the South.

Anthony Bowen. (Kautz Family Archives, YMCA of the USA)



Duke Ellington and one of his early bands, circa 1919. Courtesy: Archives Centers, National Museum of American History.

Native son Edward Kennedy "Duke" Ellington (1899-1974), the internationally renowned composer and musician, spent his teenage years at 1805 13th Street (1910-1914) and then at 1816 13th Street (1915-1917). Ellington was born on April 29, 1899, at 2129 Ward Place NW, the home of his maternal grandparents. Ellington's musical interest first began at home. His mother Daisy Ellington, a native Washingtonian, played the family piano. His father James Edward Ellington of North Carolina played popular songs and arias. He began playing around age seven. He later attributed his professional success to his parents, his music teachers, local musicians, and the patrons of Frank Holliday's pool room at 624 T Street NW. (Courtesy Cultural Tourism DC)



Madame Lillian Evanti (Lillian Evans Tibbs). (Moorland Spingarn Research Center, Howard University)

Lillian Evans Tibbs (1890-1967), professionally known as Madame Lillian Evanti, was a lyric soprano who received international acclaim. She was the first black woman to sing opera with an organized company in Europe.

A native Washingtonian, Anne Wilson Lillian Evans was the daughter of teachers Anne Brooks and Dr. Bruce Evans. She sang in her first public concert, a charity event, at age four. Evanti attended Armstrong Manual Training School and Miners Teachers College, and graduated from Howard University School of Music in 1917. In 1924 she left for Paris for further training and for better professional opportunities at a time when American opera and classical music companies refused to admit African Americans. (Courtesy Cultural Tourism DC)

The 12th Street YMCA, currently the Thurgood Marshall Center, provided the locale for social and civic activities, as well as dormitories for extended stays. Poet Langston Hughes lived here in the early 1920s, and Dr. Charles Drew, who pioneered the preservation of blood plasma, was an active member. Thurgood Marshall, the first African American Supreme Court Justice, held early meetings for civil rights legislation in the building.

The Southern Aid Society Building, located at 7th and T Streets, was constructed in 1919-1920 by the Society as a mixed-use building with commercial space, hotel rooms, and a first-run movie theater, the Dunbar Theater. The Society, founded in 1893 in Richmond, Virginia, was one of the first African American owned and operated insurance companies in the country. Designed by African American architect Isaiah T. Hatton, the Southern Aid Society building is currently under renovation.

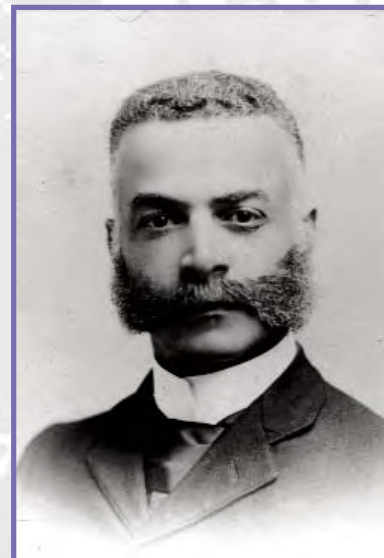
The development of these major institutions along U Street, and the growth of African American businesses provided the community economic security and stability that ultimately inspired the corridor's growth as an unrivaled entertainment center. By 1930, U Street had become the community's main



boulevard, known nationally as "Black Broadway." Several first-run movie theaters, a multitude of nightclubs and ballrooms, pool halls and stores operated alongside the offices of African American doctors, dentists, and lawyers.

During its heyday, U Street was home to a rich variety of theaters that extended from 7th to 14th Street. The Minnehaha Theatre (Ben's Chili Bowl) opened as a nickelodeon theater in 1909 at 1213 U Street NW. This was followed by the Hiawatha Theatre at 11th and U Streets and the Howard Theatre at 620 T Street NW, both in 1910; the Dunbar Theatre in the Southern Aid Society Building in 1919-1920; the Lincoln Theatre at 1215 U Street, in 1921-23, and the Republic and Booker T. theaters, mid-1920s, in the 1300 and 1400 blocks of U Street, (both demolished). The Howard was the first theater building in the nation erected specifically for African Americans. The Lincoln Theatre, built as a first-run movie house, was praised as "the largest and finest theater for colored people exclusively anywhere in the U.S."

Other entertainment facilities, such as restaurants, nightclubs, dance halls, and billiard halls grew up along U Street, extending the same length of the corridor. When it opened in 1926 in the basement of the drugstore at 2001 11th Street NW, Bohemian Caverns was considered the "doyenne" of U Street. The club, which catered to Washington's African American elite featured cave-like interior finishes (now recreated in the original basement space). Other popular clubs included the Republic Gardens in the 1400 block of U Street; the Bali at the northeast corner of 14th and T Streets; the Lincoln Colonnade behind the Lincoln Theatre; the Turf Club at 1228 U Street NW; Club Louisiana in the



Archibald Grimké. (Moorland-Spingarn Research Center, Howard University)



Howard Theatre.



Louis Armstrong at Club Bali. (Courtesy Historical Society of Washington)

2000 block of 14th Street; the Casbah at 1211 U Street NW; and the Brass Rail at 14th and T Streets. During its heyday, U Street literally reverberated with the sounds of Nat "King" Cole, Cab Calloway, Pearl Bailey, Sarah Vaughn, "Jelly Roll" Morton, Louis Armstrong, Edward "Duke" Ellington, and Ray Charles.

CHURCHES & SCHOOLS

Prior to the Civil War, African Americans and whites, although segregated during the services, attended the same churches. After the war, and as an expression of their freedom, many African Americans established their own churches. In Washington, at least four such black churches began in the U Street area: Berean Baptist Church; Saint Augustine's Catholic Church; Freedom Baptist Church; and the Lincoln Congregational Temple United Church of Christ.

Like churches, schools provided an important foundation for African American society. Originally racially mixed, segregated schools were imposed after Reconstruction. The first African American school in the U Street area was erected in 1880 at 10th and U Streets. The school was named the Garnet School in honor of prominent abolitionist Henry Highland Garnet. In 1893, Patterson School was built adjacent to Garnet School, and in 1929, a larger school, Garnet-Patterson Junior High School, was built to replace the earlier two. Although originally built in the 1880s and 1890s as white schools, Phelps School (renamed Grimké School in 1934) and Harrison School were transferred into the black school system.

THE "NEW U"

When the Supreme Court overturned restrictive covenants in 1948, and African Americans were legally free to move anywhere they desired, DC began to desegregate. Many of the African Americans who chose to leave the U Street area were the most affluent and were drawn to, and could afford, newer houses in the expanding suburbs. The departure of the professional class from the U Street area altered its socio-economic make-up. The formerly owner-occupied, single-family dwellings were converted into multi-family rental units and rooming houses that catered to a more transient population. Increased density, overcrowding, and poverty began to plague the once middle-class area.

Throughout the 1950s, other Supreme Court decisions continued the desegregation of Washington, and ironically fur-

ther contributed to the economic decline of the neighborhood. In 1953, the Supreme Court ruled that the "lost laws" of Reconstruction guaranteeing equal access were valid. Stores, restaurants and other establishments that served only whites were now prohibited from doing so. The *Washington Post*

described the Supreme Court decision as a victory that would destroy "all enforced segregation and discrimination." The unintended result of the desegregation of public facilities was that businesses in the U Street area had now to compete with those downtown. With the dissemination of the African American population across the metropolitan area, the shops and businesses along U Street became less convenient. Following their customers, many existing and new businesses went elsewhere and the number of commercial enterprises that once thrived along U Street began to decline.

In April 1968, the riots that followed the assassination of [Reverend Dr.] Martin Luther King, Jr. devastated much of the social and economic infrastructure of the neighborhood, with the area around 14th and U Streets particularly hard hit by the looting and burning of buildings. Federally funded urban renewal efforts in the 1960s and 1970s began to rebuild the neighborhood, with new housing units and social service initiatives. In more recent years, the opening of Metro's Green Line, the distinctive building stock, and the pedestrian-oriented commercial development have encouraged economic growth and vitality of the area. The erection of new buildings on vacant lots and the restorations of historic buildings such as the Lincoln Theatre, the Whitelaw Hotel, the 12th Street YMCA, and the True Reformer Building, have contributed to the rejuvenation of the Greater U Street neighborhood. Community efforts, such as the recognition of the area as a National Register Historic District, spearheaded by Cardozo Shaw Neighborhood Association, further promote the revitalization of the neighborhood and help maintain the area's rich cultural and architectural heritage.



Pearl Bailey at Bohemian Caverns in the 1940s. (Moorland-Spingarn Research Center, Howard University)

Thurgood Marshall. (Courtesy Cultural Tourism DC)

U Street trail sign created by Cultural Tourism DC.





IV. Planning Process

Process Goals. This plan should help to realize several key goals:

"FILLING THE GAP"

Establish a mixed-use, destination-oriented development program and strategy (consistent with transit oriented development guidelines) for key vacant and existing historic sites between the historic Lincoln and Howard Theatres.

"FITTING IN"

Create a site plan and massing scenario that defines a new neighborhood and regional center of mixed use development along 7th Street/Georgia Avenue and Florida Avenue that meets the needs of the local community but also attracts residents from the surrounding area and visitors;

"MAKING IT DOABLE"

Determine a detailed implementation strategy that outlines the roles and responsibilities of stakeholders and includes specific recommendations for future development; and

"DEMONSTRATING BENEFITS"

Outline the fiscal and economic impact of new investment on zoning; total area projected for retail development; estimated production of full-time jobs and temporary construction jobs; estimated sales tax revenues (where possible); and number of potential market rate and affordable rental and ownership opportunities.

Community Involvement. The process involved an Advisory Committee of neighborhood associations, Advisory Neighborhood Commissioners, Main Street directors, institutional leaders, community development corporations and Councilmember representatives. The Office of Planning met with Advisory Committee members prior to each community meeting to solicit their input about project findings. Advisory Committee members were also helpful in getting the approximately 500 stakeholders to attend the five (5) community meetings that were a part of this process. During those community meetings, area residents, property and business owners, institutional

stakeholders and others had an opportunity to review and provide input on technical analysis and the direction of the planning effort.

Primary Community Directives to the District and others.

Community interest in this planning process grew from meeting to meeting as many organized outside OP sponsored meetings to make clear statements about issues facing them. Primary community directives were:

1. To produce more affordable and adequate housing;
2. To provide affordable opportunities for local business development and assistance for existing merchants;
3. To restore the Howard Theatre to long-term use;
4. To create diverse apprenticeships & living wage job opportunities for the area's residents.

Development Goals. The previous directives were not the only input provided by the community. The Office of Planning began the planning process engaging stakeholders in a discussion about development goals. The Development Goals are organized into seven (7) broad categories:

Land Development, Design and Preservation
Public Realm
Transportation, Transit and Parking
Cultural Heritage
Retail Environment
Community Development
Fiscal Feasibility

Each category has specific development goals under each heading. These Development Goals were used to shape the framework for development recommendations for the Project Area:

Land Development, Design and Preservation

1. Develop Square 0441 as an anchor for the Destination District and for the 7th Street / Georgia Avenue Corridor;
2. Enhance and respect the character and quality of life of the existing neighborhoods and their historic resources.

3. Take advantage of transit-oriented development (TOD) in this dual Metro station area by maximizing density and intensity of land development.
4. Be forward-thinking and progressive in the design of new and infill projects and the public realm by integrating innovative design solutions with historically significant structures.
5. Reinforce the sustainability of retail and destination uses with complementary development.
6. Develop 20 to 30 percent affordable housing in residential development, particularly on publicly owned land.
7. Encourage more commercial development to strengthen daytime activities and customer base.

Public Realm

8. Create a safe, interesting and attractive streetscape environment with outdoor leisure and entertainment options.
9. Develop ground floor retail/entertainment uses that actively enliven the public realm.
10. Optimize pedestrian access to and among attractions in the destination district with appropriate signage.
11. Maintain an aggressive clean and safe campaign in conjunction with the area's DC Main Street districts.

Transportation, Transit and Parking

12. Maximize the use of transit resources and expand the range of transportation modes (i.e. shuttles, bicycles, light rail, etc.)
13. Right-size parking to give priority to transit while accommodating project generated parking demands.
14. Seek opportunities to develop a shared or joint parking strategy for the area, maximizing off-street parking as possible.
15. Manage off street service, loading and tour buses to reduce impact on surrounding neighborhoods.
16. Incorporate public parking for vehicles and bicycles within the destination district.

Cultural Heritage

17. Restore the Howard Theatre as a cultural destination, building upon its historic significance.

18. Provide physical locations for cultural heritage interpretation.
19. Incorporate cultural heritage in public art, plazas and other elements to create a cohesive and dynamic streetscape, especially at "Ellington Plaza" (T Street between 7th and Florida Avenue.)
20. Build upon and promote the area's African-American heritage and attractions, i.e. African-American Civil War Memorial, Black Fashion Museum, etc.

Retail Environment

21. Encourage a mix of national and unique, locally-owned retail establishments on 7th Street, 9th Street, U Street and Florida Avenue.

Community Development

22. Involve the community.
23. Involve youth in all aspects of redevelopment, including at the Howard Theatre.
24. Maximize economic opportunities for businesses and landowners.
25. Create training and employment opportunities for area residents with particular focus on jobs that pay living wage rates.
26. Consider strategies to proportionately enhance the use of private commercial properties.

Fiscal Feasibility

27. Promote dense, compact development through zoning and historic preservation regulations.
28. Balance District-wide and community use needs, benefits and interests with economic value on public owned land.
29. Partner with qualified and accomplished private, not-for-profit and/or other public sector investors to achieve exemplary mixed-use projects.
30. Maximize, to the fullest extent possible, revenue producing opportunities.





V. Market Analysis - Overview

The Project Area’s strong cultural history as “Black Broadway” offers many opportunities for revitalization as a neighborhood destination district. The area’s development potential will combine demand from existing residents and businesses with that generated by new residents moving into the area--attracted by the district’s location, Metro access and historic housing resources. Market analysis was prepared to examine trends and quantify the potential for entertainment, arts, housing, office, retail and hotel development.

Entertainment and Arts Potentials

PETR Productions evaluated a number of alternative uses for restoring the Howard Theatre to a vital cultural use, including a 1,300-seat theater; a smaller theater of less than 500 seats; a larger theater of more than 2,000 seats; a community and visitor center; a museum; a movie cineplex; and a mixed-use entertainment center. The evaluation considered the extent and performance of other arts and entertainment facilities in the city and focused on the following criteria:

- A. Capitalizes and focuses on the theater’s historical significance as a major venue for African American entertainers;
- B. Conforms to the building’s structural constraints and its designation as a National Historic Landmark that is located within an historic district;
- C. Is economically feasible (required investment and financing is met by operating cash flows);
- D. Anchors proposed destination district, thereby creating enhanced neighborhood activity and development;
- E. Attracts a diverse non-resident audience and plays a prominent role in the community’s art and cultural life;
- F. Lives in harmony with the Lincoln Theatre; and
- G. Minimizes environmental impact on the surrounding neighborhoods.

Given these objectives and weighted evaluation, the best option for sustainable reuse of the Howard Theatre is as a music performance venue for 500 to 600 persons with fine dining and beverage service. This approach has worked very successfully at Green Dolphin Street in Chicago and Storyville in New Orleans. The Theatre’s exterior should be restored to approximate its 1910 appearance and the interior reconfigured to support these functions and to include a museum about the Theatre’s history.

Though the Project Area has a number of destination uses (e.g., Lincoln Theatre, Howard Theatre, African American Civil War Memorial, Bohemian Caverns), it lacks the critical mass essential to a successful destination district. **The area needs other major entertain-**

ment anchors, preferably two, to reinforce the district as a destination for tourists and regional residents. The ideal locations for such anchors would be the Housing Finance Agency site at 9th Street and Florida Avenue and the WMATA/Howard University CVS site.

Other entertainment opportunities include:

- A. More dining, entertainment, and retail uses, such as niche food and beverage outlets (e.g., ethnic restaurant, single product – smoothies); live performance music clubs (e.g., jazz, hip hop); a large live entertainment venue (approx. 5,000 seats); and lifestyle retail (e.g., parenting, arts and crafts, do it yourself-oriented).
- B. Facilities to support annual neighborhood interaction and socialization, such as outdoor performance/gathering areas (e.g., amphitheater, bandstand, plaza, etc.); an open market (e.g., farmer’s, flea, etc.) facility; and a community visitor/cultural center for residents and visitors.
- C. Other complementary uses such as a rental facility with catering capabilities, a music heritage museum, and adult/continuing education facilities in the fine and performing arts.

To achieve its full potential as an entertainment destination, the Project Area needs physical and visual links to other district “magnets”, improved vehicular access and improved safety and cleanliness.

Housing

Currently, the strongest market demand in the Project Area is for new housing. Many singles and childless couples are being attracted by the availability of historic rowhouses and newly constructed condominiums and apartments in the area. Coupled with low interest rates, this heightened demand has led to rapid price increases. New condos built at Metro stations could achieve prices of \$375,000 to \$475,000 (\$450 to \$500 per square foot). Demand could support a total of 815 units in the next five years.

The current economics of developing rental housing do not favor new construction of market-rate apartments at this time. Low mortgage interest rates and rapid housing appreciation have encouraged many renters to buy homes at the same time that several new apartment developments have opened in and near downtown. The Project Area could support an estimated 160 to 320 units over the next 10 years once mortgage interest rates increase again, leading more households to seek rental housing.

Affordable Housing

The same high housing values that will support and encourage reinvestment and development in the Project Area are making it more and more difficult for long-time residents to stay in the area, particularly low-income renters. Preserving the community’s people as well as its houses and structures demands significant new development of affordable housing units and preservation of existing subsidized units. The Convention Center Area Strategic Development Plan provides more detailed information about affordable housing issues in Shaw.

Public and private sites within this Project Area should be developed to accommodate a percentage of very affordable units.

Retail

The Project Area currently includes two distinct retail areas: U Street from 15th to 10th Streets NW and 7th Street from W to T Streets. In the future, retail from 13th to 10th Streets should build on the retail successes further west on U Street and 14th Street. This portion of the study area could support 38,000 to 50,000 square feet of retail space with about one-half in general merchandise, apparel, furnishings and other “shoppers goods.” Rents of \$25 to \$35 per square foot are likely, which could force some current businesses to move or close unless they can receive assistance and resources to achieve higher sales or preferred rents.

Future retail development in the 7th Street corridor will depend on resolving the street’s safety and maintenance issues. With renovation of the Howard Theatre and/or addition of an arts event use(s), the area could flourish as a restaurant district. T Street from 7th Street to Florida Avenue is particularly suited for sidewalk cafes and other restaurants. The 7th Street/Georgia Avenue retail should emphasize restaurants, cafes and take away food (30,000 to 35,000 square feet) with smaller components of personal service and convenience goods (3,000 to 7,000 square feet) and shoppers goods (12,000 to 23,000 square feet).

The Howard Town Center project is proposed to include a major grocery store, a relocated CVS drugstore and other neighborhood-serving retailers. If this development does not proceed, these anchors should be located elsewhere in the neighborhood near Howard University north of Florida Avenue.

To support this retail demand and strengthen the market position of existing and future retailers in this area, the following actions should be taken:

- A. Establish recognizable, consolidated retail districts associated with a shopping or dining task;
- B. Seek a comprehensive parking solution with well-maintained and well-lit parking available to the public;
- C. Restore realism to the retail real estate market by educating landlords about supportable rents and discouraging them from holding their properties vacant and off the market in anticipation of high rents in the future; and
- D. Quickly establish a safe, maintained, and possibly managed environment.

Office

The Project Area is a secondary office market, which will attract primarily institutional tenants, non-profit organizations, professional offices and other neighborhood-serving businesses. As in many parts of the city and region, the market will not justify speculative office

space. Any major new office development will need to have signed leases before beginning construction. Leases from the District Government and Howard University could potentially support construction of office buildings with additional space for other businesses or organizations. Current rents range from \$28 to \$34 per square foot for newly developed or renovated office space.

Hotel

The Project Area offers proximity to Howard University & Hospital, the new Convention Center and Downtown, but currently it does not offer the range of amenities that tourists and other guests seek when they choose a hotel. The failure of hotel ventures, such as the Howard Inn, illustrate the need to merge business and institutional hotel demand with significant tourist and visitor demand tied to the surrounding residential neighborhood. In the longer term, when the area develops as an enhanced entertainment district with new amenities, a new hotel of 100 to 200 rooms could be supported.

Find both market analyses for the “Uptown Destination District” and “Convention Center Area Strategic Development Plan” on the Office of Planning website: planning.dc.gov. Look under Project Summaries.

VI. Public Sites Overview

Several public sites can be used in achieving the area’s development potential. Development potential of select sites are illustrated within this Framework. Private sites should be challenged to adhere to similar development targets, objectives and guidelines. Public sites are:

District Government - Buildings (B) and Land (L)

Howard Theatre, 620 T Street NW, 15,000 SF (B)
Bond Bread, 2114 Georgia Ave NW, 39,072 SF (L)
SSL 2877 0062 and 0972, 8th St NW, 11,673 SF (L)
SSL 2877 0977, Georgia Avenue NW, 2,733 SF (L)
Grimke School, 1925 Vermont Ave NW - 46,100 SF (B)
Lincoln Theatre, 1215 U St NW - 14,544L SF (B)
Parking Lot, 900 Block U St NW - 5,872 SF (L)

National Capital Revitalization Corporation (NCRC)- Land

RLA Parcel 33, Square 0441, 7th & S Streets - 35,189 SF
RLA Parcel 26, Square 0419, 1744 7th St NW - 2,375 SF
RLA Parcel 42, Square 0442, 1705-7 7th St NW and
637 Rhode Island Avenue NW - 17,008 SF

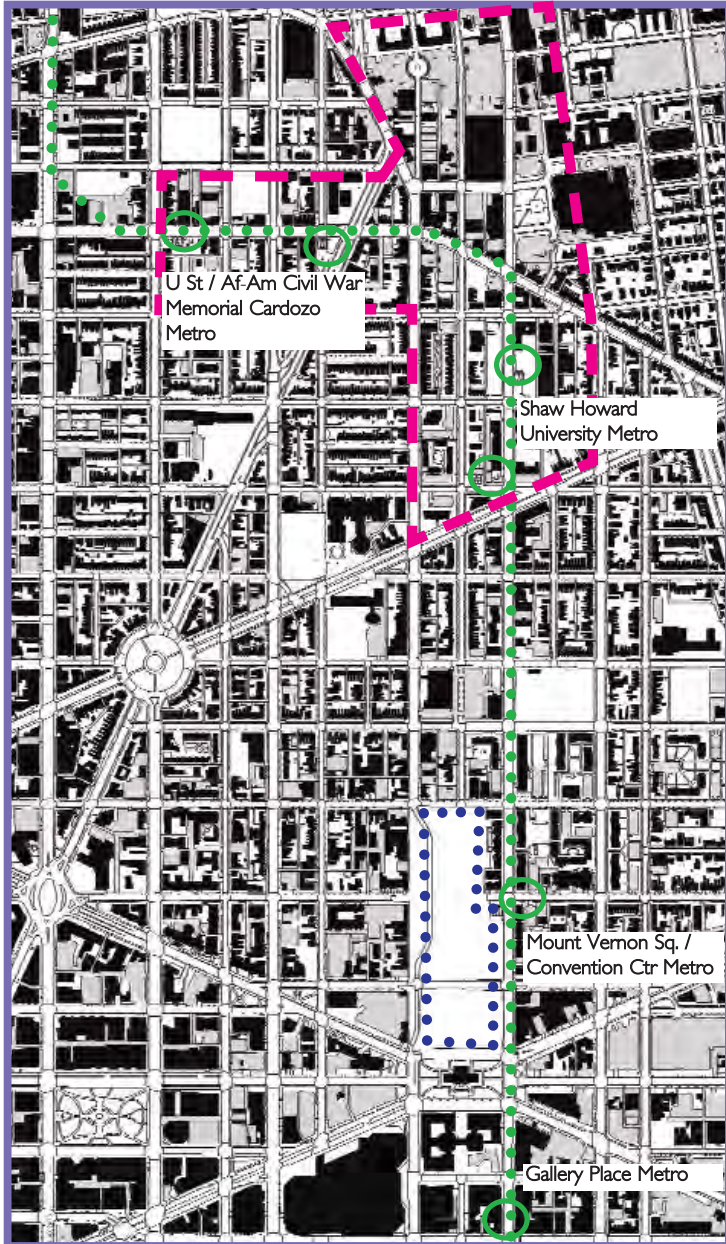
Washington Metropolitan Area Transit Authority (WMATA)

Air Rights - Shaw Metro - Square 0441 - 4,200 SF (L)
8th/Florida - SE corner - 8,621 SF (L)
8th/Florida - SW corner - 15,956 SF (L)
9th/Florida - SE corner - 3,799 SF (L)

DC Housing Finance Agency - Land

815 Florida Avenue - 29,372 SF

TOTAL PUBLIC OWNED : approx. 6 acres (251,514 SF)



Proximity to Convention Center & Downtown Washington, DC.

II. Public Policy & Placemaking

Several District-wide policies and initiatives have been or are important to this planning process. Those policies and initiatives include:

Public Land Disposition Requirements. The Executive and the Legislative Branches of District Government maintain an agreement that public amenities are created as public lands are let for private or not-for-profit development. Public amenities on any one site may include some combination of the following: a minimum of 20-30% of total residential units at "affordable" rents or sale prices, local business development opportunities, cultural use set asides, public parking and jobs/apprenticeships for local residents.

CHALLENGE: Public amenities are typically subsidized by various District agencies. Achieving a common set of public amenities applicable to each site will be difficult. Public amenity subsidies will likely need to be weighted on a case by case basis in the context of the overall Project Area and on both public and private sites.

Private Sites. Because of their location or adjacency, there are non-public sites that are of-interest in achieving implementation of this plan to meet the development goals. Those non-public sites are:

Howard University - Land

CVS Site, 7th and Florida--20,646 SF
Assisted Living Site, 7th and S St NW--41,351 SF
SSL 2877 0933, Georgia Ave. and V St--58,607 SF
HU Commercial Land North of Florida Ave.--+462,757 SF

TOTAL HU Ownership = over 13 acres (over 583,361 SF)

OTHER PRIVATE OWNERS - Land

Jemal's Wonder Bread, 641 S St NW--23,881 SF
Atlantic Plumbing, Squares 2873 and 2875--70,567 SF
United House of Prayer Site, 1709 7th St NW--15,925 SF
Others north of Florida Avenue (aggregate)--166,865 SF

TOTAL OTHERS = over 6 acres (277,238 SF)

TOTAL NON-PUBLIC SITES: approx. 20 acres

The ratio of public to private assets is 1:3.33. Given this, many of the development goals for this area should be shared by both public and private sector asset holders. The District should consider providing zoning and/or other incentives for private owners' adherence to this plan and its goals for affordable housing and local business development.



Transit Oriented Development. A smart growth management initiative wherein the District actively seeks simultaneously to capitalize upon its transit and high-volume traffic corridors to enhance existing neighborhood centers by creating active, compact and dense neighborhood development opportunities. The Project Area is served by both the Shaw-Howard University and U Street / African-American Civil War Memorial / Cardozo Metro stations on the Green Line as well as significant bus service.

CHALLENGE: TOD initiative seek to maximize densities around Metro stations, and area stakeholders largely endorsed higher densities at both Project Area stations, particularly to produce more affordable housing. The TOD initiative should be adopted as public policy. The current zoning makes achieving the density needed to make more affordable housing with limited public subsidies challenging. Both the Columbia Heights and Petworth Metro stations have more favorable zoning and will produce desired mixed use results. This Project Area should be rezoned as needed to achieve the height, bulk and use recommendations of this Framework.

Transit Enhancements. A preliminary and ongoing assessment of potential corridors and routes for expansion of the District's mass transit network. The Georgia Avenue / 7th Street corridor is one of several priority transit enhancement corridors being assessed now to determine capacity and preferred transit mode. Expanded mass transit options are strongly encouraged. Some stakeholders attending planning meetings have requested that existing Yellow Line service be extended along the same path as the Green Line within the District. WMATA officials believe this would not be cost effective.

CHALLENGE: Retail or commercial property owners are likely to request that the maximum amount of on-street parking is maintained.

Parking Demand Management. A policy that focuses on creating livable neighborhoods while supporting successful retail through efficient management of parking demand and resources that may include

creative pricing strategies, shared parking, municipal parking, shuttle and transit programs, and flexible design.

CHALLENGE: The District should assess how much structured or surface parking is needed at its urban, transit centers. On the one hand, stakeholders want walkable environments geared toward pedestrians and bicyclists, as they were historically and as encouraged by the TOD initiative, but they also want as much parking as possible so that current residential parking supply is not negatively impacted by new development. Retailers and housing developers also claims difficulty reaching the targeted market without it. A shared parking system is needed although many of the sites within the Project Area are private and will likely require new public policy or an agreement wherein private property owners are provided incentives to accommodate some degree of public parking on their sites, but there are significant cost implications. Building public parking should be decisively considered. DDOT's U Street / Shaw Transportation & Parking Study should seek to provide technical information and recommendations in response to the transportation, parking and transit concerns for the Area.



reSTORE DC / DC Main Streets. A partnership between the District government and local community organizers to revitalize the District's neighborhood business districts through a preservation-based, comprehensive and systemic strategy for retention and attraction of preferred neighborhood uses. The 14th & U Street Main Street was designated in 2002. Shaw Main Streets was designated in 2003. Both organizations play a vital role in fielding local business development concerns and seeking responses from District agencies. The service areas for the two Main Streets overlap within the Project Area.

CHALLENGE: The two Main Street districts are different from each other in terms of age, development patterns, and market, but both are willing to work together to achieve mutual goals. The Project Area is sufficiently different from both existing districts, however, that a management entity might be considered to focus on destination oriented business develop-

This plan challenges public and private asset holders to develop mixed used, mixed-income developments wherein affordable housing units are created at not less than a minimum of 20% of total units, but preferably at the community's preference of 30% and at rates that reach the very low income (0 - 30% of AMI).



ment within the Framework of this Plan. That entity should be a joint effort of both Main Street districts. Simultaneously, reSTORE DC will need to think strategically and fiscally about how it can or will begin to address rent affordability within neighborhood commercial districts where rental rates and the price of commercial real estate are climbing.

Strategic Neighborhood Investment Program (SNIP). A targeted investment policy wherein priority District neighborhoods or locations receive a series of comprehensive public actions or funds to complement and/or catalyze private sector investment. Greater Shaw / U Street neighborhood is a targeted neighborhood. The actions by public agencies are tracked by the Office of the Deputy Mayor for Planning and Economic Development.

CHALLENGE: Development in the District typically takes around four (4) years for construction to start. The market conditions are currently favorable but can change. Change might also happen with those who are tracking or working with District agencies to make sure that development targets are met. Completion of this plan marks a significant opportunity for District asset holders to move toward disposition as soon as possible after this planning process ends to achieve results. This plan should serve as an official guide for physical development for five (5) years and should help to determine successes and shortcomings. Additional work will need to be done in outlying years to ensure plan success.

Housing and Re-population. A Mayoral initiative to recapture a portion of the 300,000 citizens lost over the last three decades and to enhance the District's human capital by creating and rehabilitating housing for a wide spectrum of individuals and families.

CHALLENGE: This Plan includes both housing development and cultural / destination development recommendations. These two use groups of residents and destination patrons are sometimes in conflict, even within the heart of the city. Both can and should be accommodated within this neighborhood district.



Apprenticeships / Jobs Opportunities. The District government has a mandatory apprenticeship law that requires all prime contractors and subcontractors, who perform new construction and renovation work on District government assistance projects in excess of \$500,000 in a single contract let, or cumulative contracts within a twelve month period are required to register apprenticeship programs with the D.C. Apprenticeship Council. The First Source Agreement Program assures city residents priority for new jobs created by municipal financing and development programs. It mandates that all projects funded in whole or in part with District of Columbia funds, or other funds which the District administers, shall provide for increased employment opportunities for District residents. Each employer in the program must sign an agreement ensuring that all job openings created are listed with the Department of Employment Services and 51% of new hires are District residents.

CHALLENGE: Area residents want priority for opportunities. Main Street programs are also a source for targeting local residents for retail jobs.



(above) GreenTeam announcement at Bohemian Caverns. GreenTeam is an innovative program developed by 14th & U Main Street, Cultural Tourism DC, and community partners. The program provides living wage jobs to homeless residents who provide clean, safe and hospitality services in the 14th & U Main Street district.

Crime and Safety. Implementation of this plan will require the active and proactive participation of many public agencies, including and especially the Metropolitan Police Department (MPD). The area has a strong market for development, but successful implementation depends upon the ability of the area to demonstrate reduced crime and to put forth an environment that is safe and inviting.

CHALLENGE: MPD has shown a willingness to work proactively in many parts of the city. Likewise, the MPD should assign sufficient staff to work

cooperatively with Main Street, business and resident stakeholders to develop a crime prevention strategy to foster a real and perceived safe environment in the short term for long term benefits. Also, MPD should coordinate with DDOT as it plans for transportation, parking and streetscape improvements. Principles of Crime Prevention Through Environmental Design (CPTED) should be incorporated as possible.

MEETING PROGRAMMATIC OBJECTIVES

Market Summary and Conditions. Technical market analysis for this planning effort supplemented a related analysis for the Convention Center Strategic Development Planning process. Analysis revealed a trend toward higher cost housing and commercial development. This trend underscores the need to produce more affordable housing in sizes adequate for families. The analysis revealed the following demand for the next five (5) years (2004-2009):

Rental housing	160-320 units
For sale housing	815 units
Retail	
Restaurants/carry out	45-55,000 SF
Selected shoppers goods	32-40,000 SF
Personal & convenience	6-10,000 SF
Office	Pre-leasing required
Hotel (long term demand)	100-200 rooms

Currently, trends indicate that rents and for sale condominium prices are as follow:

Rents	
One bedroom apartment	\$1,460 to \$1,660
Two bedroom apartment	\$1,790 to \$1,940
Retail	\$18 to \$45 per SF
Office	\$22 to 32 per SF
Condominiums	\$375,000-\$475,000

The average household income of \$85,400 for a family of four (as of January 2004) within the metropolitan region. However, in the context of the immediate neighborhood, the median household income is under \$45,000 within one-mile of the Project Area. Additionally, several existing multifamily affordable housing sites have affordability contracts which are soon to expire.

This Framework challenges public and private asset holders to develop mixed used, mixed-income developments wherein affordable housing units are created at not less than 20% of total units, but preferably at the community's preference of 30% and at rates that reach the extremely low income (0 - 30% of AMI). Similar results should be achieved for local

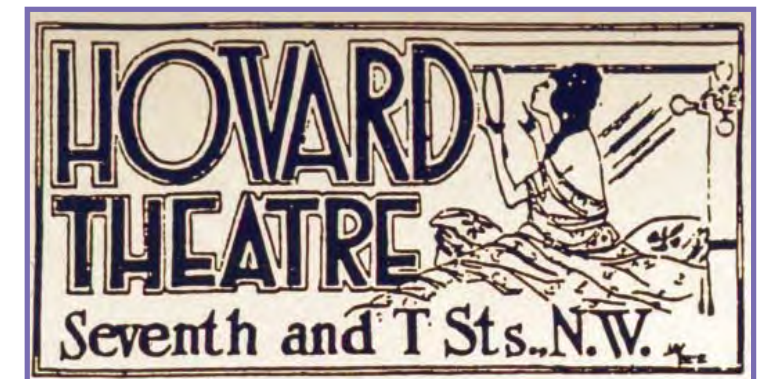
business development, attraction and retention as well to ensure economic and retail diversity.

The Howard Theatre and Cultural Heritage. This plan recommends that the physical shell of the Howard is maintained and restored while the interior is retrofit to accommodate a 500-600 person live entertainment venue which supplements its operating revenue with dining and beverage sales. Additionally, the theatre should include a small museum and gift shop to serve as a daytime destination and revenue generating source. The Howard Theatre should be developed in conjunction with NCRC's RLA Parcel 33 so that a parking solution for the Howard Theatre can be achieved.

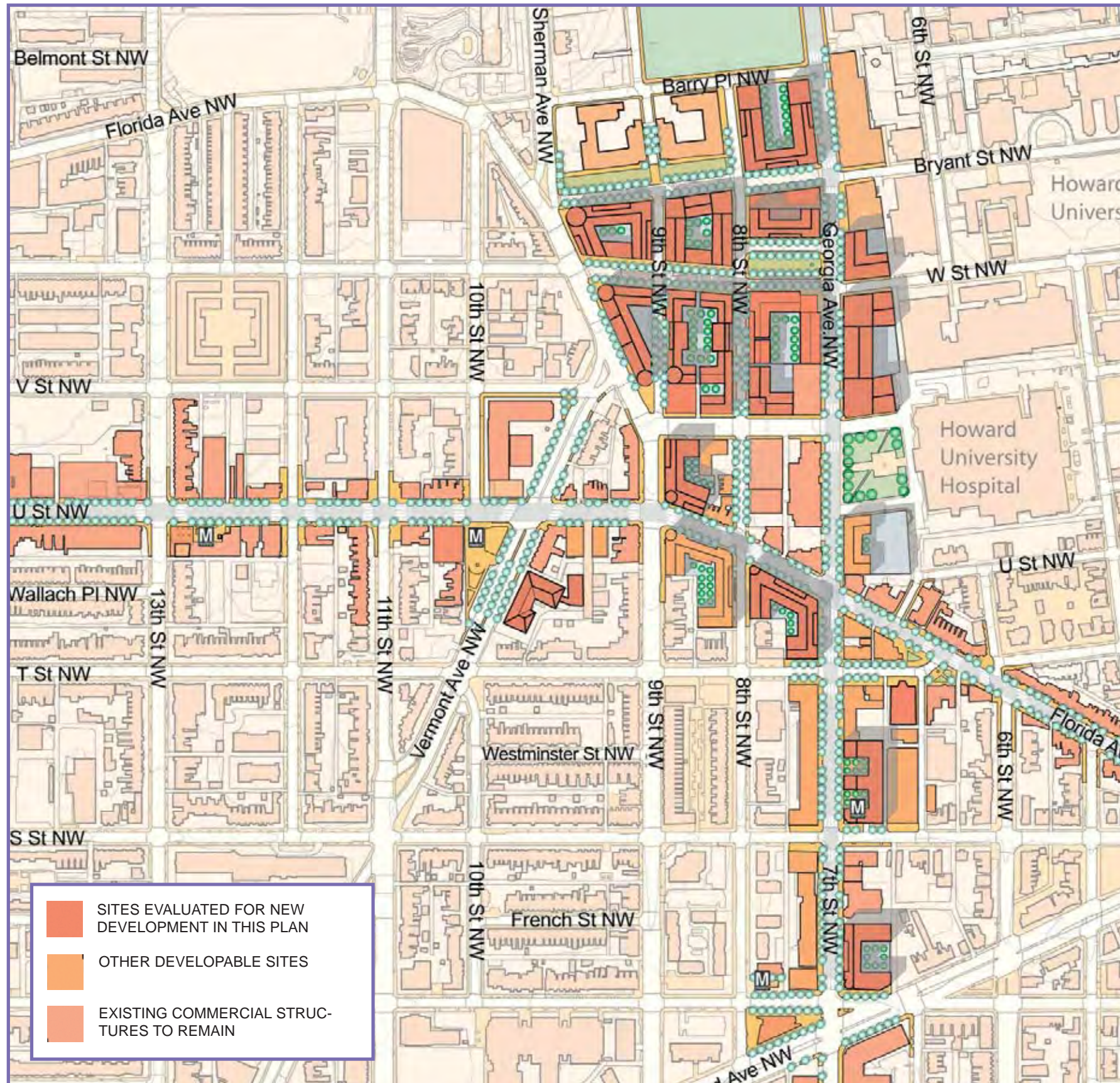
Between the Howard and Lincoln are a number of cultural heritage sites, which are in varied states of readiness to accommodate visitors. Those sites include the True Reformer, African-American Civil War Museum and Memorial, Ben's Chili Bowl (former Minnehaha Theatre), Bohemian Caverns, Industrial Bank, and the Black Fashion Museum. Other sites are within close proximity to the commercial corridors. **At least one, preferably two, new and additional destination sites are needed to complete the destination district. This plan recommends that those two are preferably located at high visibility points along the commercial corridor: the Housing Finance Agency site at 9th and Florida Avenue; and Howard University's CVS site at 7th and Florida Avenue.**

In the context of shifting availability of public funds, each destination district site should grow to become or be expected to be self-sufficient, competitive within the local, regional and/or national markets, and extremely well managed. Public resources should be used strategically to support worthwhile uses which complement this Development Framework and as supplement to revenues produced or raised by those organizations.

Howard Theatre ad.



Completion of this plan marks a significant opportunity for District asset holders to move toward disposition as soon as possible after this planning process ends to achieve results.



VII. Planning & Implementation Principles

A - Placemaking

Create a cohesive and memorable place with diverse sub-areas whose primary functions and/or focus may be somewhat different.

B - Design Guides

Knit new development with surrounding neighborhoods and the Howard University campus to respect their character and to honor the pedestrian in this transit oriented environment.

C - African American Cultural Heritage

Promote cultural tourism initiatives based on the rich African American historical and cultural assets of the area that will bring economic development opportunities for local residents and businesses.

D - Destination Venues

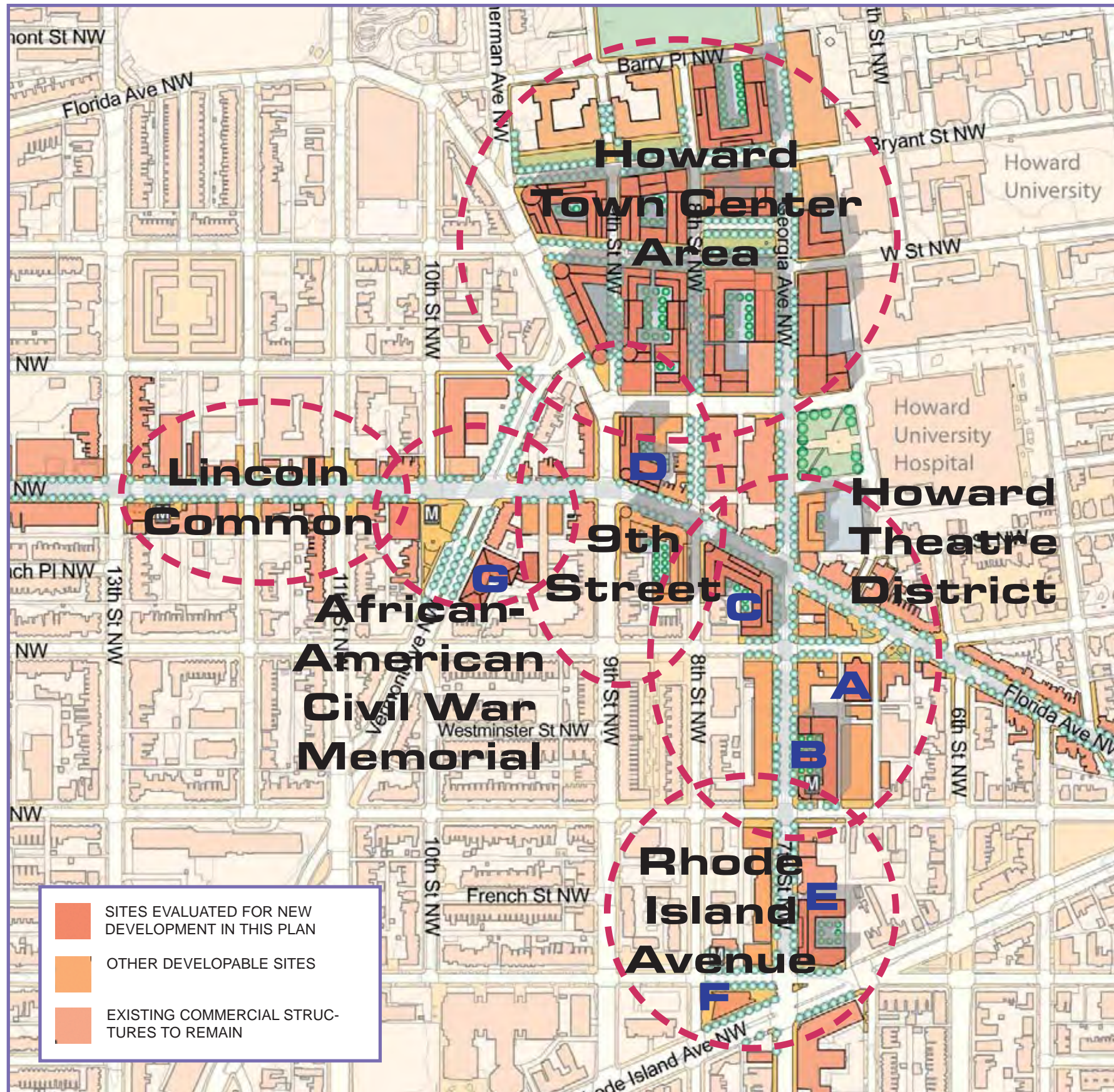
Allow for the active expression and appreciation of music with particular emphasis upon the area's jazz heritage.

E - Retail Development

Foster a spirited environment of local entrepreneurship in which local businesses are provided enhanced services and opportunities and the best in new retail ideas are supported.

F - Local Access & Participation

Ensure that existing residents receive opportunities and a voice in shaping how the destination district develops.

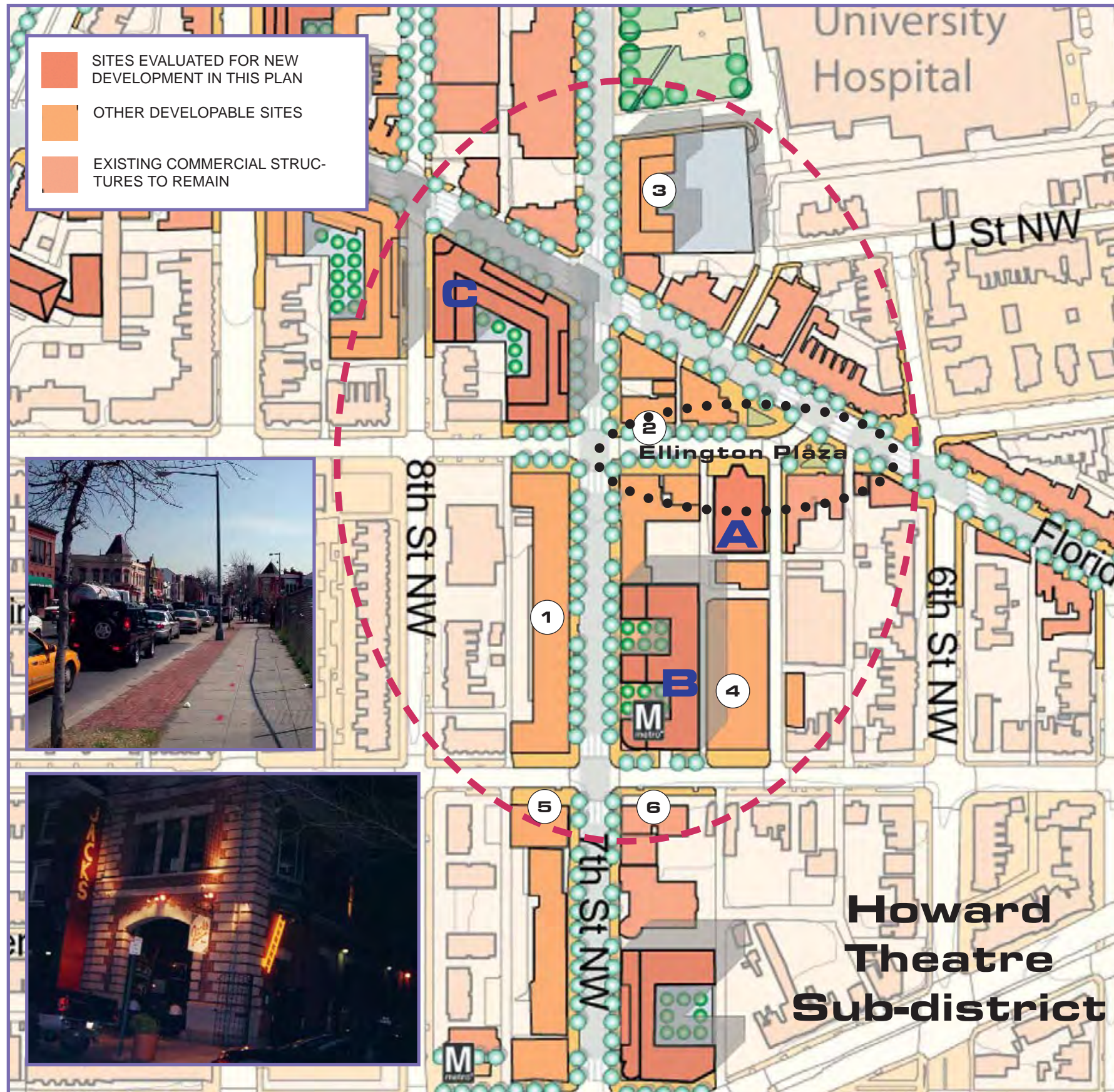


A. Placemaking

Create a cohesive and memorable place with diverse sub-areas whose primary functions and/or focus may be somewhat different.

- | | | |
|---|-------------------------------------|---|
| 1 | Howard Theatre District | "Performing Arts Anchor" |
| | Public Assets: | A. Howard Theatre (Ellington Plaza)
B. NCRC + WMATA Parcels
C. WMATA + Howard CVS |
| 2 | 9th Street | "Eclectic Shops / Dining / Entertainment" |
| | Public Assets: | D. Housing Finance Agency Site
Also, WMATA parcels |
| 3 | Rhode Island Avenue | "The Residences" |
| | Public Assets: | E. NCRC + UHOP Parcels
F. Watha T. Daniel/Shaw Neighborhood Library |
| 4 | African-American Civil War Memorial | "Cultural Arts Center" |
| | Public Assets: | G. Grimke School (Memorial Plaza)
Also, Garnet-Patterson School |
| 5 | Howard Town Center Area | "University District" |
| | Public Assets include | Bond Bread Building |
| 6 | Lincoln Common | |
| | Public Assets include | Lincoln Theatre |

create a cohesive and memorable place
with diverse sub-areas



A. Placemaking

Howard Theatre Sub-district

"Performing Arts Anchor"

Assets:	A. Howard Theatre (Ellington Plaza), 620 T Street NW	18,000 SF	Building
	B. NCRC RLA Parcel 33, Sq. 0441, 7th and S Streets NW	35,189 SF	Land
	+ WMATA Air Rights - Shaw Metro	4,200 SF	Air Rights
	C. WMATA 8th/Florida Ave. - SE Corner	8,621 SF	Land
	+ Howard CVS Site - 7th and Florida	20,646 SF	Land

QUALITY OF ENVIRONMENT / PUBLIC REALM

The "Howard Theatre Sub-district" will be a vibrant center focused upon a revived Howard Theatre. The Theatre will be restored to approximate its original and historic facade and will be well-programmed with local and national performers who attract day and night time patrons. Performances recall the time when, in the Theatre's heyday, legendary greats like Duke Ellington, Ella Fitzgerald, Count Basie and many more honed their artistic craft and set a standard for excellence in the performing arts. Performances will be affordable to patrons who will be a range of local residents, visitors and tourists.

Sub-district properties will be programmed to complement and support a "complete" destination with restaurants, outdoor cafes/dining, intimate music clubs, bars, bookstores, art galleries, modest priced retail and other destination uses. "Ellington Plaza," T Street between 7th and Florida, will become a small restaurant /entertainment zone celebrating the legacy of the Howard and the surrounding neighborhoods.

The streetscape will be dynamic with clean and well-lit sidewalks that are ample in size for outdoor cafes and special events. New trees will be healthy and well-maintained. Storefronts will be architecturally exciting. Individual storefront signs will be appropriately scaled yet a highly-creative expression of business type and local history. "Ellington Plaza" facades are preserved and restored

SMALL BUSINESS DEVELOPMENT

Existing property owners are targeted with technical assistance to move them actively toward meeting a variety of local and visitor needs, both current and into the future. Technical assistance should focus upon interior, retail space planning, merchandising, storefront improvements, marketing, and promotions.

RECOMMENDATIONS FOR OTHER SITES OF INTEREST

1. Demolish HU's 125 bed site and allow mixed use redevelopment, including active, ground floor retail, which complement other proposed destination uses and optimizes density.
2. Complete renovation of Dunbar Theatre. Locate signature, destination retail tenant.
3. Develop mixed use project near Howard University Hospital. Include structured parking for shared use with Howard Theatre.
4. Redevelop the Wonder Bread building and site with offices in addition to an art gallery and/or intimately scaled live music venue. Preserve the architecturally and historically significant facade.
5. Assemble and redevelop NCRC RLA Parcel 26 and the private properties at the southwest corner of the intersection of 7th and S Streets with mixed uses.
6. Locate retail tenant for the United House of Prayer property on the southeast corner of 7th and S Streets. Relocate HU Welcome Center.

create a cohesive and memorable place with diverse sub-areas



PHOTOS

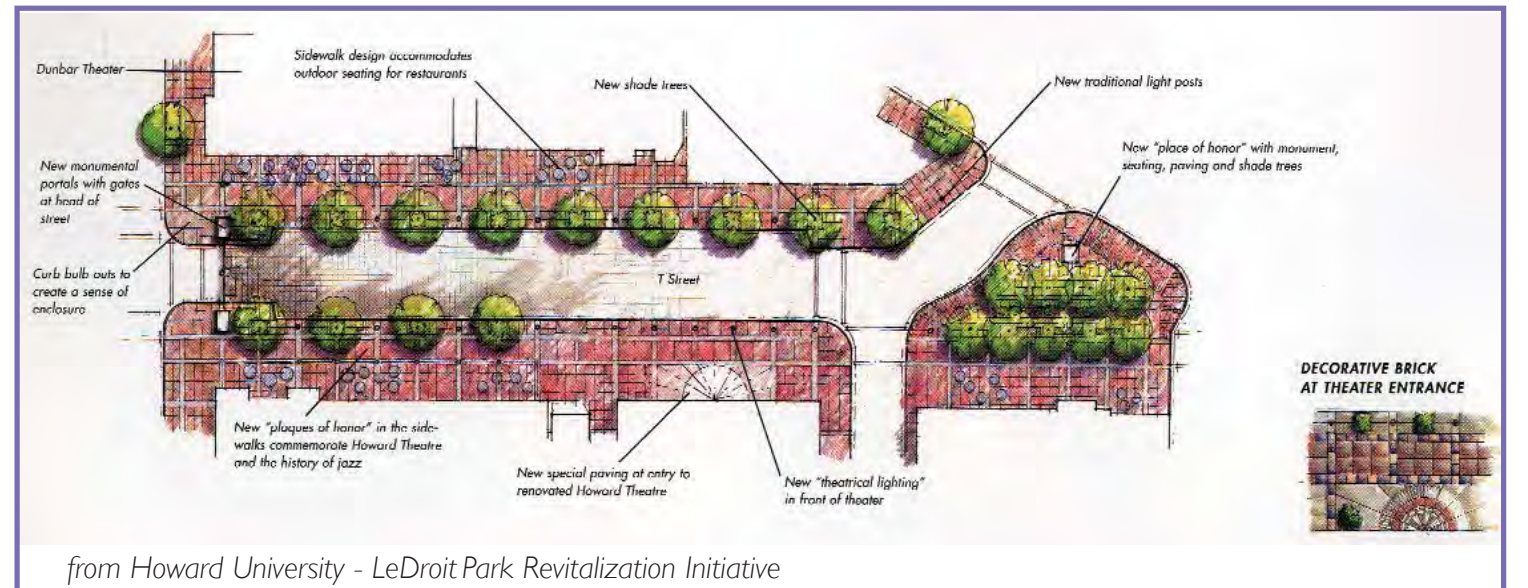
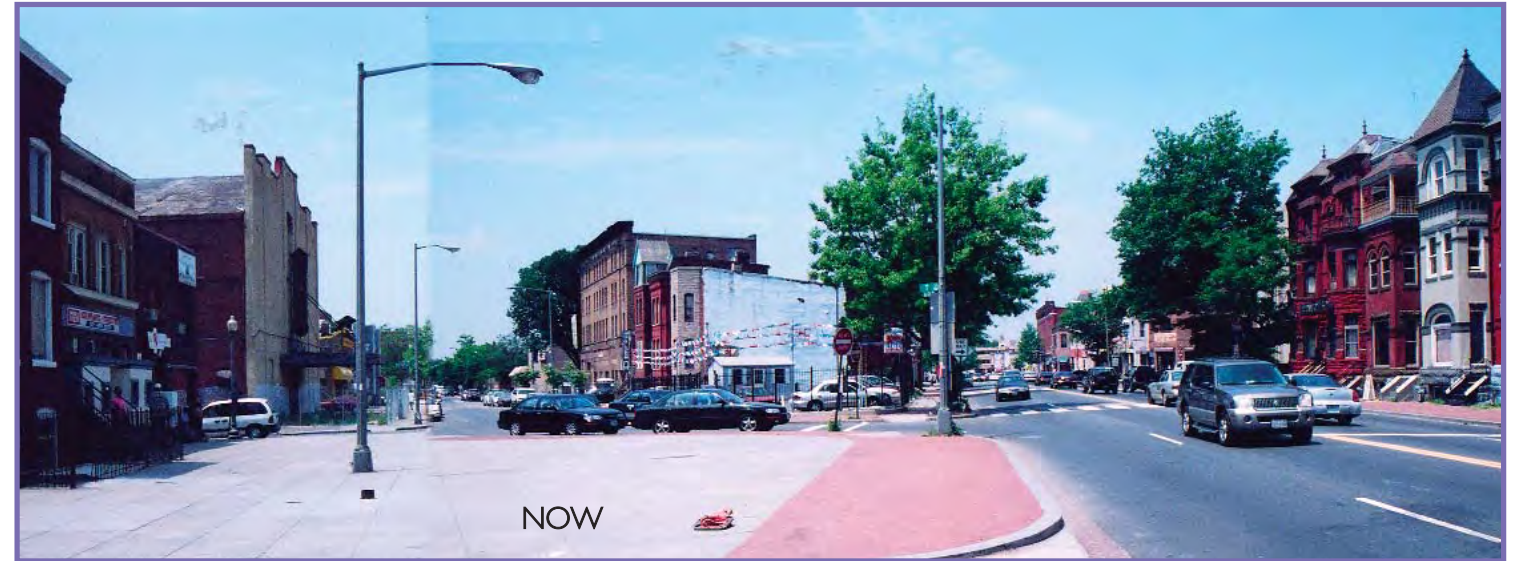
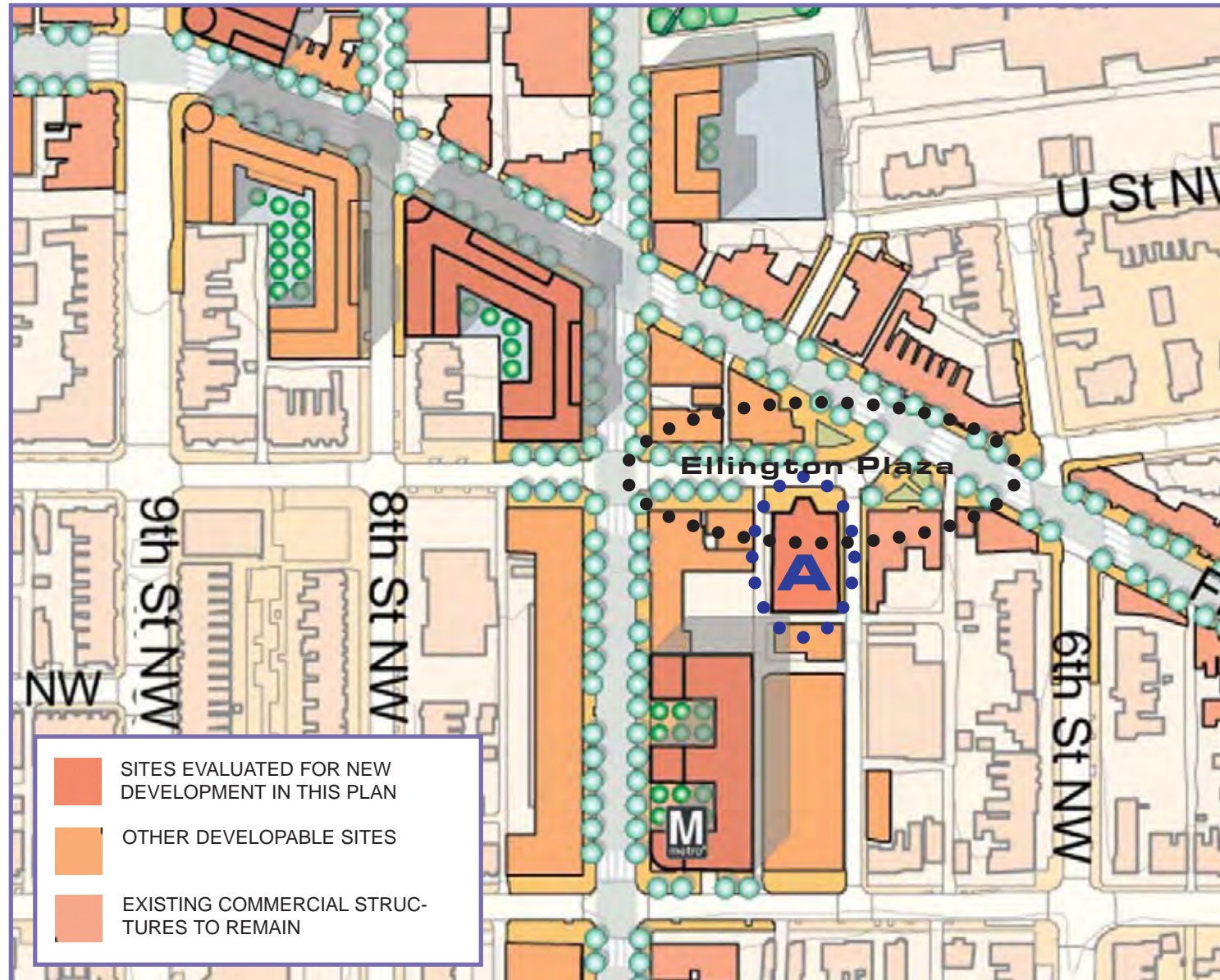
- A. Howard Theatre - T Street facade (2004).
- B. Howard Theatre Facade circa 1910. The facade should be restored to approximate the original facade.
- C. Motown Cafe (NYC). The Howard should host live performances by a range of local and national artists.
- D. Gift shop - B. B. Kings (NYC). The Howard should include a small museum about the Theatre's history and a gift shop.
- E. Advertisement. There should be daily and nightly events at the Howard Theatre including performances by local and national talent.



A. Placemaking

Howard Theatre Sub-district

Site: HOWARD THEATRE / Ellington Plaza



RECOMMENDATIONS

HOWARD THEATRE (A) +/-18,000 square feet
(12,000 square feet at grade and a 6,000 square-foot mezzanine)

DEVELOPMENT PROGRAM

HOWARD THEATRE

Live entertainment Venue with 500 - 600 person capacity
Restaurant/dining with beverages to support operating cost
Gift shop
Small museum
Local and national performances

Restore the T Street facade to its approximate 1910 appearance.

Develop Theatre parking on the WMATA/NCRCRLA Parcel 33 site when it is developed. Seek other parking sites as well.

Coordinate disposition/restoration/reopening schedules with redevelopment of NCRC/WMATA site and streetscape/public art improvements on Ellington Plaza.

Embrace Ellington Plaza as front foyer of the Theatre and program with active calendar of special and community events.

Require daytime use of the Howard Theatre, i.e. museum and gift shop.

Maintain Wiltberger Street as a functioning right-of-way, providing for service/loading functions and access for the Theatre and nearby properties.

Explore closing portion of west side alley adjacent to the Theatre to vehicular use and reuse as café and post-performance pedestrian egress to parking on the NCRC/WMATA site to mitigate impact on surrounding residential properties.

Install distinctive streetscape and specialty paving along the 600 block of T Street from 7th Street to Florida Avenue to create a public space that respects and celebrates the heritage of the Howard Theatre and the surrounding neighborhoods.

Design Ellington Plaza to accommodate public gatherings.

Actively program the public space with regular community and arts/cultural events.

Public art should be installed in the Ellington Plaza gateway at Florida Avenue.

Encourage sidewalk cafes along T Street in preserved buildings.

Incorporation of film into Howard Theatre programming is not recommended due to significant competition from other cinemas and to avoid competing with the Lincoln Theatre's presentation of special run films.

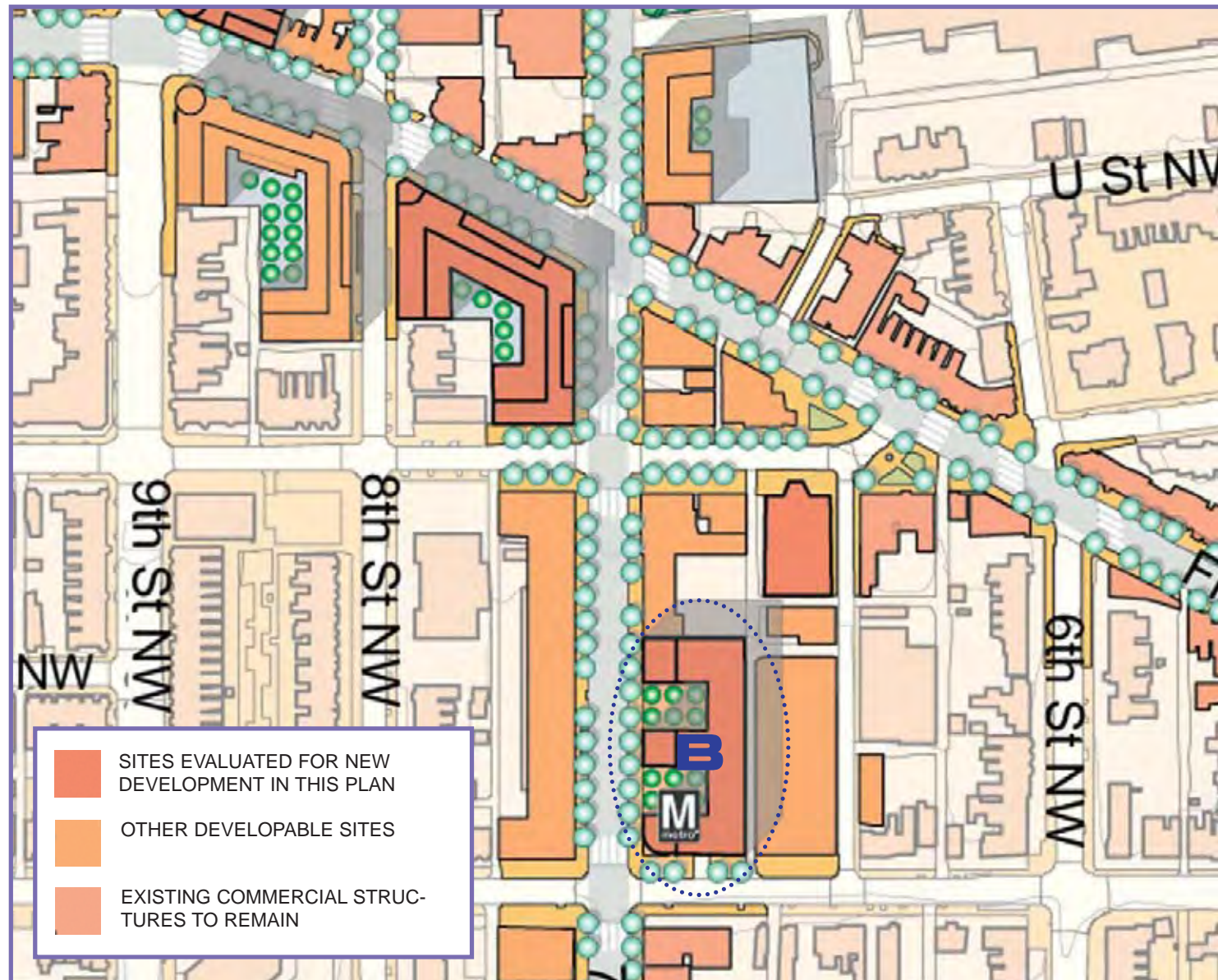




A. Placemaking

Howard Theatre Sub-district

Site: NCRC + WMATA Parcels



RECOMMENDATIONS

WMATA + NCRC RLA PARCEL 33 (B)

35,189 sf

DEVELOPMENT PROGRAM

- Primary use: Office (maximum 170,000 SF)
- Ground floor retail/restaurants (approx. 18,000 SF)
- Secondary use: Residential (up to 176 units)
- 379 permanent jobs with office uses created
- 240 +/- parking spaces below grade and on two levels behind retail (shared with T Street uses)
- 20-30% Affordable Housing Target
- 35 % Local Small Disadvantaged Business Enterprise

Coordinate disposition/redevelopment schedules with restoration of the Howard Theatre and streetscape/public art improvements on Ellington Plaza.

Allow building height of 65 feet to cornice, rising to 90 feet with a one-to-one setback from cornice; optimize density, with target of approximately 6.0 Floor Area Ratio (FAR).

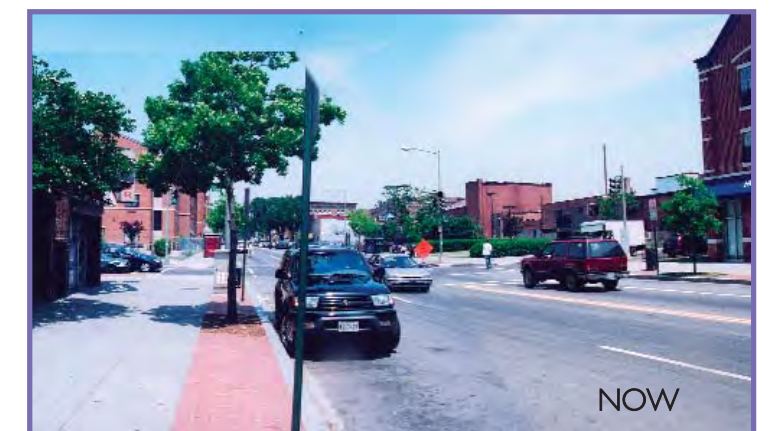
Provide parking, consistent with strong transit use, to accommodate demand for on-site uses, retail/restaurant uses on T Street, and joint use with the Howard Theatre; parking management to provide for joint and shared use and extended operating hours.

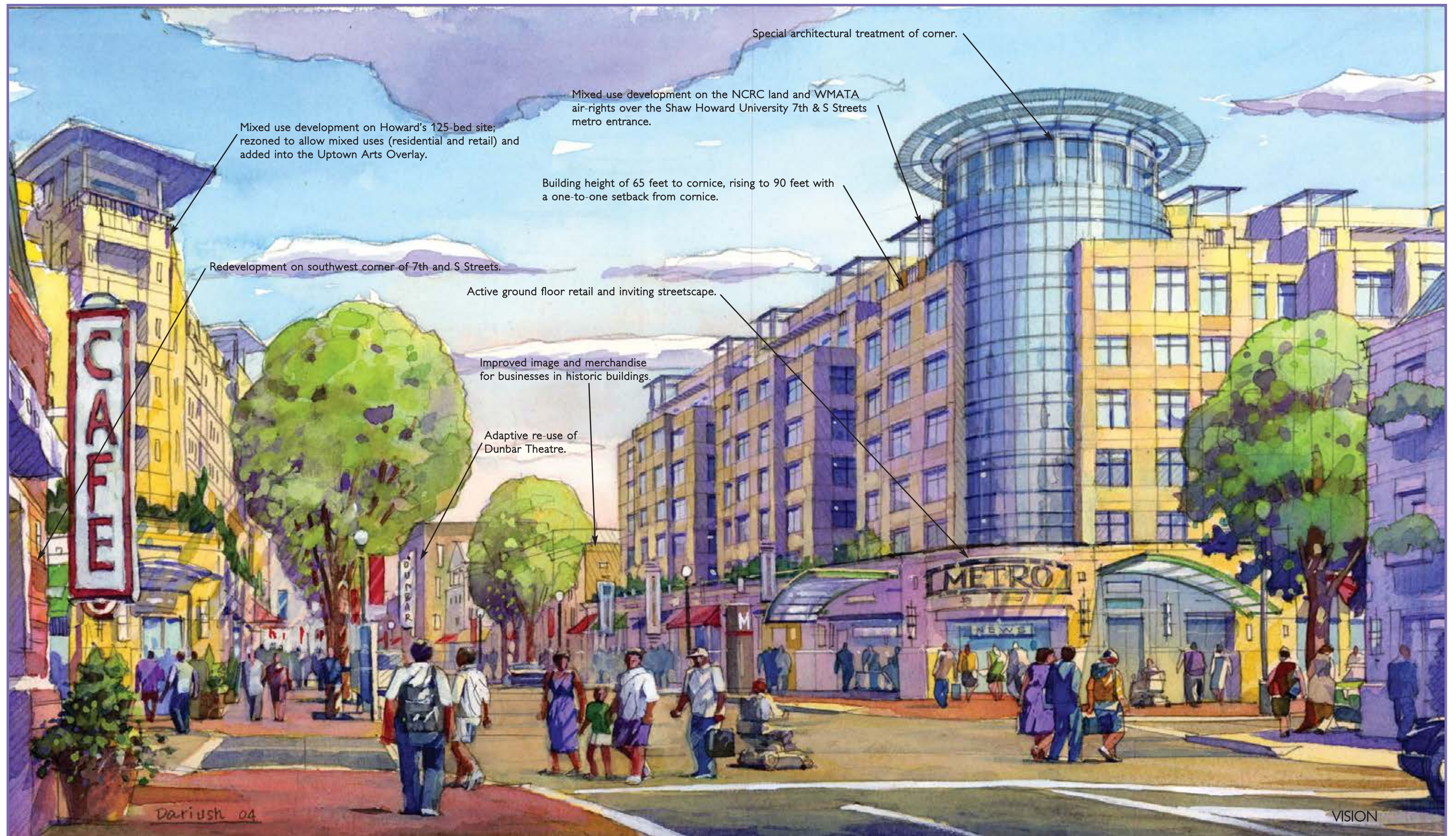
Consider joint venture/acquisition of properties facing 7th Street to north of site to improve efficiencies of parking design.

Require access to parking structure and service functions off of S Street and alley; explore joint and shared loading and service arrangements with retail properties to north of site to enhance their revitalization/adaptive reuse potential.

Build over the Metro entrance and elevator.

PHOTO - Right. 7th & S Streets facing north. Existing conditions. Opposite page. 7th & S Streets facing north. Proposed conditions.



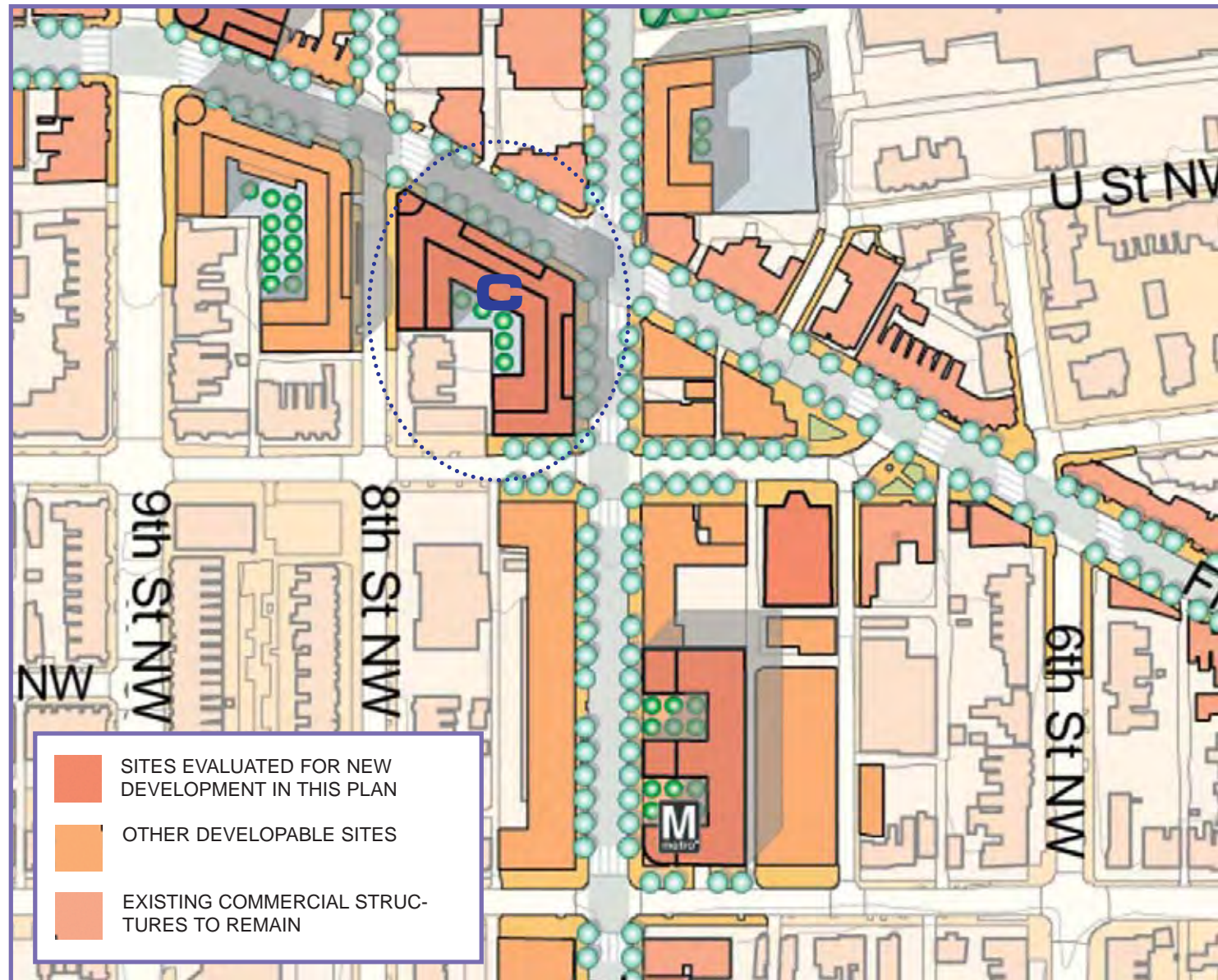




A. Placemaking

Howard Theatre Sub-district

Site: WMATA + Howard CVS



RECOMMENDATIONS

WMATA + Howard University - CVS Site (C)
(WMATA = 8,621 SF; HU CVS = 20,646 SF)

29,267 sf

Develop retail/arts space to include specialty restaurants, a small-format anchor (8,000 to 15,000 square feet) and/or a cluster of retail shops, small clubs, and/or museum uses themed to the African American culture and experience of the district.

DEVELOPMENT PROGRAM

33,000 +/- minimum cultural destination with retail
125 +/- housing units on upper stories (150,000 +/- feet)
160 +/- parking spaces below grade on two levels
306 construction and 95 permanent jobs created
20-30% Affordable Housing Target (25-38 units)
35 % Local Small Disadvantaged Business Enterprise (LSDBE) participation

Allow building height of 65 feet to cornice, rising to 90 feet with a one-to-one setback from cornice; optimize density within constraint of parking potential (limited to two levels down by Metro tunnels).

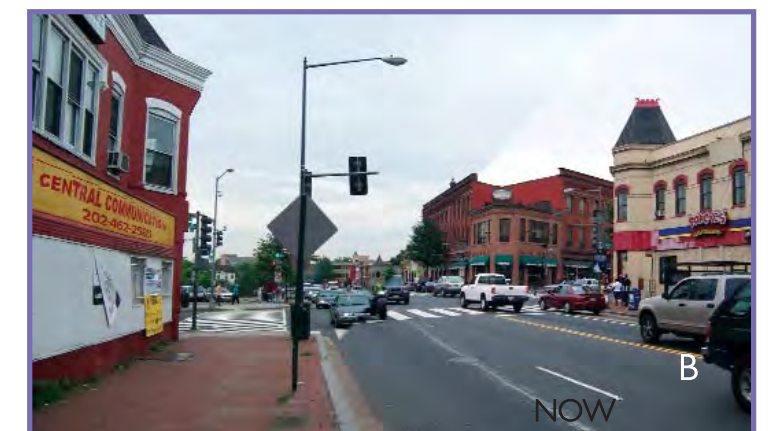
Achieve significant architectural expression at corner of Florida Avenue and 7th Street.

Locate residential entries along 7th and 8th Streets.

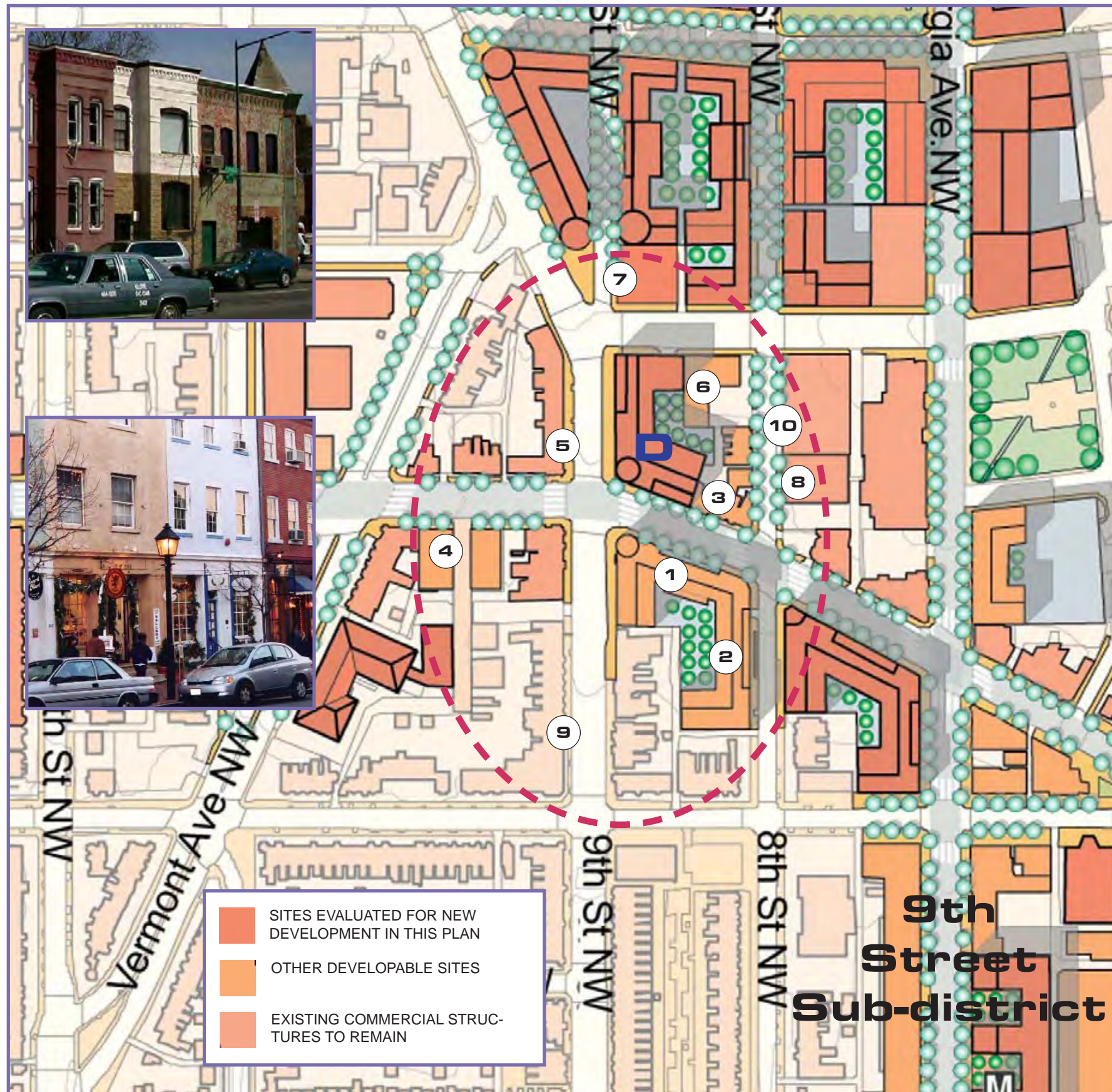
Locate the service entry along T Street.

PHOTOS

- A. 7th Street and Florida Avenue facing south. Existing conditions.
B. Florida Avenue and 7th Street/Georgia Avenue facing west toward Housing Finance Agency site - existing conditions.
C. Florida Avenue and 7th Street/Georgia Avenue (opposite page) - proposed conditions.







A. Placemaking

9th Street Sub-district

"Eclectic Shops / Dining / Entertainment"

Assets: D. DC Housing Finance Agency, 815 Florida Avenue 29,372 SF Land

QUALITY OF ENVIRONMENT / PUBLIC REALM

The "9th Street Sub-district" will be a neighborhood serving commercial district with a mix of cutting edge, locally-owned boutique shops, offices, eateries and restaurants. The sub-district will be anchored by a redeveloped Housing Finance Agency site and the existing 9:30 Club at Florida Avenue and V Street NW. The Housing Finance Agency site should include a destination anchor as a part of its redevelopment.

The streetscape is welcoming with clean and well-lit sidewalks. Where possible, given the width of the sidewalks, new trees should be planted and existing trees maintained. Individual storefront signs will be appropriately scaled yet a highly-creative expression of business type.

SMALL BUSINESS DEVELOPMENT

As needed, technical assistance should be provided to both 9th Street property and business owners about retention, attraction and development of unique, small businesses within the historic buildings around the intersection of Florida/U Street/9th Street. The small floorplates within the historic buildings are ideal for local businesses. Upper floors should be used for offices or residential uses. Facade improvements are recommended for qualified properties through the Main Street organizations. Technical assistance might also focus upon interior, retail space planning; merchandising; marketing; and promotions.

RECOMMENDATIONS FOR OTHER SITES OF INTEREST

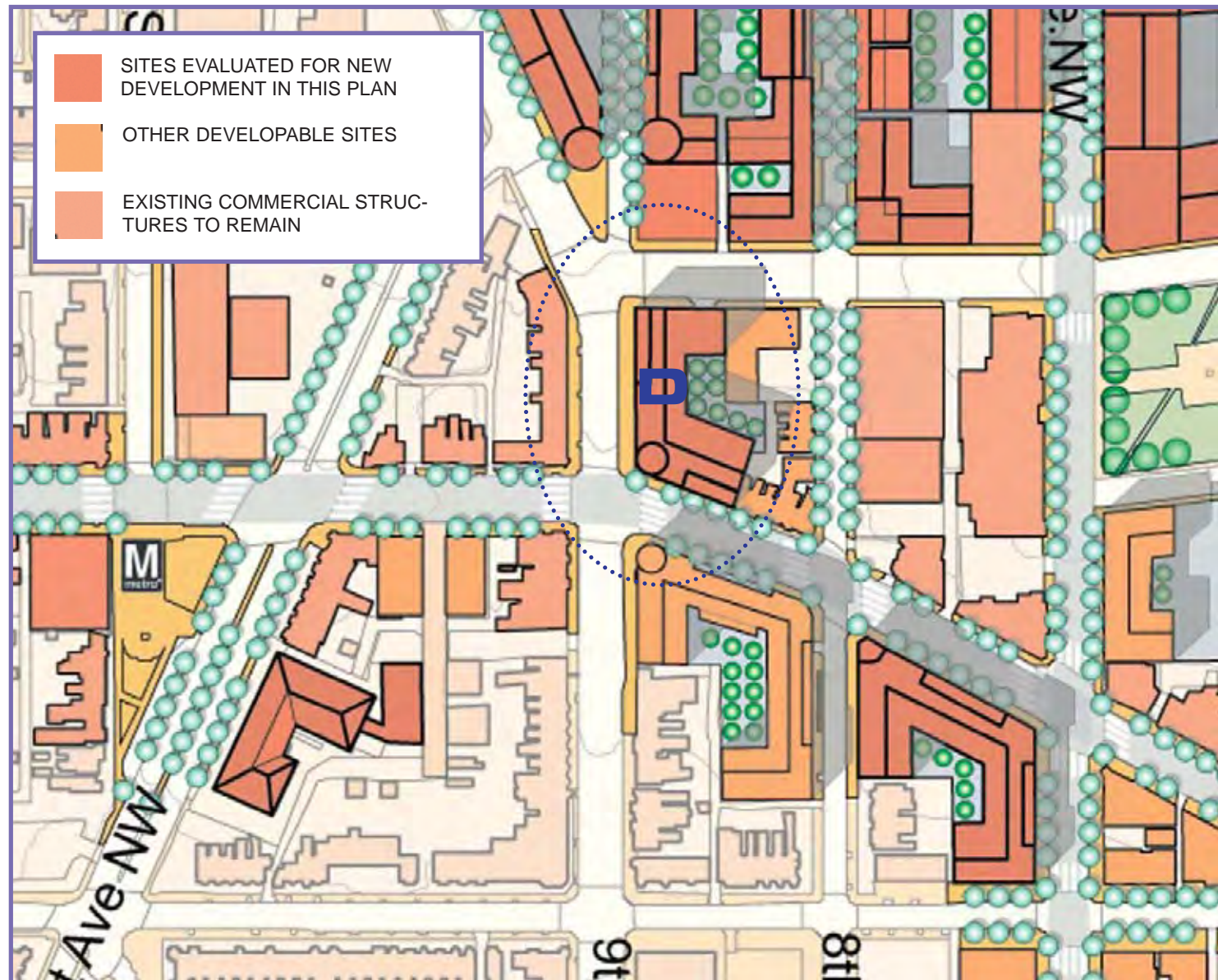
1. WMATA has awarded two parcels between 8th and 9th Street to Howard University. Those parcels should be developed to include a similar program as proposed by Howard University-- with active, ground floor retail and offices and residential above.
2. 1920 8th Street NW should be developed as a residential building which maximizes zoning.
3. Existing properties on the 800 block north side should be preserved and rehabilitated with retail uses which support and/or compliment daytime office and nighttime theater uses.
4. Murray's Casino should be restored to its original architectural facade and re-used with a small live music venue and/or destination supporting retail. District owned land east of the alley should be developed with mixed uses.
5. Target a balanced mix of restaurant / eateries, small bars and eclectic shops for 9th Street properties north of Florida Avenue. Uses should complement destination uses at HFA site and the 9:30 Club.
6. Consider redeveloping the Atlantic Plumbing site with offices, retail and parking.
7. Maintain and actively promote entertainment venues at the 9:30 Club to attract diverse patrons into the neighborhood.
8. Support and increase the attendance at Kylie's. Make Kylie's more of a destination with diverse entertainment programming.
9. Rezone 9th Street properties south of Florida to be consistent with existing uses.
10. Consider developing these sites with a mix of uses to include neighborhood retail and public access parking.

*create a cohesive and memorable
place with diverse sub-areas*

A. Placemaking

9th Street Sub-district

Site: Housing Finance Agency (HFA)



RECOMMENDATIONS

Housing Finance Agency (D)

29,372 sf

DEVELOPMENT PROGRAM

- Destination/activity generator on first floor with +/-23,000 SF of active retail/arts/entertainment space
- Office on upper stories
- 96 +/- housing units on upper stories
- Potential jobs created
- 20-30% Affordable Housing Target (25-38 units)
- 35% Local Small Disadvantaged Business Enterprise (LSDBE) participation

PREFERRED: Redevelop the HFA site as a mixed-use project with a new destination anchor (large club or museum) and required retail space at grade and office and/or hotel use on upper floors.

ALTERNATE & SECONDARY: Redevelop the HFA site as a mixed-use project with a new required retail space at grade, HFA offices and mixed income housing on upper floors.

Allow building height of 65 feet to cornice, rising to 90 feet with a one-to-one setback from cornice; optimize density.

Provide space for other office uses in a redeveloped Housing Finance Agency site to increase daytime users and provide shared parking with

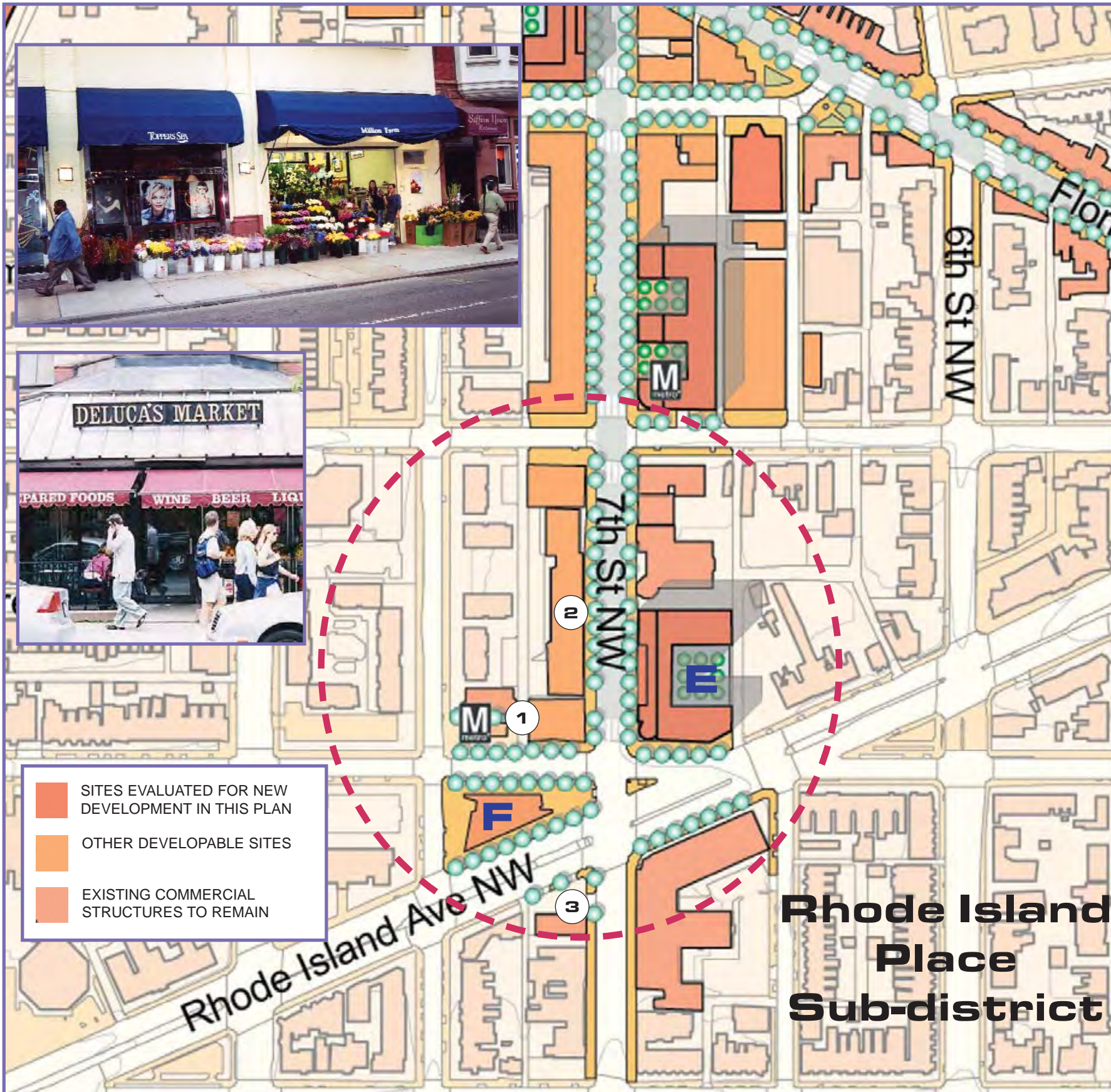
destination uses onsite and in surrounding area.

Explore joint venture/acquisition of properties on block to east to facilitate larger mixed use development.
Maximize amount of on-site parking consistent with physical needs for below grade area of the destination use; size parking reflecting strong transit use and joint use between the anchor and commercial uses.
Include active, extended hour retail and active lobbies with no blank walls at grade.

Achieve signature architecture, with special emphasis/feature at corner of 9th Street and Florida Avenue.

PHOTOS

- 9th Street at Florida Avenue** - facing north toward HFA - existing conditions.
- 9th Street at Florida Avenue** - facing north toward HFA - proposed conditions. Note that HFA has retail ground floor which includes a destination use at the corner. HFA, other offices and residential are above. Also, WMATA site to the right is also developed with mixed uses.



A. Placemaking

Rhode Island Avenue Sub-district

“Residences”

Assets:	E. NCRC RLA Parcel 42, Square 0442, 1 705-7 7th St NW and 637 Rhode Island Ave NW	17,008 SF	Land
	+ United House of Prayer Site, 1709 7th St NW	15,925 SF	Land
	F. Watha T. Daniel/Shaw Neighborhood Library Site		

QUALITY OF ENVIRONMENT / PUBLIC REALM

The “Rhode Island Avenue Sub-district” will be an architecturally distinct gateway to the Shaw community and this neighborhood destination district. The primary use within this section of the overall plan will be high density residential above neighborhood retail uses.

The streetscape is coordinated with the remainder of the overall project area, but includes public art work which reinforces this location as a “gateway” to the district.

SMALL BUSINESS DEVELOPMENT

All new construction should include ground floor retail uses to include predominately locally owned neighborhood serving businesses, i.e. dry cleaners, florists, convenience stores, etc. Main Street organizations work cooperatively with property owners and residents to attract the appropriate mix of local businesses.

RECOMMENDATIONS FOR OTHER SITES OF INTEREST

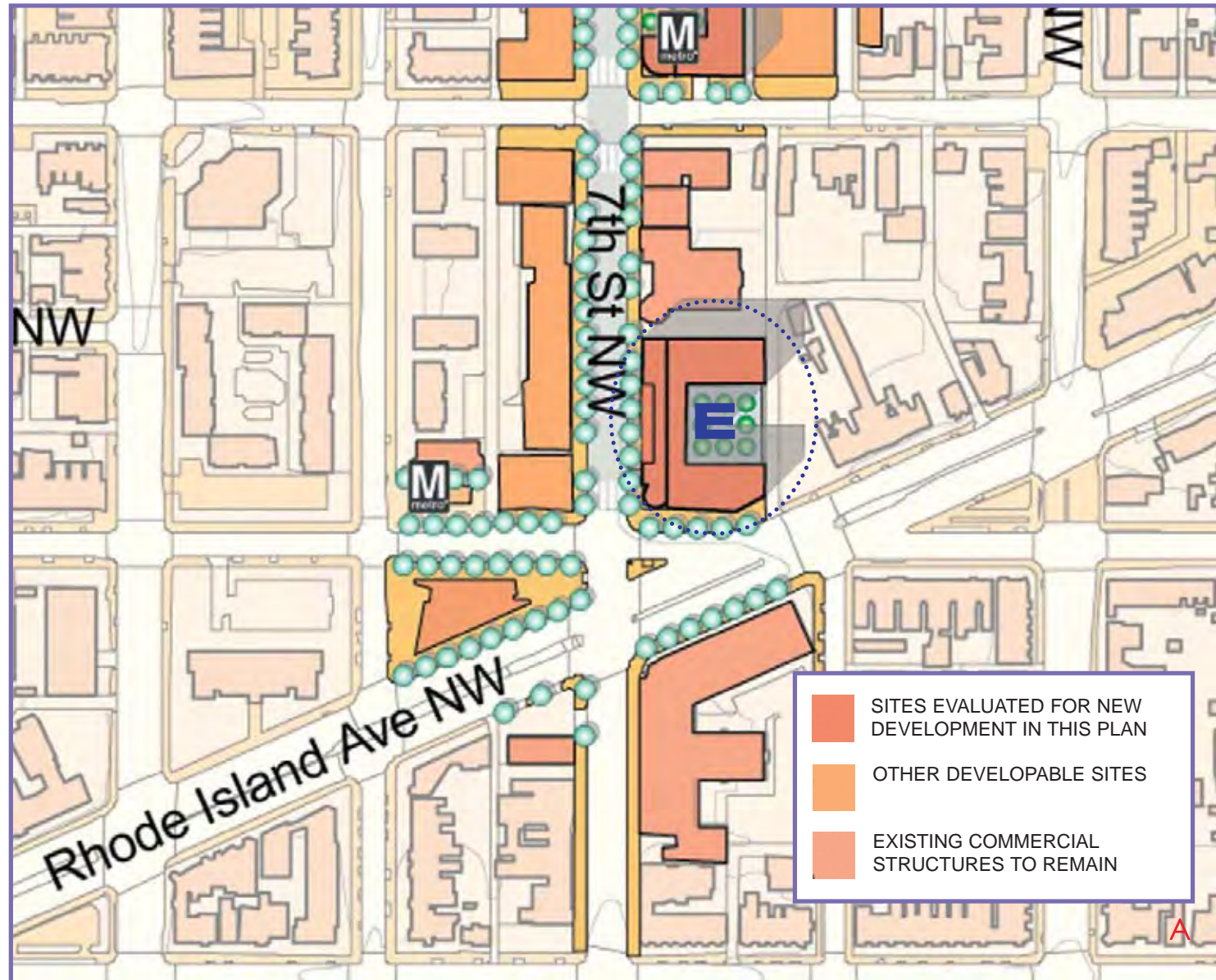
1. Parcels near the south entrance of the Shaw Howard University Metro station should be developed as active retail uses such as a restaurant or cafe. As possible, consider transit oriented development and densities with affordable housing.
2. The first floor of the Lincoln Westmoreland Apartment building should be retrofitted to accommodate predominantly retail with limited offices fronting onto 7th Street.
3. Redevelop 7-11 site with a mix of uses.

*create a cohesive and memorable
place with diverse sub-areas*

A. Placemaking

Rhode Island Avenue Sub-district

Site: NCRC + UHOP Parcels



RECOMMENDATIONS

United House of Prayer + NCRC RLA Parcel 42

DEVELOPMENT PROGRAM

- +/-12,500 SF First floor retail
- +/-130 housing units on upper stories (+/-184,000 SF)
- +/- 170 parking spaces below grade on three levels
- 20-30% Affordable Housing Target (26-39 units)
- 96 permanent jobs

GUIDELINES

Building(s) to be height of 65 feet to cornice, rising to 90 feet with a one-to-one setback from cornice and with design review and possible additional setbacks to ensure sensitivity to lower existing structures.

Retail space targeted for neighborhood service needs.

Explore whether a portion of residential envelope should be dedicated for elderly housing, which would likely increase the number of units and reduce the required parking.

Design to reflect gateway location with a significant architectural expression at the corner of 7th Street and Rhode Island Avenue.



PHOTOS

- Plan view of United House of Prayer + NCRC Parcel 42.
- Aerial photo of Rhode Island Place Sub-district - existing.
- Restaurant and Plaza in Cincinnati. Note compatibility with size parcels near Shaw HU metro southern entrance
- Red Fish Restaurant in Cincinnati. Note coordinated retail business image and signage.
- Sonsie in Boston's Back Bay. Note folding doors which allow indoor activity to enliven street environment. Also, potential for Lincoln Westmoreland ground floor retrofit.
- Historic Asbury Dwellings (former Shaw Junior High School). Southeast corner of 7th Street and Rhode Island Avenue.





WATHA T. DANIEL/SHAW NEIGHBORHOOD LIBRARY SITE

BACKGROUND

Watha T. Daniel (1911-1973) was a very active and committed resident and businessman of Shaw. Along with a group of distinguished men, he worked to improve the circumstances for District residents, particularly in Shaw. He served as the first chairman of the DC Model Cities Commission and vice-president of the Model Inner City Community Organization (MICCO) which believed in the need for public housing as a method by which neighborhood change would occur. Daniel was particularly interested in education so it is befitting that this library was named in his honor.

ASSESSMENT

The library use is a neighborhood need that should continue to be preserved. As the Shaw community continues to grow, the demand for modern library space is likely to increase as well. This is, however, dependent upon the quality and timeliness of services and resources offered to the area's wide range of current and future residents.

Currently, the library is architecturally unattractive and does not contribute to creating a distinct presence at this gateway location into the Shaw neighborhood. The main entrance to the library faces 8th Street and not 7th Street and Rhode Island Avenue, a highly important intersection of one of the District's "special streets" and one of its

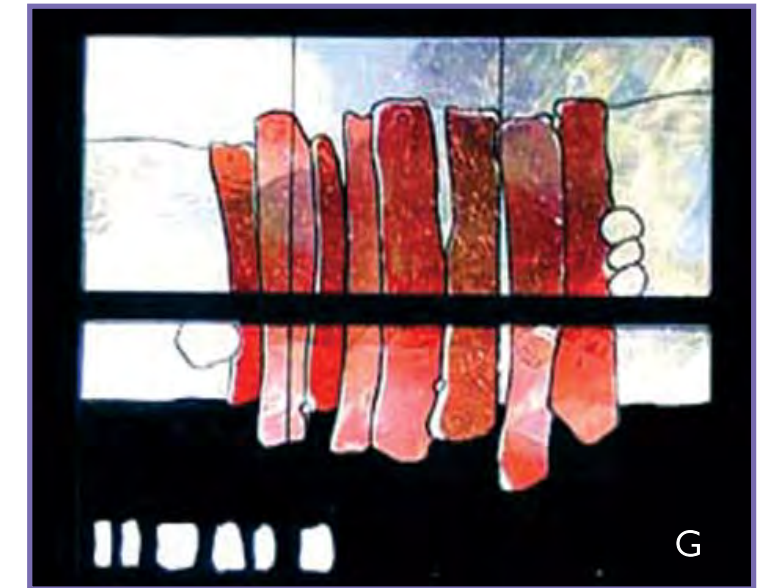
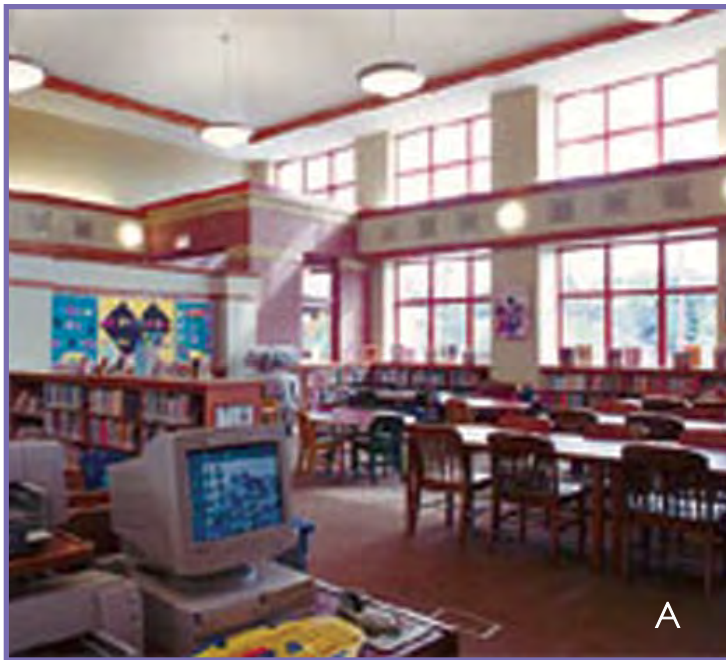
important commercial corridors. The building's concrete walls and lack of windows project an image of a bunker or prison and fails to inspire excellence in education. Open space around the building is poorly maintained and is often littered. Lighting of the building should be significantly improved.

The interior of the building is outdated, poorly lit and poorly organized. Meeting rooms lack proper sound-proofing and meeting equipment. Mechanical systems need updating and access for the disabled and seniors needs to be improved and brought to full compliance with Americans with Disability Act standards.

Funds are currently budgeted to construct a new library.

PHOTOS

- A. **Watha T. Daniel Library - existing.** (Chris Shaheen)
- B. **Plan view of Watha T. Daniel site.**
- C. **Chicago's Brainerd Branch Library.** Note quality of architecture, lighting and windows.
- D. **Boston Public Library - Allston Neighborhood.** Note the distinctive architecture and use of transparency.



RECOMMENDATIONS

Demolish the existing structure after a temporary location is found for the library holdings during the construction period. That location should ideally be along the 7th Street NW corridor.

Make the library a vibrant center of neighborhood information, activity and technology.

Rezone the site to accommodate a mix of uses.

Provide a range of spaces in the newly constructed library to attract all age ranges and community organizations.
Re-orient the library to have its primary entrance facing 7th Street.

Create a very welcoming and open entryway into the library.

Design the library to be architecturally distinct--as if it were a jewel.

Maximize the amount of direct, natural light into the library.

Incorporate a privately managed retail use.

Install and maintain a well-designed landscape and streetscape around the facility.

Incorporate public art and landmark lighting.

Consider the changes within the Greater Shaw community now and the growth envisioned for the neighborhood over the next ten (10) years as the appropriate size of the library is determined.

Consider mixed use operations for community meeting rooms to allow local, not for profits and government agencies free space usage while private individuals or corporations are charged a rental fee that helps to offset operating costs.

Evaluate the feasibility of developing the library air-rights with affordable, residential uses to take advantage of the site's immediacy to the Shaw HU metro station. (Given the area's need for affordable housing and Watha T. Daniel's interest in public housing, there is context.)

PHOTOS

- A. **Chicago's Brainerd Branch Library - interior.** Note lighting and windows.
- B. **Chicago's Edgebrook Library.** Note the distinctive architecture and entryway.
- C. **Portland's Hollywood Library Branch.** Note housing above and entryway.
- D. **Portland's Hollywood Library.** Note access to technology and diverse age ranges.
- E. **Portland's Delridge Library.** Note housing above.
- F. **Portland's Hollywood Library - interior.** Note welcoming entry and access to technology.
- G. **Portland's Hollywood Library - public art.**



A. Placemaking

African American Civil War Memorial Sub-district

"Cultural Arts Center"

Assets: E. Grimke School

46,100 SF

Building

Also, Garnet-Patterson School
Civil War Memorial Plaza

QUALITY OF ENVIRONMENT / PUBLIC REALM

The "African-American Civil War Memorial Sub-district" will be an active civic and cultural gateway to the Shaw community. The primary use within this section of the overall plan will be cultural uses and activities at which residents demonstrate the best in civic pride.

The Memorial Plaza area should be redesigned to make it a very distinctive civic space which accommodates a variety of outdoor performances or exhibitions and which enables outdoor dining and relaxation.

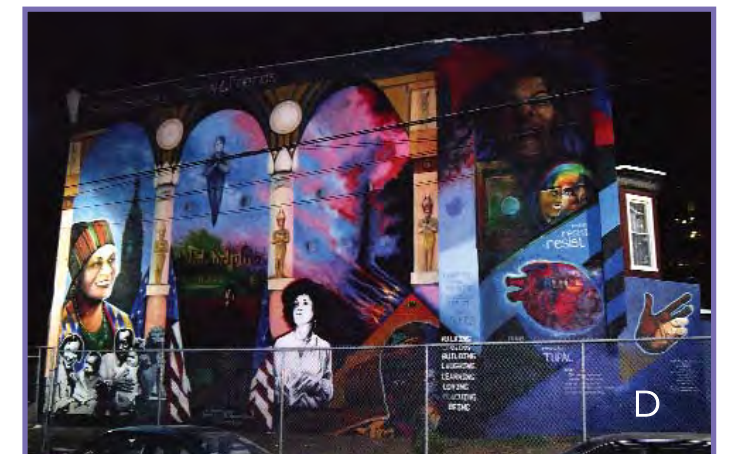
SMALL BUSINESS DEVELOPMENT

Main Street organizations work cooperatively with property owners and residents to attract the appropriate mix of local retail/restaurant businesses to the Prince Hall Grand Lodge ground floor. Existing merchants on U Street are targeted for marketing, merchandising and facade improvement assistance.

RECOMMENDATIONS FOR OTHER SITES OF INTEREST

1. The Prince Hall Grand Lodge ground floor should be targeted for a destination restaurant use which offers outdoor dining to enliven the Memorial Plaza. Other apparel and shopping good uses should be sought for the remainder of the ground floor. Consider a small welcoming center. A banquet hall in the building might also provide an added neighborhood destination.
2. The U Street facade of Garnet-Patterson School should incorporate well-lit, public art which helps to create a greater sense of place around the Plaza.
3. The Black Fashion Museum should be assessed to determine the feasibility for expanding its operations and making it self-sustaining.

create a cohesive and memorable place with diverse sub-areas

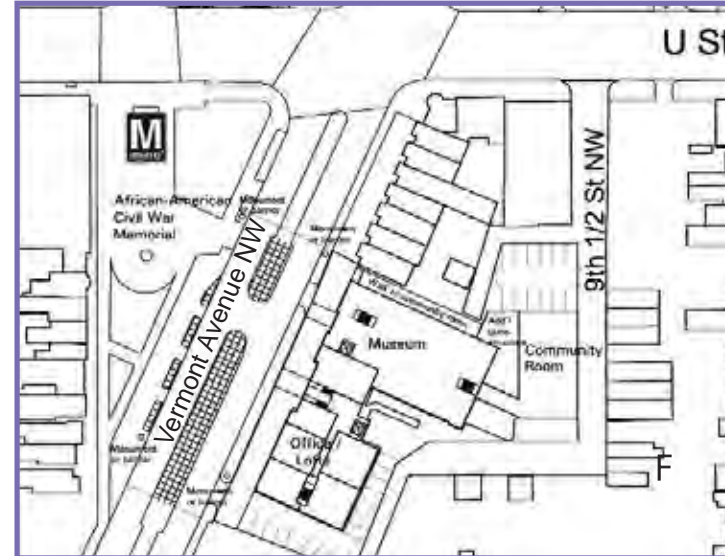




A. Placemaking

African American Civil War Memorial Sub-district

Site: Grimke School



RECOMMENDATIONS

Grimke School (F) 46,100 sf

DEVELOPMENT PROGRAM

- +/-23,000 SF Welcoming center for the district, museum uses, and related gift shops
- +/-23,000 SF on upper floors or in southern addition as arts-related charter school, artist studio housing, and/or cultural organization office space
- Gymnasium--community gatherings, art events, & banquet hall
- 48 permanent jobs created
- 20-30% Affordable Housing Target (25-38 units)
- 35 % Local Small Disadvantaged Business Enterprise (LSDBE) participation

Relocate Fire/EMS and Corrections from Grimke. Consider an interpretive museum for the African-American Civil War Memorial and possibly other museum uses at Grimke School.

Encourage a sidewalk café, restaurant and/or active retail use in the first floor of the Prince Hall Grand Lodge adjoining the plaza.

Direct late evening patrons to the Grimke from Vermont Avenue to mitigate conflict with residences on 9½ Street.

Maximize transit use to reduce parking demand and adopt parking management plan to mitigate conflict with surrounding residential neighborhood.

Introduce streetscape improvements designed to unify Grimke with the Memorial plaza across Vermont Avenue and to improve pedestrian safety.

Install distinctive streetscape and specialty paving from the African American Civil War Memorial across Vermont Avenue to unify Grimke with the Memorial plaza and to improve pedestrian safety.

Design the space to accommodate public gatherings that are in keeping with the memorial nature of the plaza.

Public art should be installed in front of the Grimke School and the U Street façade of the Garnet-Patterson Middle School.

PHOTOS

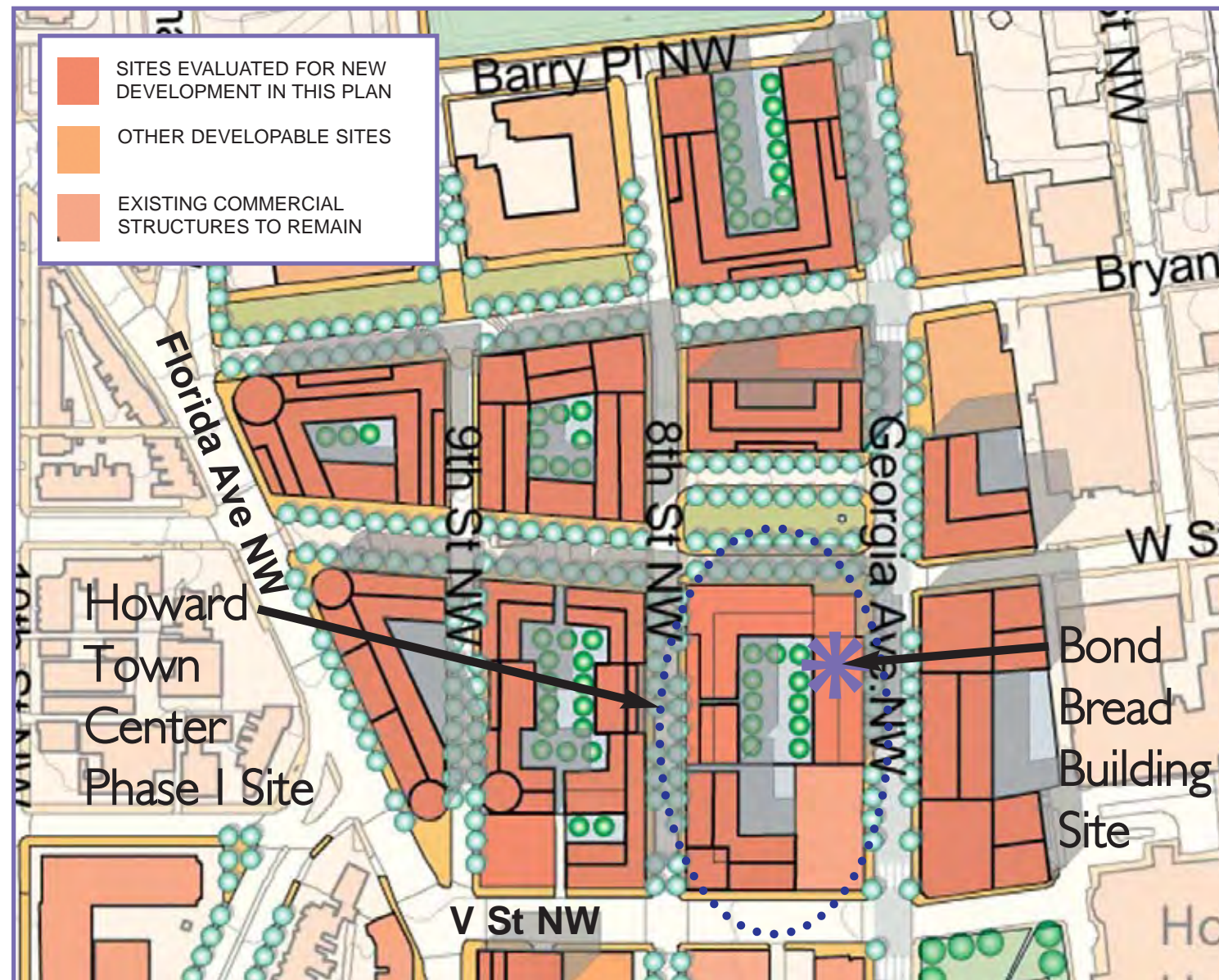
- A. Mural - Grover Washington, Philadelphia.
- B. Civic Plaza - Performance, Cincinnati, OH.
- C. African American Civil War Memorial, Washington, DC. (Courtesy African American Civil War Museum)
- D. Mural - Sonia Sanchez, Philadelphia.
- E. Aerial - Civil War Memorial Plaza and Grimke School.
- F. Plan drawing illustrating Grimke retrofit.
- G. Civic Plaza - Cultural Performance. (Project for Public Spaces)
- H. Civil War Memorial Plaza with Garnet-Patterson (under construction in middle.)



A. Placemaking

Howard Town Center Area Sub-district

Site: Bond Bread Building & others



Sketch by Michael Marshall Architects for Howard Town Center Development Team

RECOMMENDATIONS

Howard Town Center Area

"University+Neighborhood District"

This area is envisioned as a highly complementary sub-district to all others. Howard University and other property owners actively seek to achieve the goals of this Framework Plan while fulfilling their private needs (i.e. University housing, offices, parking, etc.)

The Phase I Site will require acquisition of the District's Bond Bread Building to complete. The proposed Phase I development program is to include: over 300 units of market rate rental housing; 70-80,000 SF retail (including a grocery); and parking (conceptual sketch above)

GUIDELINES

Extend streets in an east-west system to connect the area to the center of Howard University's campus. Connect W Street on both sides.

Include uses compatible with the rest of the Project Area, i.e. residential, restaurants, clubs and neighborhood-serving retail and services.

Preserve and build upon the success of the 9:30 Club.

Redevelop area with buildings up to 90 feet in height (matter of right) and density of 6.0 FAR. Ground floor retail heights should be consistent with remainder of Project Area.

Require neighborhood serving convenience retail and service uses (e.g., supermarket and drugstore) on the ground floors along Georgia Avenue and V Street, with space and mix sufficient to meet demand of surrounding residents and the Howard University community.

Upper floors of buildings to be predominantly commercial, with some institutional and residential mixture.

Place parking below grade and/or in structured parking structures; sized to meet shared and joint use of on-site uses and nearby destination uses. Blocks between the proposed Bryant and W Street should be primarily institutional (Howard University) with a mixture of commercial and residential uses.

Preserve existing Howard University property (all or some façade elements) at the northwest corner of V Street and Georgia Avenue. Incorporate into Howard Town Center for possible uses as a grocery store and other retail uses.

Make smaller public spaces scaled to the city and distinct from the larger campus quadrangles.

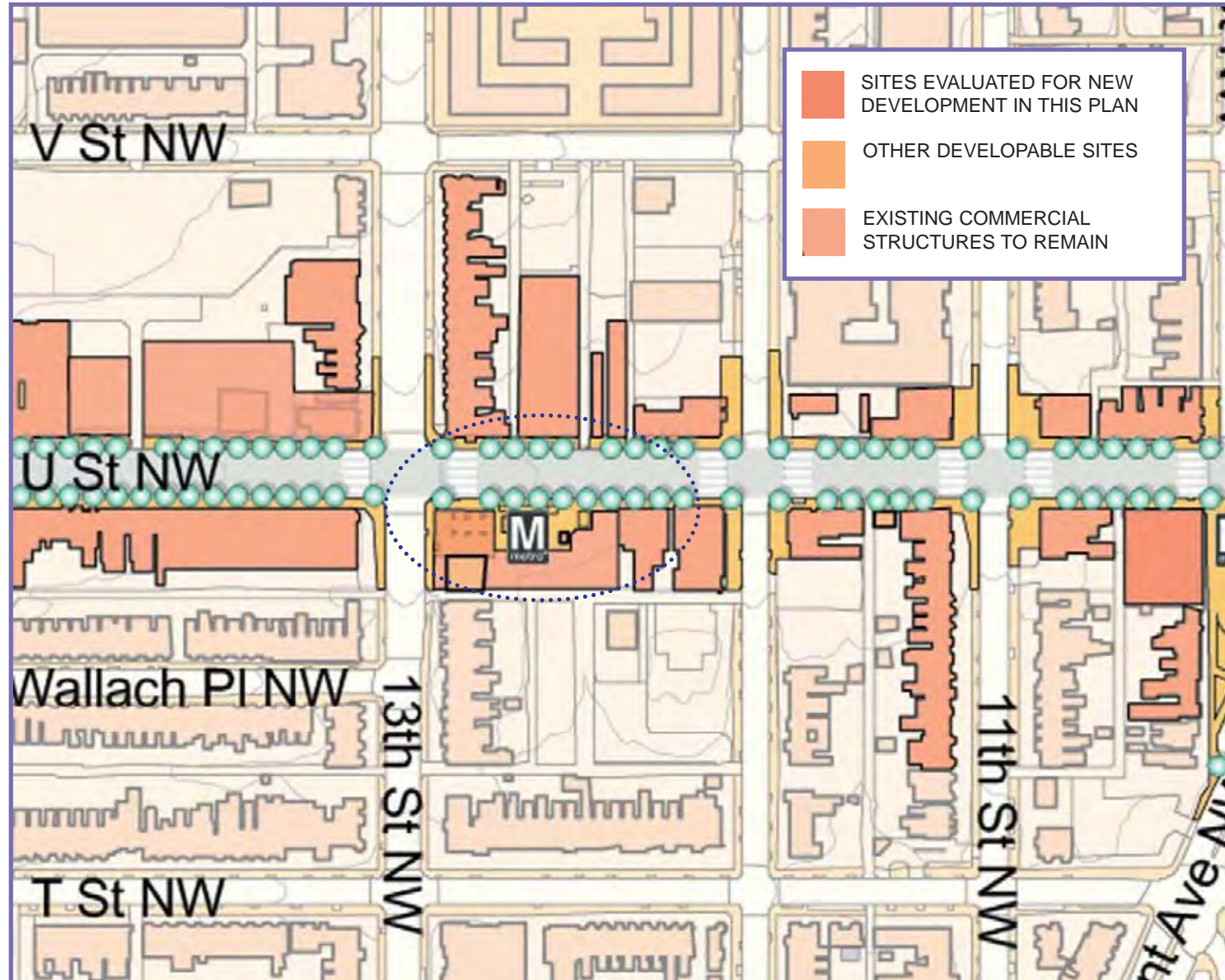
Avoid continuous 90' cornice expression along Georgia Avenue. Vary roof heights.

Screen all above grade parking facilities. Expose garages only above grade at 8th Street and screen with architecturally compatible treatment.

A. Placemaking

Lincoln Common Sub-district

Site: U Street Metro Plaza



RECOMMENDATIONS

U Street / African-American Civil War Memorial / Cardozo Metro Plaza

Make the plaza more pedestrian friendly and safe.

Use public art and a distinctive Metro escalator canopy to enhance the public space in front of the Metro station and new office building.

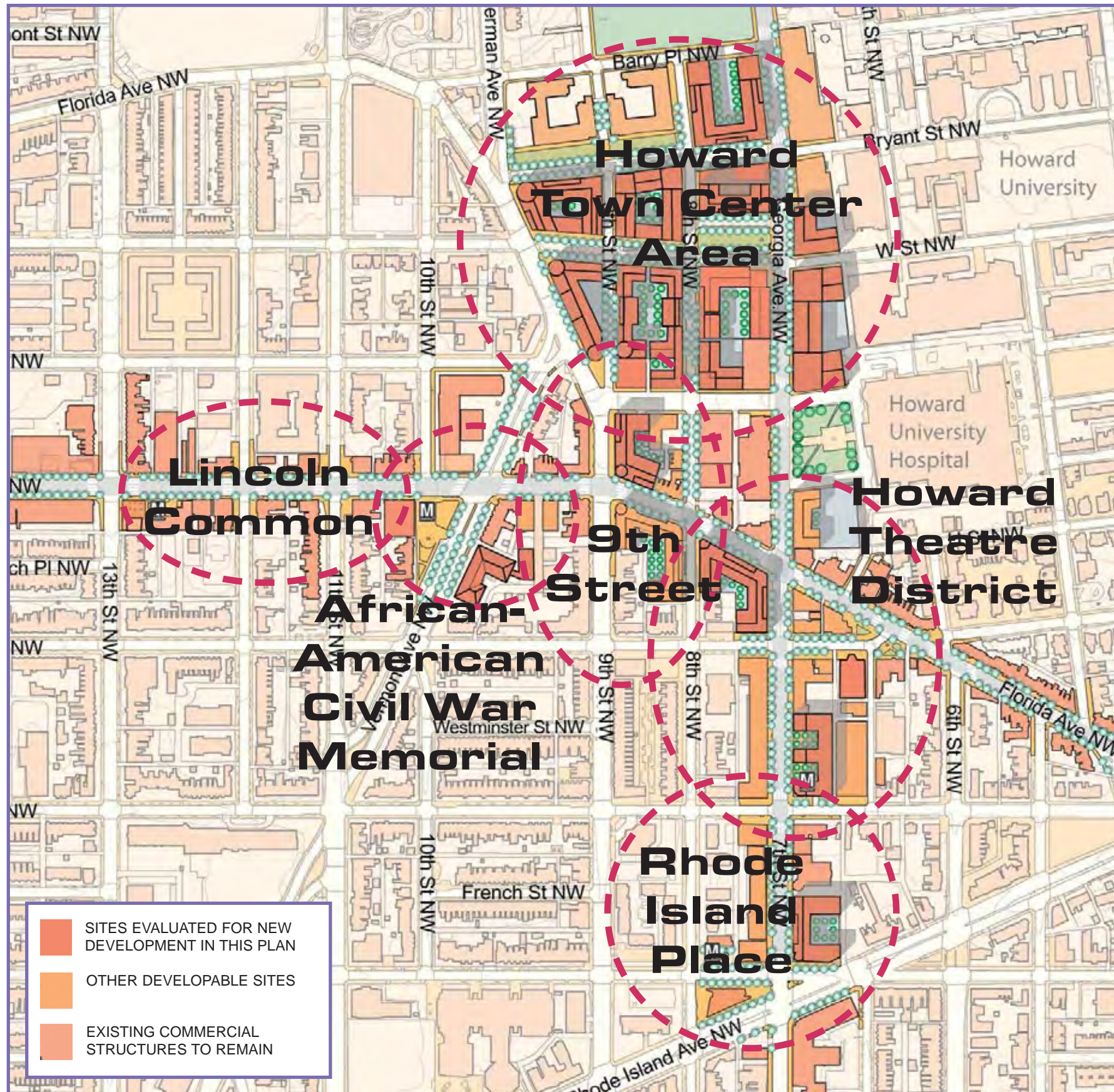
Encourage use of the public space for a farmers market, pushcarts or other activity to enliven the area.

In the longer term, seek active ground floor retail and restaurant uses to enliven the ground floor and to animate the plaza.

PHOTOS

- A. U Street Metro Plaza - existing conditions.
- B. U Street Metro Plaza - proposed conditions.
- C. Lauriol Plaza - Washington, DC. Note active use of sizable sidewalk area.
- D. Public Market and Artwork, Columbia Heights, DC.





B. Design Guides

Knit new development with surrounding neighborhoods and the Howard University campus to respect their character in this transit oriented environment.

The quality of life within the Project Area should be enhanced as new development happens. Area residents seek a dynamic public realm in which land uses that make the area vibrant 18 hours of the day contribute to improved access to resources and services. Those new uses should be within architecturally interesting structures which are contemporary while sympathetic to the area's historic context.

Several public regulatory elements influence land uses and the architectural character within the Project Area. The following pages seek to illustrate what the existing conditions are and, as needed, make recommendations about those regulations. Additional guidance is provided to reinforce the desire to make this transit oriented area a unique and vibrant neighborhood destination district. The public regulations are:

- 1 Comprehensive Plan - Generalized Land Use
- 2 Shaw Urban Renewal Plan
- 3 Historic Preservation
- 4 Zoning

Additional guidance is provided about the preferred land uses and architectural character. More specifically recommendations are provided for:

- 5 Character of Built Environment
 - A Building Form
 - B Ground Floor / Pedestrian Level
 - C Public Realm Improvements

knit new development with surrounding neighborhoods and Howard University

1. Comprehensive Plan - Land Use

The District's Comprehensive Plan ("Comp Plan") was last amended in 1999 and is currently being updated and/or revised to reflect more current public policy and neighborhood development opportunities. The Comp Plan guides how and where land is developed to meet a variety of land use needs within the entire city and provides the context within which land is zoned. Generally, the Comp Plan outlines the following ten (10) major themes or objectives:

- Stabilizing and improving neighborhoods;
- Increasing the quantity and quality of employment opportunities;
- Developing a living downtown;
- Preserving and promoting cultural and natural amenities;
- Respecting and improving physical character;
- Preserving and ensuring community input;
- Preserving the historic character;
- Reaffirming and strengthening the economic hub of the Region;
- Promoting enhanced public safety; and
- Providing for diversity and overall social responsibilities.

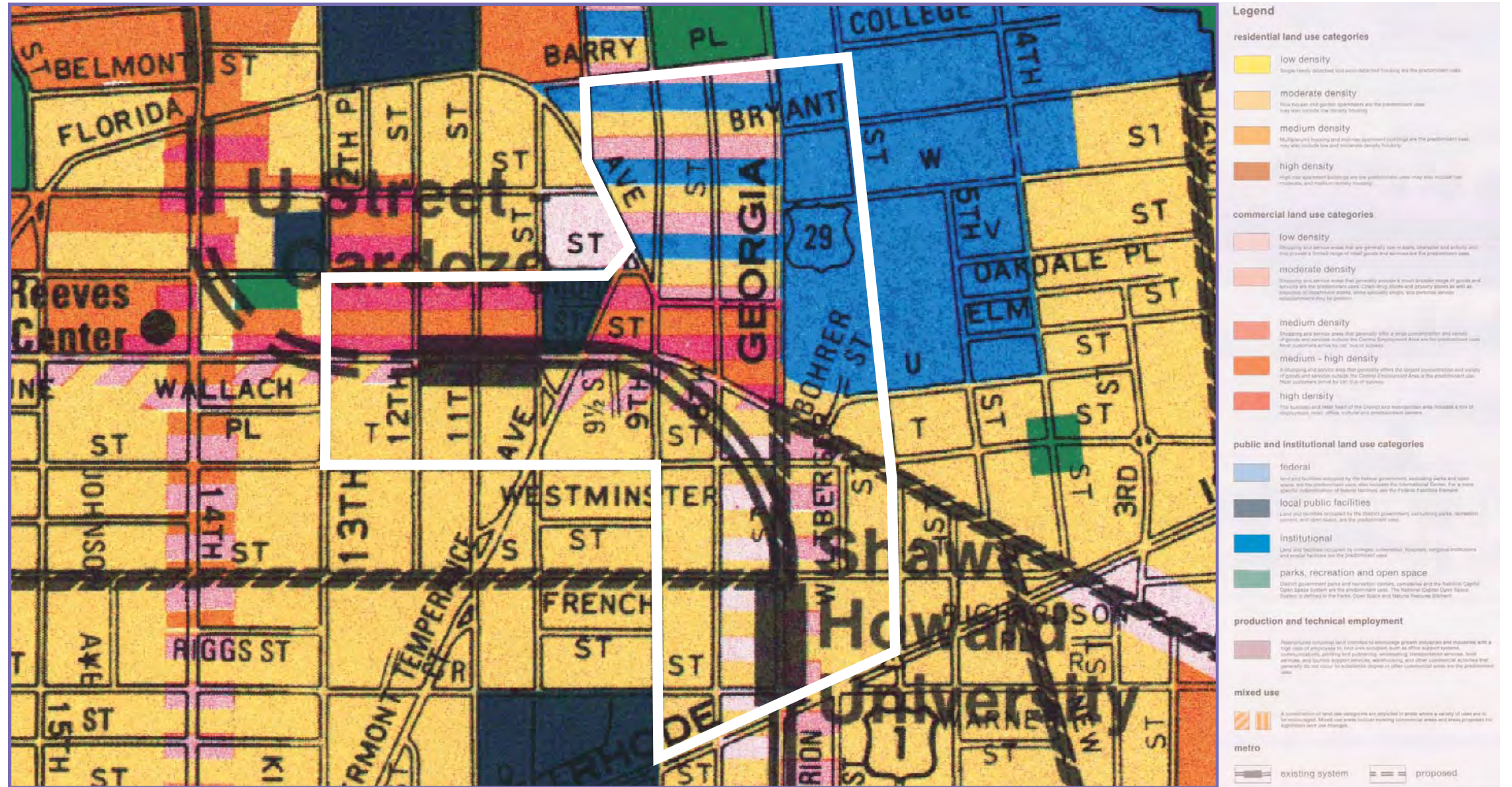
Most of these objectives are relevant within the Project Area. However, to account for more recent public policy changes and the extensive community involvement in establishing these recommendations, this Development Framework may be advanced to become a component of the revised Comp Plan, authorizing guidance to public agencies, commissions and others to implement the recommendations outlined within this document. This could require changes to the Comp Plan map, pictured here, or edits to the text of the Comp Plan document.

Within the Project Area, the bulk of the commercial corridors subject to this Framework is within the "Mixed Use" Comprehensive Plan category. This categorization allows development that may include retail on ground floors and either residential, office and/or institutional uses above.

The Project Area also includes guidance for development of "Institutional", "Moderate Density" residential, and "Moderate Density" commercial uses. Institutional uses include local and federal government facilities, university uses, hospitals, and religious facilities. Moderate density residential is generally defined as row houses and garden apartments while moderate density commercial provides for a broad range of goods and services like chain drug and grocery stores.

Since adoption of the last Comp Plan amendment in 1999, there has been added guidance about public land disposition, affordable housing development, retail enhancement and transit oriented development which is not yet reflected in the Comp Plan. The recommendations which follow seek to provide current direction about how the Comp Plan Map might be changed within the Project Area in order to implement this Framework Plan. Additional changes to the Plan text should be considered to incorporate the policy initiatives set forth by "DUKE."

knit new development with surrounding neighborhoods



RECOMMENDATIONS

Change the mixed-use designation for the properties abutting and west of 7th Street, between Florida Avenue on the north and R Street on the south, from Moderate Density Residential/Low Density Commercial to Medium Density Residential/Low Density Commercial, with notation for increased densities for achieving preferred uses.

Change the mixed-use designation for properties adjacent to and east of 7th Street (and south of the properties abutting T Street) on the north to Rhode Island Avenue on the south from Moderate Density Residential/Moderate Density Commercial to Medium Density Residential/Medium Density Commercial, with notation for increased

densities for achieving preferred uses.

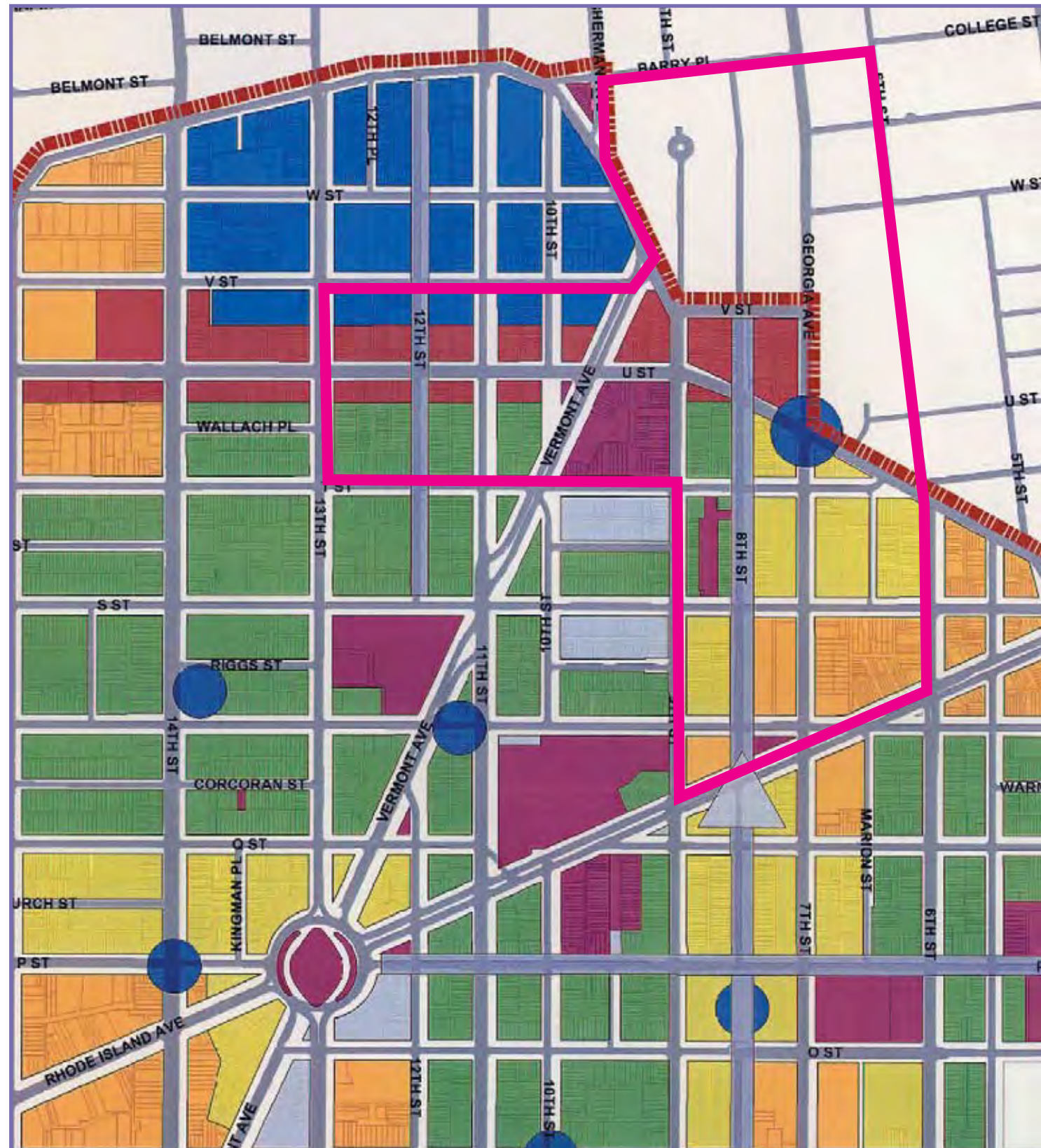
Change the mixed-use designation for properties bordered by Barry Place on the north, Florida Avenue on the west, V Street on the south and Georgia Avenue on the east from Institutional/Moderate Density Residential/Moderate Density Commercial to Institutional/Medium Density Residential/Medium Density Commercial, with a notation for increasing densities for achieving preferred uses.

Change the use designation for Square 358 (bound by Florida Avenue, V Street, W Street and 10th Street) from low density commercial to mixed-use of Moderate Density Residential/Low Density Commercial.

Designate the portions of Squares 2873, 2875 and 2877 north of V Street and south of a line established by connecting W Street across the squares as the location for a neighborhood retail and service center.

Target the Housing Finance Agency site and block as a location for an arts/cultural anchor.

2. Shaw School Urban Renewal Plan *knit new development with surrounding neighborhoods*



The Shaw School Urban Renewal Plan was initially adopted in 1969 and modified 24 times between 1969 and 1998. In 2000, the National Capital Planning Commission (NCPC) and the DC Council extended the expiration date of the Urban Renewal Plan to December 3, 2028.

The Urban Renewal Plan was intended to "guide the rehabilitation and renewal of the [Shaw neighborhood] in a manner consistent with (1) comprehensive planning objectives and policies for the Nation's Capital, and (2) the special character and development potential of the Project Area by providing for predominantly residential uses with supporting private and public facilities." Specifically, the Urban Renewal Plan seeks:

- A. To preserve and rehabilitate existing houses;
- B. To create housing for a range of household size, including public housing for low and moderate income citizens;

- C. To encourage "distinct" neighborhoods in close proximity to a variety of supporting uses; and
- D. To prevent over-concentration of "community and public facilities and services."

The recommendations contained within "DUKE" largely complement and update these more general objectives of the Shaw Urban Renewal Plan, and "DUKE" recommendations account for current public policy objectives for affordable housing, retail and transit oriented development. Additionally, "DUKE" strongly encourages the enhancement of existing cultural / destination facilities and recommends that two additional destination anchors are added at key locations.

The Renewal Plan's detailed definitions of "medium" and "high" density residential uses and their location on the 7th Street commercial corridor are inconsistent with current zoning definitions and transit oriented development guidelines. For example, the Renewal Plan does not clearly allow commercial uses on the 7th Street corridor (north of Rhode Island Avenue NW), with the exception of at the intersection of Florida Avenue and 7th Street NW. The Renewal Plan defines Residential - Medium Density as not exceeding "60 dwelling units per net residential acre or 120 bedrooms per net residential acre." Continuing, buildings are allowed up to 90 feet in height, but with a maximum floor area ratio (FAR) of only 1.8. A 90 feet tall building is not achievable with an 1.8 maximum FAR. Other zoning related recommendations within the Renewal Plan exist. The height and bulk recommendations from this Framework should guide allowable height and FAR limits to encourage the preferred development recommended by this Framework Plan.

RECOMMENDATIONS

Government agencies should conclusively make a decision about the utility of the Renewal Plan as it relates to current development issues and opportunities within the Project Area of this Framework Plan and within the Renewal Plan's overall area. The Convention Center Area Strategic Development Plan combined with this Framework include more current and detailed recommendations which will lead to public and private actions based on the current policy and market direction.

If it is to be maintained as a document guiding public policy, the Renewal Plan should be thoroughly updated as the Comprehensive Plan is being revised to reflect current trends. Rather than supplement the Comprehensive Plan, the updated version should be incorporated into the Comprehensive Plan. As the most current analysis and vision for the Project Area, the recommendations from this Framework Plan should also be incorporated into the body of the Comprehensive Plan.

LEGEND:



Project Area Boundaries

General Land Use



LOW DENSITY

MEDIUM DENSITY

HIGH DENSITY

NEIGHBORHOOD SHOPPING

EMPLOYMENT CENTER

COMMUNITY BUSINESS CENTER

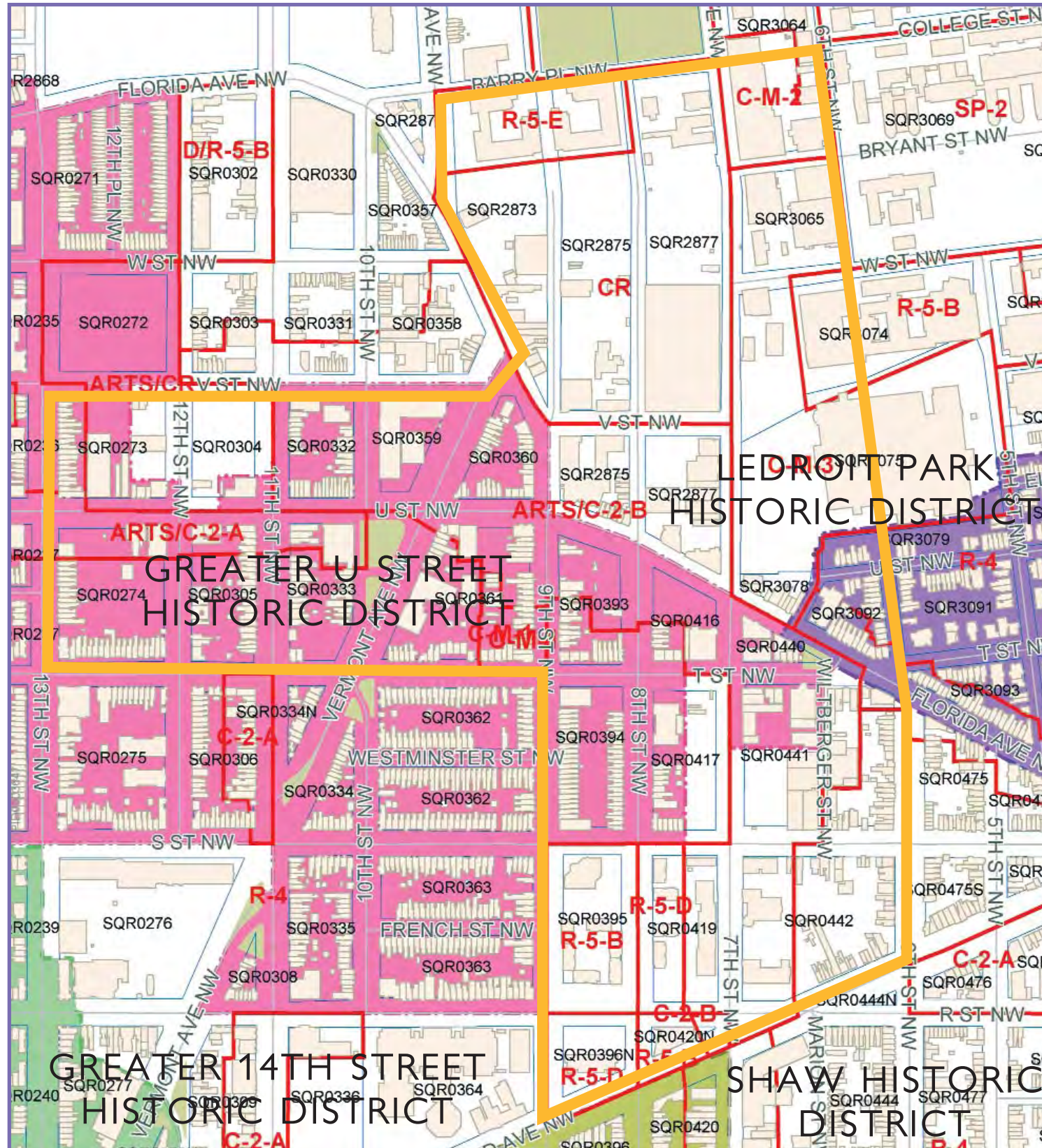
PUBLIC/COMMUNITY

8TH STREET MALL / PEDESTRIAN W

NO DATA ASSOCIATED (7/16)

3. Historic Districts

knit new development with surrounding neighborhoods



The Project Area's significant history as "Black Broadway" and the area's collection of 19th and 20th century architecture was officially recognized in 1998 when the Greater U Street Historic District was added to the District of Columbia's Inventory of Historic Sites and the National Register of Historic Places. This historic district, as with others, was established to protect the architectural and cultural landmarks that make up the physical and social fabric of the city. The local and federal designations confer different protections, benefits, and constraints on historic properties. Many of the public assets that are analyzed as a part of this Framework plan are within the Greater U Street Historic District.

Buildings and sites that are either individually listed on the DC Inventory, like the Howard Theatre, or located within a historic district are subject to the DC Preservation Law (Title 10, Chapter 26 of the District of Columbia Municipal Regulations). This law requires that the Historic Preservation Review Board (HPRB) review demolition, new construction, and exterior alterations. The HPRB approves or denies applications for alterations by determining whether proposed changes are compatible with the historic character of the property and the historic district.

The National Register of Historic Places is the official federal list of historic districts, sites, buildings, structures, and objects that are significant in American history, architecture, archaeology, engineering, and culture. The list is administered by the National Park Service (NPS). Listing on the National Register does not restrict the activities or rights of the private property owners. Since land use regulation is traditionally carried out by local governments in accordance with state laws, the federal designation of a historic property does not regulate the actions of private property owners.

Owners of income-producing properties that are listed on the National Register can apply for tax credits that equal 20% of the certified total construction costs paid to rehabilitate their properties. These credits can be used to offset federal income tax obligations. Donations of a conservation or facade easement on a National Register listed property is eligible as a charitable contribution, deductible for federal income and estate tax purposes.

The Historic Preservation Office (HPO), located within the Office of Planning (OP), administers the DC Preservation Law and serves as staff to the HPRB, providing procedural, technical, and design guidance to property owners contemplating projects affecting historic properties. The HPO also serves as the city's liaison to the NPS regarding listing of properties on the National Register and the review and certification of projects seeking the federal rehabilitation tax credit and donation of conservation easements.

For properties within the historic district, existing zoning may need to be better balanced with the goals of historic district designation. For example, some U Street properties are within the C-2-A or C-2-B

zoning categories, allowing maximum heights of up to 50 and 65 feet respectively, with additional height and density possible in the Arts Overlay District for preferred uses. Many of those same properties, currently only 30 feet in height, are protected as part of the historic district. While some property owners have expressed a desire to maximize the full zoning potential on their sites, protection of the historic neighborhood scale and character may not enable them to realize all the allowances permitted under the current zoning, as proposed plans for additions to these buildings maximizing the full height are not likely to be determined by the HPRB to be consistent with their charge to protect the character of the historic district. Adjustments to the existing zoning should be evaluated that reconcile perceived discrepancies between maximum zoning allowances and historic preservation goals, and provide additional flexibility for the redevelopment of historic buildings.

Additionally, both the U Street/African American Civil War Memorial/ Cardozo and the Shaw-Howard University metro stations service the Project Area. City policy currently seeks to maximize density and growth around transit centers like these. The goals of historic preservation also need to be balanced with transit oriented development policies to more directly highlight where growth is possible and at what reasonable level of density. (A recommendation for transferred development rights is proposed on page 37 as a potential solution to this issue.)

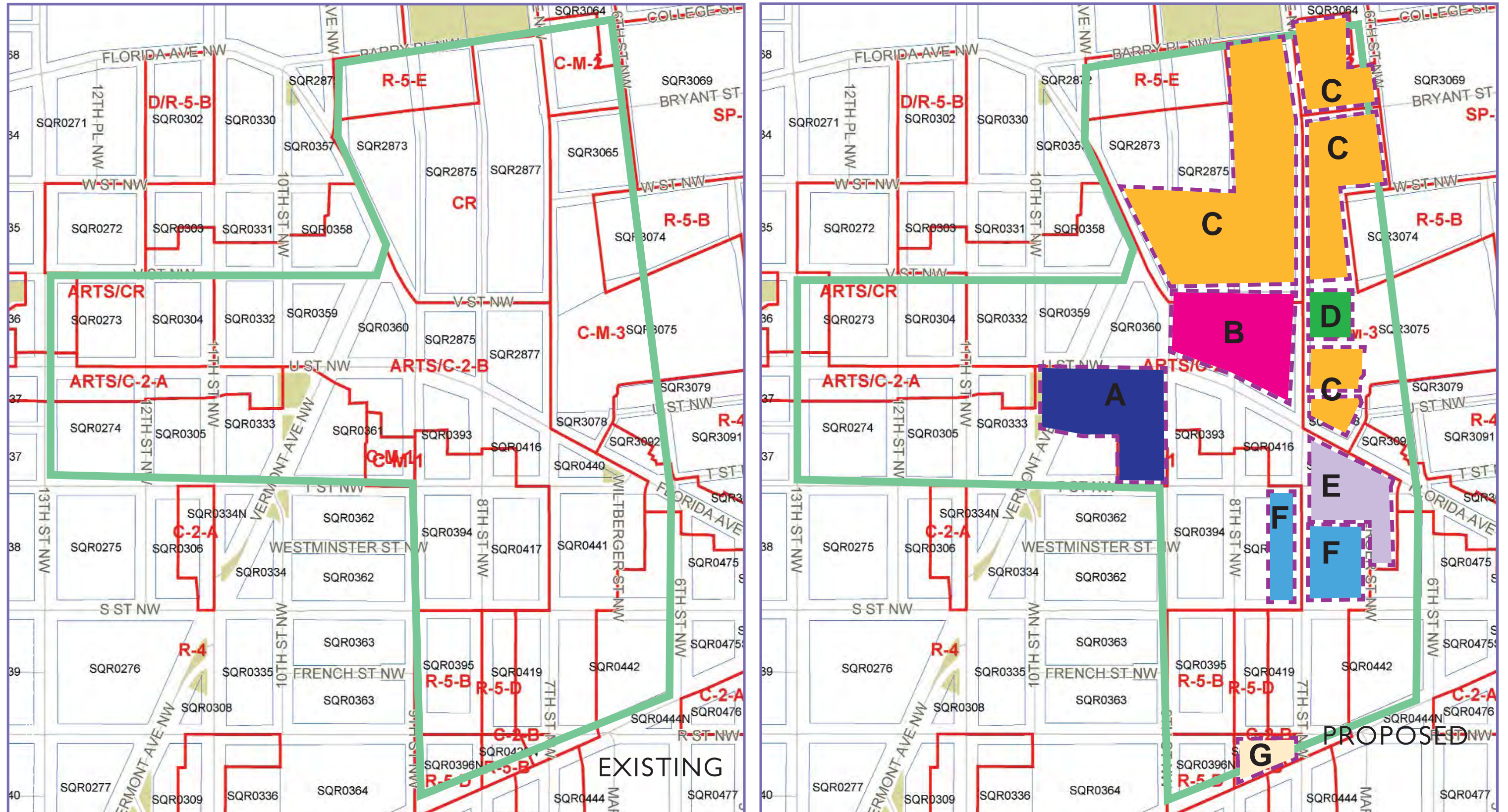
(below) Homes being constructed within LeDroit Park Historic District.





4. Zoning

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4. Zoning

Zoning is an important tool for implementing the Comprehensive Plan and Development Framework Plans like this one. The base zone districts in combination with the overlay zones identify a maximum potential bulk, height, density, and a range of uses for each parcel. The Uptown Arts Overlay (DCMR Title 11 Chapter 19), which applies to 7th Street, U Street, 14th Street and 9th Street within this Project Area, encourages and incents certain preferred uses,*^ the enhancement of the area's design character, the adaptive reuse of older buildings, and a combination of new and old buildings.

This Framework Plan calls for land use adjustments that can be implemented through amendments to the zoning map, planned unit developments (PUD), and amendments to the zoning text. This Plan provides additional guidance to the Zoning Commission as they consider zoning actions for the area. PUDs should also refer to this Plan for guidance in design and when considering amenity packages, especially regarding affordable housing and Local Small Disadvantage Business Enterprise participation.

The underlying zoning categories allow:

Permitted Intensity (FAR) - Matter of Right

Zone District	Commercial Use Only	With Residential	Max. Height	% Lot Cover*	Rear Yard
C-2-A	1.5	2.5	50'	60%	15'
C-2-B	1.5	3.5	65'	80%	15'
CR	3.0	6.0	90'	75%	
C-M-1	3.0	N/A	40'	N/A	12'***
C-M-2	4.0	N/A	60'	N/A	12'***
C-M-3	6.0	N/A	90'	N/A	12'***

Others of relevance:

C-3-A	2.5	4.0	65'	75%	---
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Permitted Intensity (FAR) - With Planned Unit Development (PUD) For Land Areas over 15,000 SF

Zone District	Commercial Use Only	With Residential	Max. Height	% Lot Cover*	Rear Yard
C-2-A	2.0	3.0	65'	60%	15'
C-2-B	2.0	4.5	90'	80%	15'
CR	4.0	8.0	110'	75%	
C-M-1	3.0	N/A	60'***	N/A	12'***
C-M-2	4.0	N/A	90'	N/A	12'***
C-M-3	6.0	N/A	90'	N/A	12'***

Others of relevance:

C-3-A	3.0	4.5	90'	75%	---
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*^ The Uptown Arts Overlay preferred uses include below market housing, theater uses, specific retail store types, and preservation of buildings constructed before 1958.

Additional Permitted Intensity (FAR) in underlying zoning districts per Uptown Arts Overlay - Maximums may require inclusion of "preferred uses" as described in the DCMR Title 11 Chapter 19.

Zone District	Commercial Use Only	With Residential	Max. Height	% Lot Cover*	Rear Yard
C-2-A	2.0	3.0	65'	60%	15'
C-2-B	2.0	4.5	90'	80%	15'
C-3-A	3.0	4.5	75'^^	75%	15'
CR	4.0	6.0	110'^^^	75%	

* Maximum for residential uses

** Above 20 feet; the minimum depth of the rear yard shall be 2.5 in/ft of vertical distance from the mean finished grade at the middle of the rear of the structure to the highest point of the main roof or parapet wall, but not less than 12 ft.

*** Maximum number of stories = 3.

^^ At 50' height of proposed building, required 45 degree or 1:1 setback for upper floors when adjacent to a residential zoning district.

^^^ At 65' height of proposed building, required 45 degree or 1:1 setback for upper floors when adjacent to a residential zoning district.

In order to implement "DUKE," the following actions are submitted as recommendations (the letters are key to the map on previous page):

A. Allow for commercial, residential and/or cultural use of the Grimke School; properties between Grimke School and the southeast corner of the intersection of U Street and Vermont Avenue; properties on the south of U Street on the 900 block and properties on the 1900 block of 9th Street. In doing so, be mindful of the historic preservation regulations which also impact these properties and that some residential and mixed uses properties are currently within residential or light manufacturing zones. Continue to require retail in properties fronting on U Street and 9th Street.

B. Change land uses regulations to allow for greater density up to 6.0 Floor Area Ratio and more lot coverage. Increase capacity of site to produce a variety of residential units types, more affordable housing, more office use, and shared parking possibilities. Provide incentive for location of destination anchor in the Housing Finance Agency site. Require ground floor retail to front onto Florida Avenue, V Street and Georgia Avenue. Allow up to 65 feet in height. Provide ability to rise to a maximum of 90 feet with a one to one setback from the cornice after 65 feet on any public street. Each additional floor above the 65 foot height should utilize not less than 75% of the envelope created by the additional height up to 90 feet. Encourage preservation and adaptive re-use of existing structures which are possibly eligible for preservation.

C. Require ground floor retail uses which front onto V Street and Georgia Avenue for properties north of the intersection of Florida Avenue/Georgia Avenue and 7th Streets. Apply design guidelines compatible with those in the Uptown Arts Overlay and this Framework Plan. Encourage preservation and adaptive re-use of existing structures which are possibly eligible for preservation on the northeast corner of Florida Avenue/Georgia Avenue and 7th Streets.

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D. Preserve the existing open space in front of the Howard University Hospital as open space.

E. Strengthen preservation and zoning requirements to maintain and encourage adaptive re-use of the architecturally distinct, existing structures on Square 0440 and the portion of Square 0441 confronting T Street and portion of Square 0441 east of Wiltberger Street.

F. Change land uses regulations to allow for greater density up to 6.0 Floor Area Ratio and more lot coverage. Increase capacity of site to produce an expanded variety of residential units types, more affordable housing, more office use, and shared parking possibilities. Allow up to 65 feet in height. Provide ability to rise to a maximum of 90 feet with a one to one setback from the cornice after 65 feet on any public street. Each additional floor above the 65 foot height should utilize not less than 75% of the envelope created by the additional height up to 90 feet. Encourage preservation and adaptive re-use of the potentially preservation-eligible portions of the Wonder Bread Building.

G. Allow low density commercial uses on the Watha T. Daniel/Shaw Neighborhood library site to a maximum height of 65 feet and a density of 3.5 FAR to encourage a mix of uses, including a new library building, on the site.

Other technical and programmatic recommendations include:

1. Allow concert halls, other performing arts spaces and nightclubs as eligible evening uses which may share parking with other destination district uses;

2. Consider construction of a public parking structure to relieve projected parking needs and the need created by the historic properties which may be rehabilitated. Relieve site specific parking requirements for property owners who are located within a 2 block radius of this garage and who also incorporate eligible or preferred uses within the Uptown Overlay.

3. Seek to provide a financial resources for existing property owners to repair their historic properties by allowing Transfer Development Rights that provide for as bonus density on a 1 to 1 basis for unused density per underlying zoning from buildings in the Project Area that contribute to the character of the historic district to a designated receiving area in or outside the Project Area. Include preservation covenants and processes. Add a provision that TDRs and bonus density are not allowed to increase density and height on a lot occupied by a building that contributes to the character of the historic district.

4. Require ground floor levels to have a minimal structural clearance of 14 feet in height to a minimum depth from the building restriction line of 40 feet.

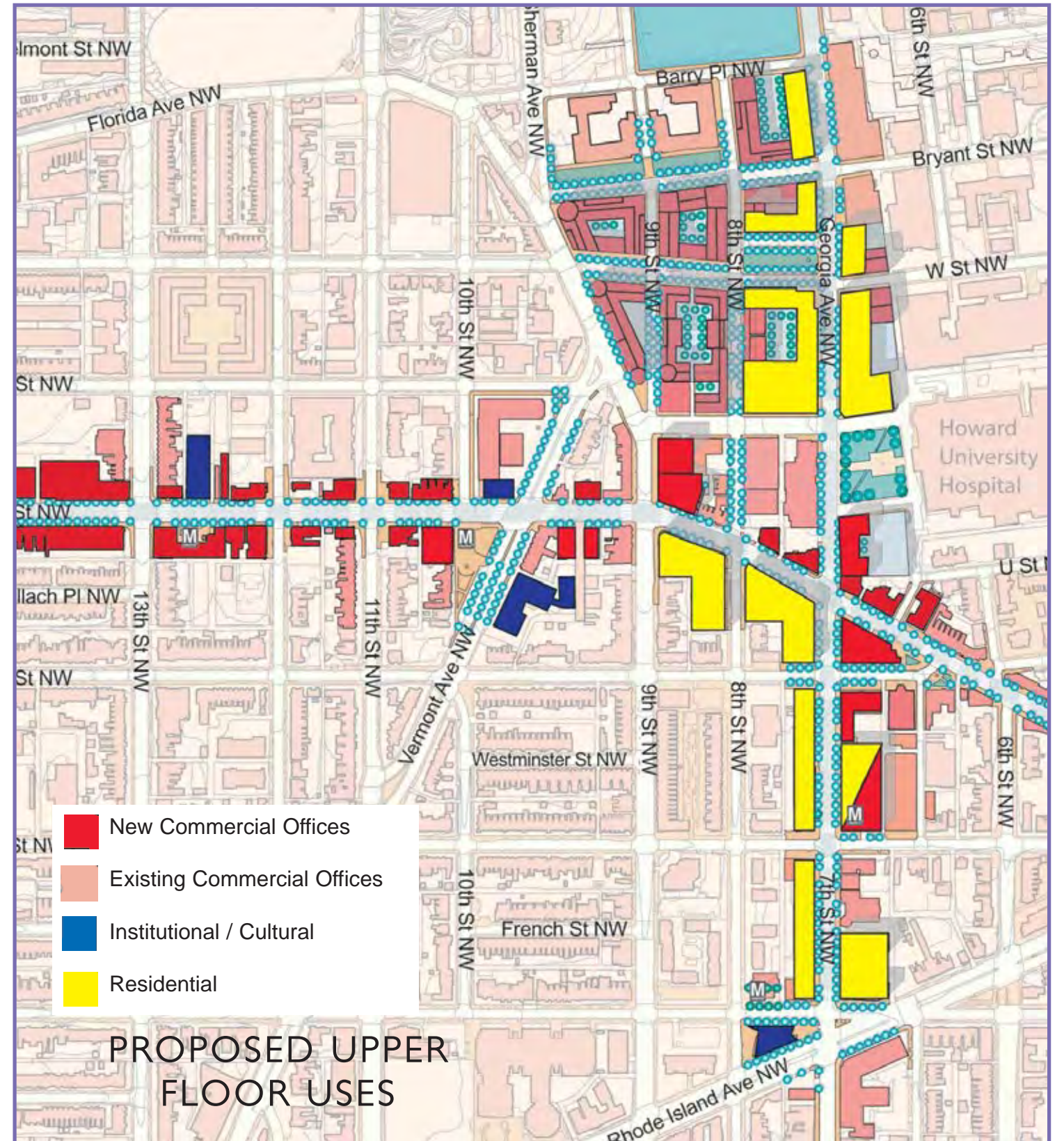
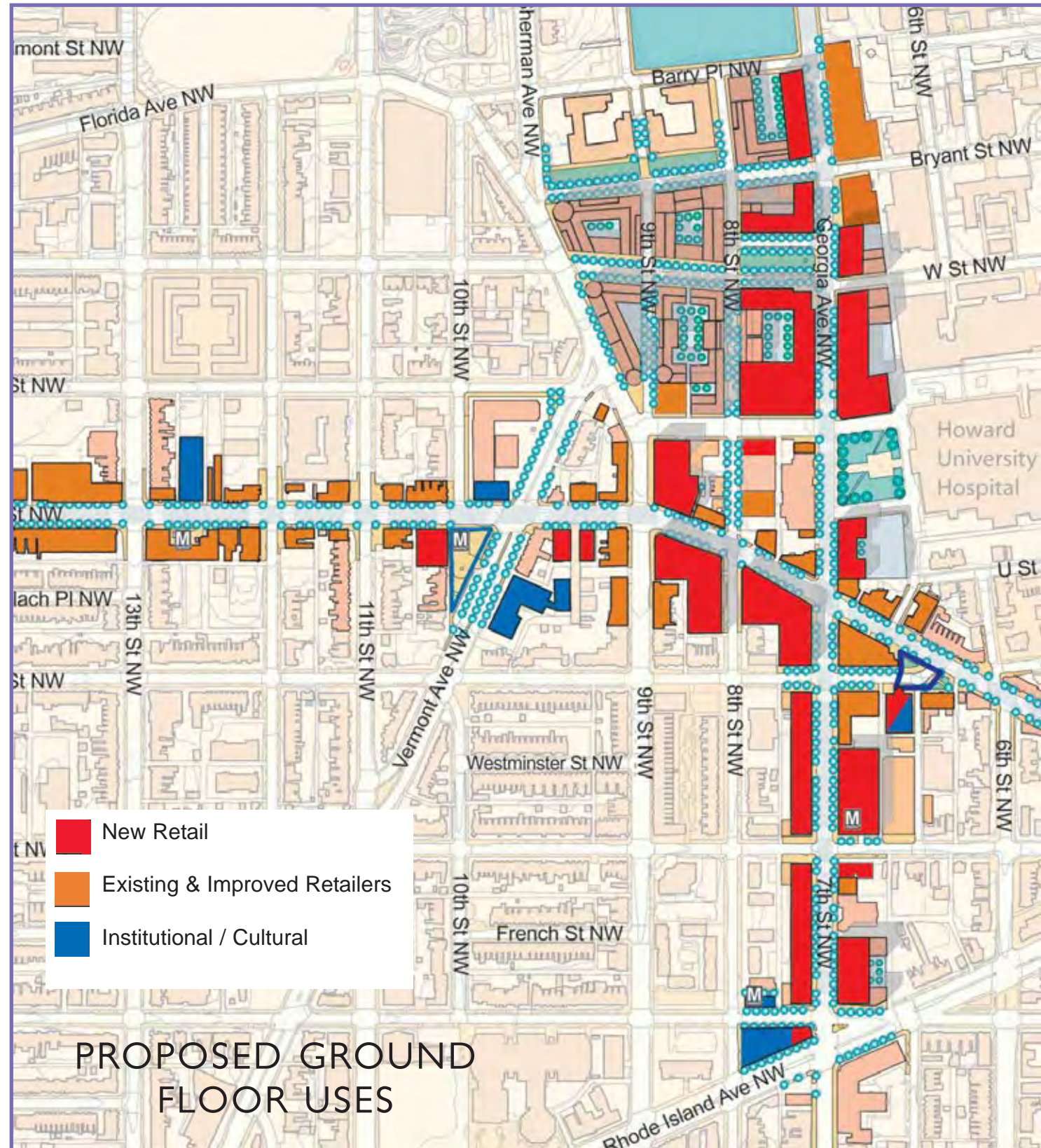
5. Provide for the ground floor glass display window and entrances requirement of no less than 60%.





5. Mixed Land Uses

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6. Transportation & Parking

Capitalize upon existing, planned and proposed transit services to create an inviting pedestrian-oriented neighborhood district and also develop a parking demand management system to relieve parking pressures as development happens.

RECOMMENDATIONS

- 1) Explore the potential for the expansion of Metrorail Yellow Line service and the Downtown Circulator to this area.
- 2) As rapidly as possible, complete assessments, now underway, that are necessary for final approval, funding and scheduling of new surface transit service along the U Street/Florida Avenue and 7th Street/Georgia Avenue corridors.
- 3) Schedule design and construction of special streetscape improvements for the U Street/Florida Avenue and the 7th Street/Georgia Avenue corridors to coordinate with transit improvements, and in the interim implement the city streetscape standards to ensure a safe and attractive pedestrian environment.
- 4) Review the scopes for DDOT's upcoming studies of the UDD area to ensure that they contain, among other things:
 - A) Estimated parking demand and deficits from existing and proposed destination uses.
 - B) Estimated parking demand and deficits from historic properties in the Project Area where preservation will not allow adequate provision of parking on-site.
 - C) Estimated demand from potential removal of curbside parking to accommodate transit and other streetscape improvements.
 - D) Potential for joint and shared use of existing and proposed parking resources.
 - E) Workable locations for adding parking to service demand identified above.
 - F) Tour bus parking and management.
 - G) Strategies for management of spillover parking from Project Area businesses and institutions to residential neighborhoods.
 - H) Priority locations for public parking given demand estimates.
 - I) The existing capacity of alleyways to accommodate

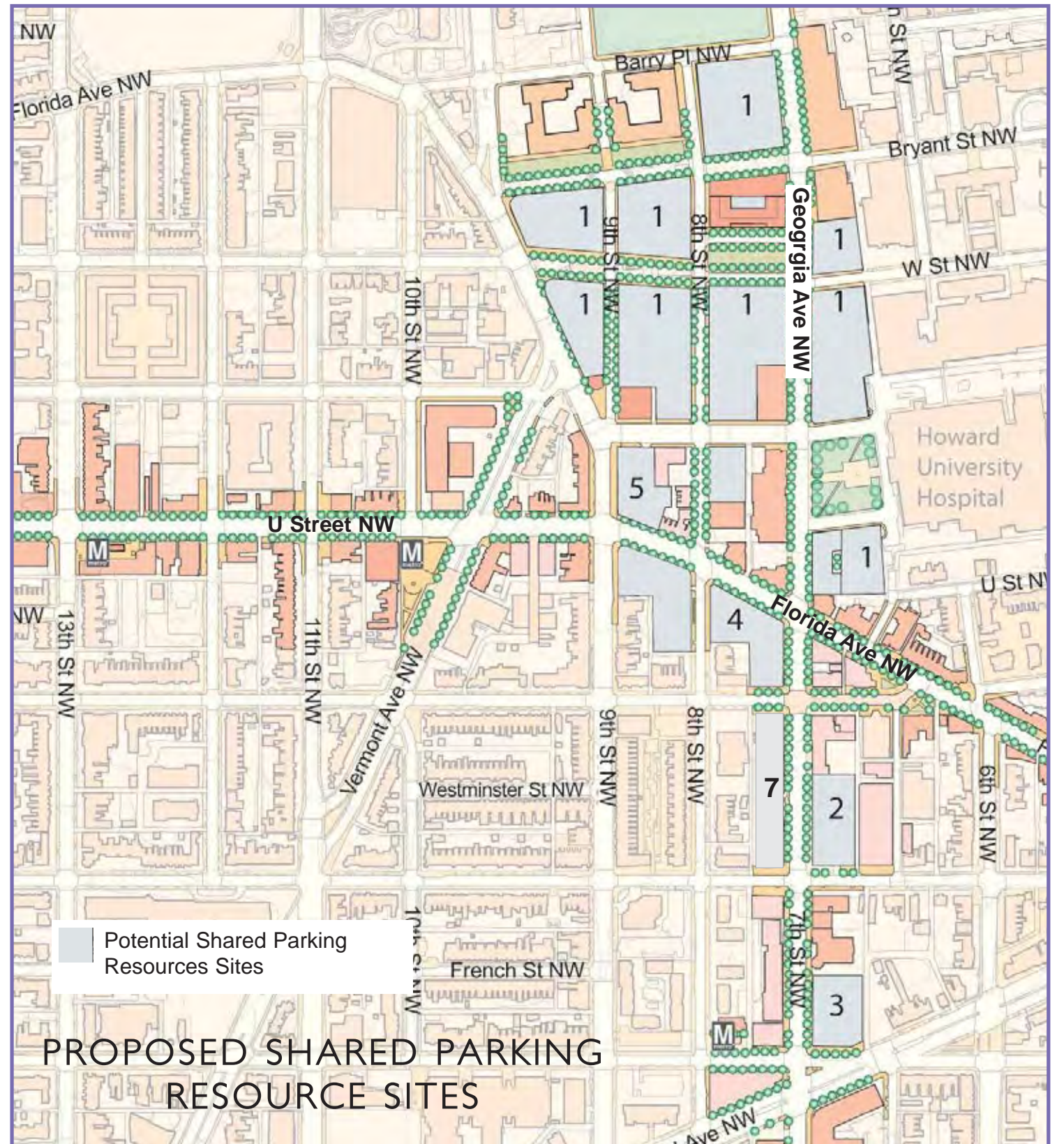
service and loading functions and a strategy for enhancing alleys, by expansion and other means, to allow transition of service and loading functions from curbside locations to them.

- J) Suggested auto ingress/egress and service locations for development sites fronting on pedestrian streets where curbcuts are prohibited.
- K) Suggested auto ingress/egress points to minimize impacts on residential neighborhoods and conflicts with proposed transit, bicycle, and pedestrian systems.
- 5) Resolve lead responsibility and roles between the City and NCRC for creating public parking in the Project Area and aggressively formulate a parking strategy and facilities program that seeks input from local businesses, institutions and the community, with special emphasis on cooperative arrangements with Howard University.
- 6) Support revision of zoning regulations and operating protocols that would facilitate tax exempt financing of public parking facilities.
- 7) Support creation of Tax Increment Financing, Payment in Lieu of Taxes, and Special Assessment projects and districts to help leverage other public funds (e.g., industrial revenue bonds, federal and local transportation funding) to finance implementation of transit and parking facilities.

KEY OPPORTUNITY SITES

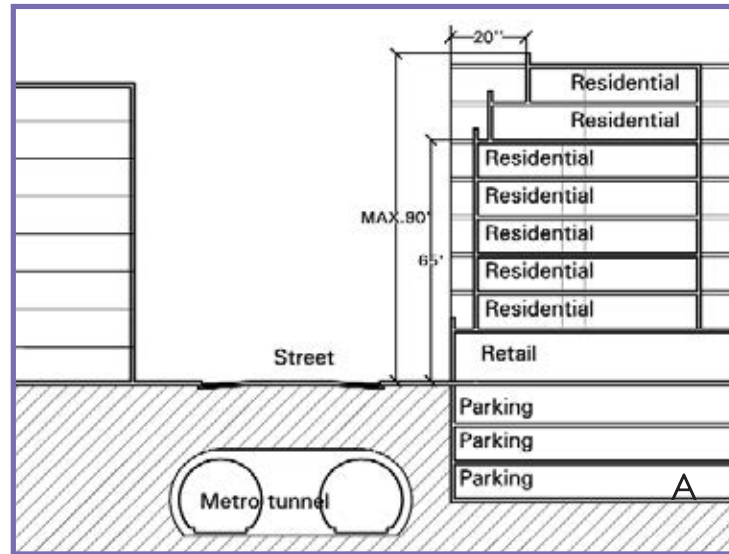
- 1 - Howard University and others
- 2 - Square 0441
- 3 - NCRC + UHOP site
- 4 - WMATA + HU / CVS site
- 5 - Housing Finance Agency
- 6 - Howard Hospital parking lot
- 7 - HU'S 125 Bed Site (redeveloped)

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7. Character of Built Environment

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(a) BUILT FORM

As it did historically, architecture will play a critical role in shaping the image of this destination district. In many ways, the future architecture of this place, in addition to the proposed uses, will be like a “phoenix rising from the ashes” left after the 1968 riots and years of disinvestment. Therefore, it is very important that all stakeholders work to achieve signature architecture that adhere to these general guidelines:

- Employ innovative use of materials and color;
- Incorporate interesting details and rhythms;
- Exploits natural and artificial lighting;
- Use massing and scale to “fit in”;
- Include well designed ground floors.

All buildings are to be set directly on the front and side property lines. In the rear, buildings may be set back from the rear property line, but are not required to create a yard. Buildings should have clearly articulated bases that are two story in height and cornices. Tripartite facade arrangements are encouraged. Tripartite means an articulated two story base, body of building and cornice/parapet.

Where allowable and recommended by this Plan, new construction should rise from the property line up to a 65 foot height then step up on a 1:1 basis to a maximum building height of 90 feet from any public street, e.g. on 7th Street and Florida from 7th to 9th Streets.

Facades should not be flat, but should be articulated with bay windows, balconies or other architectural element. Significant transparency is encouraged.

Parking should be below grade or behind the building and shielded from view from adjacent streets.

Preservation regulations apply to structures within Historic District.



(b) GROUND FLOOR / PEDESTRIAN LEVEL

The following guidelines are intended to encourage the development of a flexible and vibrant, neighborhood shopping street which includes cafe's, restaurants and other retail / entertainment uses that enliven the quality of life both indoors and outdoors.

- Provide an architectural frame and window opening that allow flexibility for changing uses and tenants over time, while creating a consistent rhythm and identity;
- Incorporate frequent entrances to ground floor uses, with building entrances at least every 40 feet;
- Use windows and glass doors in no less than 60% of the total ground floor facade;
- Encourage transom windows above doors and storefront windows;
- Set windows a maximum of 18 inches above the ground and within 12 inches of the finished ceiling;
- Provide a minimum of 14' ground level floor to finished ceiling clear height;
- Prohibit black glass, opaque glass and other “false window” techniques;
- Encourage creative signs which express the type of business and perhaps recall area history.



(c) PUBLIC REALM

Priority should be given to crime reduction, safety and an improved design of Ellington Plaza (T Street between 7th Street and Florida Avenue) and the African American Civil War Memorial Square area (the memorial plaza and adjacent Vermont Avenue), with construction funding scheduled to coordinate with redevelopment/renovation programs at the Howard Theatre and Grimke School, respectively.

DC Commission on the Arts & Humanities should be engaged to commission artwork for the following:

- The U Street facade of the Garnet-Patterson School.
- The gateway site (south side of Florida Avenue between Wiltberger and 6th Streets) of Ellington Plaza (placement to be coordinated with streetscape design and improvements).
- The gateway site at 7th Street and Rhode Island Avenue (design and placement coordinated with improvements to the Watha T. Daniel/Shaw Neighborhood Library improvements).
- Other locations within the Project Area as determined by a Public Art Framework for the Area.

Use funds set-aside for the city in WMATA's Transit Infrastructure and Investment Fund to undertake design studies and implementation of resulting recommendations to improve the functionality, appearance and public placemaking contribution of Metro plazas in the Project Area, with the following order of priority:

- Lincoln Common (entrance of the U Street / Cardozo Metro station south of U Street, across from the Lincoln Theatre).



7. Character of Built Environment

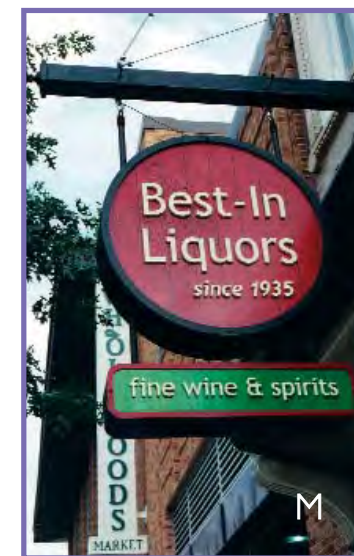
- 2) 7th and S Street (north entrance of the Shaw-Howard University Metro station at the NCRC/WMATA redevelopment site), to be coordinated with design and redevelopment of the parcel.
- 3) 8th & R Street (south entrance of the Shaw-Howard University Metro station).

Coordinate schedules for design and improvement of U Street/Florida Avenue and 7th Street/Georgia Avenue streetscapes with schedules for implementation of surface transit improvements in those corridors, with interim improvements made to the District's standard in conjunction with ongoing redevelopment/renovation activities.

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PHOTOS

- A. Building section illustrating set back at 65 feet.
- B. Lansburgh Apartments - Tripartite building treatment.
- C. New residences. Flat facades are discouraged.
- D. Solo Piazza, Washington, DC. Increased facade transparency.
- E. Starfish. Detailed and interesting retail business expression.
- F. Bethesda. Outdoor dining and coffeehouses.
- G. Meridian Apartments. Washington, DC. Note rhythm of the facade and degree of transparency.
- H. The Logan. Note tripartite building treatment.
- I. Beale Street, Memphis, TN. Note signage and lighting.
- J. Niketown - Back Bay, Boston. Note detailed cornice.
- K. Post Apartments - Washington, DC. Note use of color and varied facade rhythm and shape.
- L. Archambault Musique. Marquee signs recommended for all significant destination venues (proposed and existing)
- M. Best-In Liquors. Improved business signage and facade led to a significant increase in business sales.
- N. Bread & Chocolate - distinctive architectural signage band.
- O. Sonsie Boston. Allowing indoor activities to enliven outdoor areas is strongly encouraged.





C. African American Cultural Heritage

Promote cultural tourism initiatives based on the rich African American historical and cultural assets of the area that will bring economic development opportunities for local residents and businesses.

RECOMMENDATIONS

Recognize Cultural Tourism DC (CT/DC) as the lead agent for working with local cultural and neighborhood organizations to formulate and coordinate expanded heritage-related programming in the Project Area and adjacent historic neighborhoods in order to bring more jobs and business opportunities to the area through cultural tourism; and endorse and support CT/DC's program initiatives:

- 1) Seek resources to strengthen the capacity of local cultural attractions to provide engaging and interrelated interpretive programs that relate the history of the area in the context of African American and American history.
- 2) With local entrepreneurs and cultural partners, establish a tour business that perpetuates model walking and bus tours, currently co-sponsored by CT/DC and Manna CDC.
- 3) Conduct training for tour guides, "sidewalk storytellers" and Green Team employees on the area's history, attractions, and welcoming and orientation skills.
- 4) Convene the cultural and business organizations in the Project Area to assess the support for establishing a welcome and orientation center; and, if strong support, to encourage them to designate/structure an organization to lead the effort.
- 5) In conjunction with cultural partners and Main Streets, formulate and promote cultural events based on the African American heritage of the area.
- 6) Work with city officials and civic and philanthropic leaders to develop funding partnerships designed to interest international,

national and regional tourists in discovering and experiencing the attractions in the Project Area and adjacent neighborhoods and patronizing its cultural arts venues and businesses.

- 7) Continue to advocate the protection and restoration of the historic assets of the area and adjacent historic neighborhoods.
- 8) Continue to convene a bimonthly Roundtable for all public and private partners to provide networking opportunities, focus on common issues of current importance, encourage collaboration, and pursue joint advocacy for program implementation.
- 9) Conduct surveys to test and refine initiatives' acceptance, effectiveness and impacts.

Note: CT/DC estimates approximately \$1.5 million will be required (\$300,000 annually) as core support to develop these initiatives. Funding sources might include local businesses, institutions and cultural/arts partners; the foundation community; and local and federal governments.

Restore and adaptively reuse the Howard Theatre as a mixed-use, performing venue in ways that reflect the cultural significance of the site, including an interpretive museum that relates to the history of the theatre.

Designate the Grimke School for adaptive reuse to include among other uses facilities for an interpretive museum for the African American Civil War Memorial and its Foundation, a welcoming and orientation center for visitors to the area, and potentially other cultural facilities (e.g., the Black Fashion Museum); initiate a design and programming study to determine capacity and feasibility; and implement.

Encourage and support efforts to restore, maintain and actively use and interpret the Mary Church Terrell and Robert Terrell Home in

adjacent LeDroit Park, and the Carter G. Woodson Home just south of the UDD on 9th Street.

Target facade and development funding and zoning incentive programs and technical assistance to give priority to ensuring restoration and reuse of the above noted historic and cultural assets and to adjacent historic properties that reinforce their setting.

Encourage local cultural institutions to explore the technical and curatorial assistance, and collections sharing programs afforded by affiliate status with the Smithsonian Institution.

Explore relationships with the Smithsonian Institution (in particular, American History, and the emerging African American Culture and History and Music museums) that inform members and visitors of the attractions in UDD and encourage visitation.

PHOTOS: On May 4, 2004, DC Office of Planning convened a roundtable of cultural heritage experts from Harlem, New York; Philadelphia, Pennsylvania; Kansas City, Missouri; and Washington, DC. Those experts provided guidance about improving upon being an attractive destination, facilities development and partnering with cultural industry artists.



Cultural Heritage Experts



Kenneth Knuckles, CEO & President, Upper Manhattan Empowerment Zone (UMEZ)



Patricia Washington, Vice President Grants & Development, Greater Philadelphia Tourism & Marketing Corporation (GPTMC)



Mikki Shepard, Board Member - UMEZ, Chair, Cultural Industry Investment Fund (CIIF)



Frank Smith, Founder, African-American Civil War Memorial & Museum - Washington, DC



H. David Whalen, President & CEO, Jazz District Redevelopment Corporation - Kansas City



Lincoln Theatre

True Reformer Building



Bohemian Caverns

Prince Hall Grand Lodge



African-American Civil War Memorial

9:30 Club



Dunbar Theatre

Howard Theatre



Our Past... Our Future

The Lincoln Theatre at 1215 U St. N.W. After World War II, the theatre was used as a nightclub and then as a movie theatre. It was destroyed by fire in 1971 and is currently a vacant lot.

The Howard Theatre at 1015 7th St. N.W. is the historic theatre where the Apollo 9, 10, and 11 competitions were held. It was destroyed by fire in 1969 and is currently a vacant lot.

The Crystal Center at 1100 U St. N.W. is a historic building that was used as a nightclub and then as a movie theatre. It was destroyed by fire in 1971 and is currently a vacant lot.

The 1923 True Reformer Building at 1100 U St. N.W. is a historic building that was used as a newspaper office and then as a movie theatre. It was destroyed by fire in 1971 and is currently a vacant lot.

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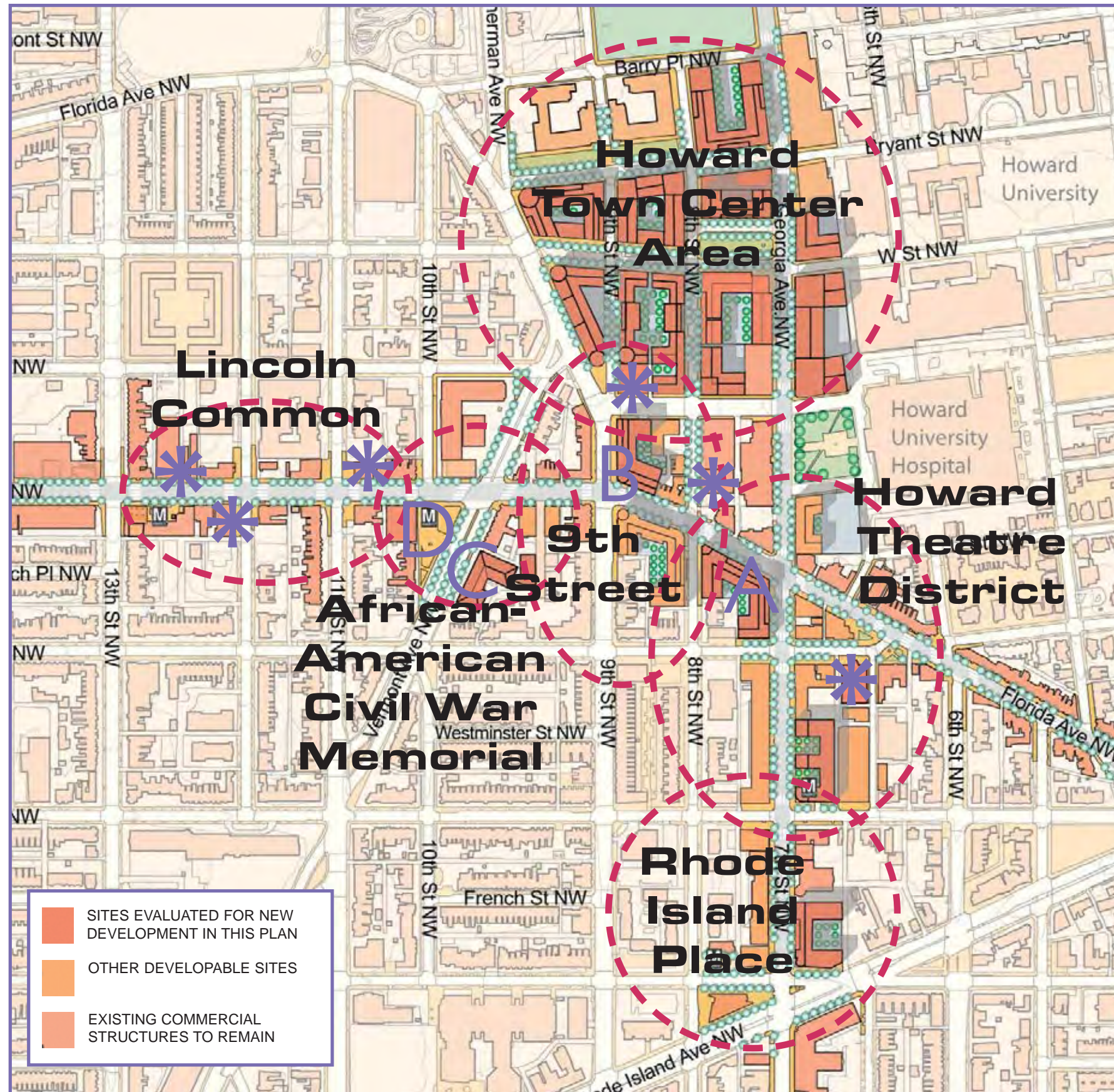
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District of Columbia Office of Planning



D. Destination Venues

Allow for the active expression and appreciation of music with particular emphasis upon the area's jazz heritage.

Upon rehabilitation as a mixed entertainment venue for 500-600 persons, the Howard Theatre will be another destination anchor within the Project Area. It should work in a complementary fashion with existing venues, i.e. Lincoln Theatre, 9:30 Club, etc. Other destination uses are needed to fill in the "cultural/entertainment gap" that exists between the Howard Theatre and uses further west along U Street.

Several additional destination uses should be incorporated into the development of the following sites:

- A. WMATA + HU / CVS Site, southwest corner of the intersection of 7th Street & Florida Avenue;
- B. Housing Finance Agency Site, northeast corner of 9th Street & Florida Avenue;
- C. Grimke School, Vermont Avenue near U Street; and
- D. Prince Hall Grand Lodge - First Floor at the Memorial Plaza.

Of those four, it is critically important that the Housing Finance Agency site's destination use have a live music entertainment use of significant size and retail attractive to patrons and those who are there during the day. The Housing Finance Agency site is at a critical bend in the U Street / Florida Avenue intersection where the greatest opportunity is both a visual connection and a programmatic connection.

The auditorium at Grimke School could also take on a destination role if programmed in conjunction with re-use of the overall facility. Care should be taken to mitigate the impact of any proposed destination use in the school with the surrounding neighborhood.

Existing cultural facilities should be provided assistance, as needed, to expand and improve their cultural offerings. The Lincoln Theatre and Bohemian Caverns, in particular, are critical to the storytelling about the Project Area's heyday and to the mixed use and health of the Project Area into the future. A Cultural Facilities fund should be established which would provide financial and technical assistance to qualifying for profit and not for profits whose overall mission includes both a sustainable financial forecast and a cultural heritage component. New uses with a similar African American or African cultural heritage should be actively encouraged and attracted to locate within this area.



James Brown Live in New York City's Battery Park - Event sponsored by American Express.

allow for the active expression and appreciation of music

E. Retail Development (DC Main Streets)

foster a spirited environment of local entrepreneurship

Foster a spirited environment of local entrepreneurship in which local businesses are provided enhanced services and opportunities and the best in new retail ideas are supported.

RECOMMENDATIONS

Business Retention, Expansion & Attraction

- 1) Support ongoing efforts by the 14th and U Main Streets Initiative and Shaw Main Streets, Inc. (collectively "Main Streets") to complete surveys and needs assessments of existing corridor businesses in the Project Area.
- 2) Encourage Main Streets to formulate a coordinated Retail Attraction and Branding Strategy for the Project Area that builds on the surveys, needs assessments, market assessments prepared for this study, and takes advantage of technical assistance provided by reSTORE DC and the National Main Streets Center at the National Trust for Historic Preservation.

Note: The Retail Attraction and Branding Strategy is an element of the Main Street and reSTORE DC programs. The Strategy is a combined business and community-based effort that: a) assesses existing and future conditions and opportunities of the commercial corridor; b) evaluates how existing businesses can better serve neighborhood needs and take advantage of evolving markets; c) identifies opportunities for new businesses; and d) identifies programs and resources to make it happen. The Strategy serves as a common blueprint for business revitalization. Compatibility with the Strategy positions businesses and projects to access reSTORE DC project funds. Private property owners should actively and jointly participate in this effort.

- 3) Support Main Streets programs to form partnerships to provide businesses and prospective entrepreneurs with free/low cost technical assistance to, among other things: understand the current and evolving marketplace so that they can position products and services to capture demand; refine business practices and plans so they can attract customers and capital; and establish networking system so they can take advantage of products offered by other local businesses, supportive organizations and the City and federal assistance programs.
- 4) Support Main Streets efforts to strengthen local business organizations that provide networking, advocacy and collective marketing.
- 5) As extension of technical assistance initiatives, encourage Main Streets and their business organization partners to establish relationships with local lenders to expand capital flow to local businesses.

- 6) Consolidate program administration of the facade grant/loan program within reSTORE DC to facilitate targeting resources for businesses and projects consistent with the Retail Attraction and Branding Strategy and, where appropriate, leveraging reSTORE DC's Commercial Property Acquisition and Development Program (CP-A&D).
- 7) Encourage reSTORE DC to involve the Historic Preservation Office in review of facade grants/loans to speed design and approval and also to establish coordinated working relationships with the L'Enfant Trust and the National Trust's Community Partners to ensure maximum leveraging of federal tax benefits through facade dedications and restoration tax credits.
- 8) Provide case studies and seminars to introduce Project Area businesses, organizations and the lending community to how they can use reSTORE DC's CP-A&D program and the US Small Business Administration's (SBA) 504 loan program to finance acquisition and improvement of business properties, with special focus on the potential for joint venture and/or condominium interest -- which may be more attractive and feasible in the Project Area given relatively high property values.
- 9) Encourage SBA's local business center to aggressively market HUB Zone programs to eligible Project Area businesses.
- 10) Support the Williams Administration's initiatives to expand Tax Increment Financing and Payment in Lieu of Taxes financing in support of loans to neighborhood businesses to fund capital improvements at affordable terms.
- 11) Encourage the National Capital Revitalization Corporation to aggressively use Economic Development Finance Corporation and Neighborhood Economic Development Corporation funding to leverage capital and operating funding for neighborhood businesses.
- 12) In conjunction with redevelopment of publicly-owned/controlled properties and extension of publicly-assisted financing (e.g., revenue bonds) for projects in the vicinity, require redevelopers and beneficiaries to provide priority outreach and opportunities for contracting with Project Area businesses as part of their Local, Small and Disadvantaged Business Enterprises (LSDBE) commitments.

Note: These City programs require redevelopers and beneficiaries to commit 35% of related contracting opportunities to LSDBEs.

- 13) Within redevelopment projects on publicly-owned/controlled land, provide corridor businesses that are consistent with the Retail Attraction and Branding Strategy and leasing objectives

for the buildings with first option to lease.

Critical & Additional Services

- 1) Support extension of 14th & U Main Street Initiative's Green Team demonstration project and, working in collaboration with Shaw Main Streets, Inc., expansion of the area covered to include all of the Project Area's commercial corridors.
- 2) Authorize and encourage public and public-related agencies having properties in the areas served by the Green Team to maintain their properties to a high standard, coordinate security, and to make financial contributions matching privately-raised contributions for maintenance of Green Team operation.
- 3) Through reSTORE DC, provide technical assistance to Main Streets efforts to research, market and, if supported by area property owners, form a business/community improvement district where special assessments would provide a stable and sustainable funding source for Green Team and other selected services.

Promotions

- 1) Support Main Streets efforts to maintain and expand a regular calendar of UDD activities and events.
- 2) Encourage Main Streets to formulate a business plan and strategic partnerships ensuring that promotional events are financially sustainable.
- 3) Continue the 14th & U Farmers Market at the Reeves Center (an initiative of the 14th & U Main Streets Initiative, Community Harvest and Manna CDC).
- 4) Involve Main Streets and CT/DC in design planning for improvements to the plaza at the African American Civil War Memorial and Ellington Plaza and secure commitments for using the improved spaces for promotional events.
- 5) Private and corporate partnerships should be encouraged and sought for sponsorship of signature events and festivals within the Project Area. Those events should be centered around the destination venues, especially the Howard Theatre, Lincoln Theatre and Housing Finance Agency sites.



PHOTOS: Unique locally owned stores: (top) Capogiro Gelato exterior & interior - Philadelphia. (center) Stiletto Shoes - Philadelphia. (bottom) 14th & U's Dogs Days of Summer event.

F. Local Access & Participation

ensure that existing residents receive opportunities and a voice

Ensure that existing residents receive opportunities and a voice in shaping how the destination district develops.

RECOMMENDATIONS

Affordable Housing

- 1) Require inclusion of 20 to 30 percent affordable housing units in the Request for Proposals for redevelopment of the National Capital Revitalization Corporation's (NCRC) property on Square 442 (adjacent to the United House of Prayer site) and, if any portion is dedicated to housing, for NCRC's property on Square 441.
- 2) Encourage Howard University and the Washington Metropolitan Area Transit Authority (WMATA) to include the provision of affordable units as a selection criterion in seeking development proposals for the site at Seventh Street and Florida Avenue (Square 0416).
- 3) Explore strategic acquisition (through land swaps, purchase of fee or joint ventures) by the NCRC and/or the City of redevelopment opportunity sites to expand affordable housing, including but not limited to the Howard University (former PIC) site on Square 417 and the north and south parcels of the Lincoln/Westmoreland site on Square 419.
- 4) Target federal and local zoning and funding incentives to redevelopment of the above listed sites (pledging availability as part of the Request for Proposals) to leverage affordable housing and to preserve asset value.
- 5) Explore use of Section 8 vouchers to enable low-income households to purchase homes.
- 6) Approach area churches to solicit support and/or sponsorship for development of additional affordable housing in the area.
- 7) Work with the U.S. Department of Housing and Urban Development (HUD) and owners of existing affordable housing developments to seek retention of affordable housing.
- 8) Assist area developers to access D.C. Housing Finance Agency multi-family mortgage financing, available to housing developments which are affordable to households with incomes below \$43,500 for a family of four.
- 9) Have the Home Again program to accelerate disposition of any eligible units existing in surrounding areas.
- 10) Alert area residents to the availability of income-tax credits for very-low-income, long-term homeowners whose property

taxes increase faster than 5.0 percent per year.

Note: The tax credits, enacted in the Housing Act of 2002, are designed to protect residents who have owned their homes for at least seven years from being forced out of their homes by rising property values and real property taxes.

- 11) Support the Williams Administration's initiatives to expand Tax Increment Financing and Payment in Lieu of Taxes financing in support of neighborhood development.

Employment & Entrepreneurship

- 1) Encourage Main Streets and their business and institutional partners to maintain a job bank alerting residents to employment opportunities and matching them with jobs.
- 2) Support Main Streets and CT/DC's efforts to hire and train local residents for the Green Team and as tour guides and "sidewalk storytellers".
- 3) Advertise job postings resulting from First Source Agreements (with redevelopers of public sites and their contractors and recipients of public financing programs) with Main Streets and Advisory Neighborhood Commissions to better alert neighborhood residents of opportunities.
- 4) Give priority to neighborhood residents for apprenticeship opportunities resulting from First Source Agreements.
- 5) Support the Williams Administration's initiatives providing wage credits to encourage local businesses to hire residents.
- 6) Support Main Streets initiatives to provide prospective entrepreneurs with free/low cost technical assistance and training.





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Special thanks to the nearly 500 residents, business owners, institutional representatives, developers and property owners who attended the community meetings that were a part of this planning process. DC Office of Planning looks forward to continued work with you as each component of this strategic development plan moves toward implementation. This document should serve to keep us all focused on specific development and design targets which will help us to realize an uptown, neighborhood destination district which "plays second fiddle to no one."



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