



Transforming Washington's Anacostia Waterfront: An International Symposium on Implementing the Vision for the Nation's Capital

Sponsored by:

ULI – the Urban Land Institute and
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The Fannie Mae Foundation
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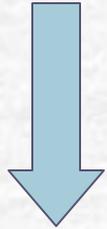


The Process

- Received briefing materials
- Came to town
- Toured by land and by water
- Briefings
- Met with city and federal officials
- Case studies
- Work, Work, Work
- Developed key recommendations

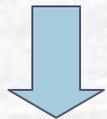
Anacostia for Washingtonians

The Mission



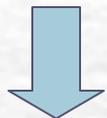
The Undivided City
Sustainable development
Strengthen Existing Communities
Regenerate the Waterfront
Build Neighborhoods

Principles



Clean the River
Create vital, non-traditional parks
Turn vision into project definition
Demand design excellence
Establish effective delivery mechanisms
Develop multifaceted finance plan
Secure special partnerships – feds/key stakeholders
Prioritize and sequence initial projects
Create sustainable development through transit

Strategies



Projects

Teams

☞ Vision and Action

- Bargmann, Brown, Taylor, and Uffen

☞ Roles and Responsibilities

- Averley, Gastil, Segel, and Weisbrod

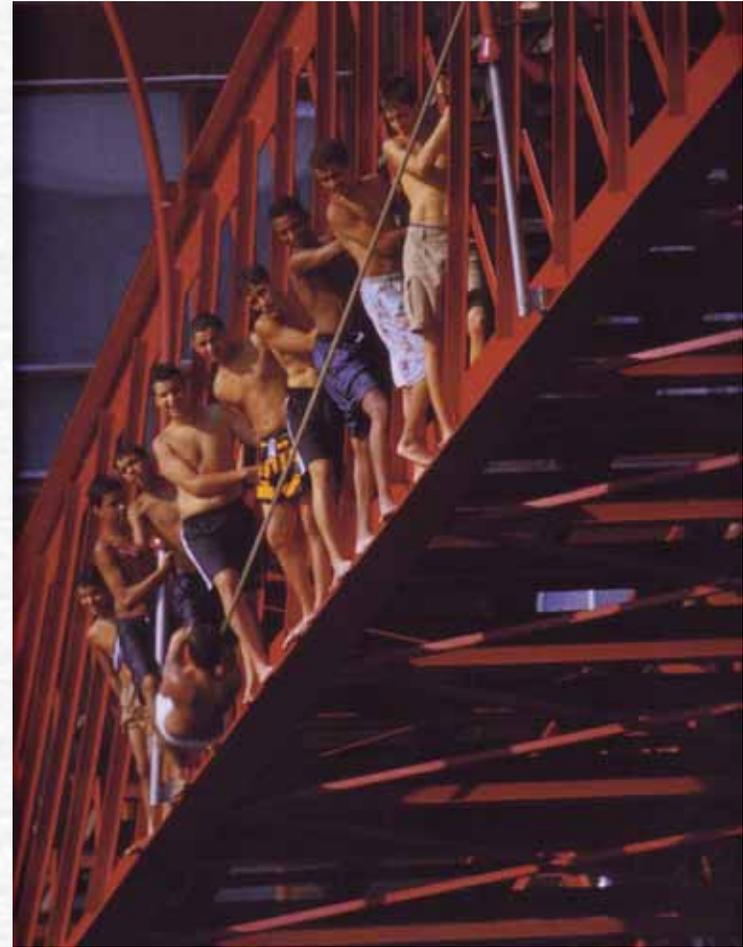
☞ Development Strategies

- Hereijgers, Knott, Osmunson, and Wyper



Vision and Action

**FIRST AND
FOREMOST,
CLEAN THE RIVER**





☞ The clean river is the identity of the
AWI

- Environmental success is essential to the Nation's Capital
 - Beyond the Mall: The new Anacostia will expand the view of Washington
 - Approach the river as a connected but stand-alone project – focus on technical solutions
- 



First and Foremost – Clean the River

- Understand the distinctive qualities of the Anacostia River – very different than the Potomac – a regenerative landscape model. Its elements are
 - The “Anacostia Clean River Act” – a new Federal model
 - Tributaries (streets, streams) and smart parks
 - Neighborhood landings and linkages
 - Continuous pathways sweeping through the regenerative landscape
- 



First and Foremost – Clean the River

- ☛ Create a network of linkages, parallel and perpendicular to the water
 - Gateways to neighborhoods
 - Bridges and connections
 - Physical, programmatic, and social linkages
- 

CREATE VITAL, NONTRADITIONAL PARKS TO TRANSFORM COMMUNITIES



Create Vital, Nontraditional Parks to Transform Communities

- ☛ Minimize generic background landscape – not a weak version of the Potomac
 - Expand the park vocabulary
 - Vibrant hybrids – regenerative habitats to circuses
- ☛ Get more people on/at/to the river ASAP
- ☛ Define aggressive community-specific programs – now, first 5 years, later
 - Local communities
 - National communities

Create Vital, Nontraditional Parks to Transform Communities

- ☞ Define north/middle/south “kingdoms”
-- i.e. reaches
 - North reach
 - Conserve and treasure
 - Open up the fortress landscape
 - Take down fences
 - Embed small smart parks, river connections, neighborhood access

Create Vital, Nontraditional Parks to Transform Communities

- Middle Reach
 - Creative trades, joint development
 - A significant important destination at the RFK stadium site
 - Be decisive about RFK
 - New interpretation of the monumental core landscape
 - Memorial sites up the hill on the east side?
 - Islands and wetlands new true biologically-functioning landscape

Create Vital, Nontraditional Parks to Transform Communities

- South Reach
 - Urbane (San Francisco like) on the west, integrated with development opportunities
 - Wetlands at every outfall, programmed neighborhood landings, smart parks on the east
 - Innovate at Poplar Point (park too big)
 - Community development
 - Critical mass
 - Significant new wetlands
 - Community at the water edge

TURN VISION INTO PROJECT DEFINITION

"NAME IT AND CLAIM IT!"





Turn Vision into Projects – *“Name it and Claim It!”*

- Define and “name” the neighborhoods and communities
 - No more generic master planning
 - Project definition through place – based objectives
 - Specificity from views, transit, geography, relation to the river
- 

Turn Vision into Projects – *“Name it and Claim It!”*

- Create sustainable neighborhoods
 - Strengthen existing communities FIRST – do little harm
 - Build around transit, with increased density, sufficient to bring vitality and security/safe walking

Turn Vision into Projects – *“Name it and Claim It!”*

- Create a viable center in each community
 - Identify “where the lights are on”
 - Public activities, education, health, churches, assemblies, police
 - Corner-shop thinking
 - Mix live, work, learn, leisure
 - Mix incomes
 - Create secure and well defined public domain
- Parks, squares, streets, nodes
- Distinguish the defining qualities and “landmarks” of each neighborhood – design around them

Turn Vision into Projects – *“Name it and Claim It!”*

- ☞ Define strategic projects and destinations --
“big tickets”
 - Define selectively
 - Possible sites for sports, performances, museums
(South Capitol Street, M Street, Poplar Point, RFK Stadium)
 - Find a good baseball site
 - Mixed use surround
 - At transit
 - Stimulus for neighborhood development



Turn Vision into Projects – *"Name it and Claim It!"*

- ☛ Knit east and west together, across the broad and distant landscapes
 - Bridges as a symbol of connections
 - Linkages of different sizes, for different purposes, and different modes
- 

DEMAND DESIGN EXCELLENCE



Demand Design Excellence

- ☛ “Up the ante” -- Make experimentation, innovation and sustainable design SPECIFIC objectives
- ☛ Use the wealth of international knowledge and examples
 - Amsterdam, San Francisco, London, Pittsburgh and beyond!
- ☛ Select the best developers and designers – with proven skill and results – who believe in the qualitative and physical objectives of the vision
- ☛ Use design competition selectively – not as beauty contests

Demand Design Excellence

- ✦ Insist on what matters (e.g. the definition of the public realm -- section, detail, urbanity, detail at park edge)
- ✦ Release control on what matters less – use objectives rather than restrictions
- ✦ Rely on design review (interactive, collaborative, recurring) to keep the balance between plan and project
- ✦ Achieve LONG-TERM value – insist on long-term urban value, even though (knowing that) it costs more



Roles and Responsibilities



Roles and Responsibilities

Establish Effective Delivery Mechanisms

Develop Multi-faceted Financial Plan



From Plan to Projects – Implications for Delivery

- ☛ Need for project specific analysis, feasibility and delivery mechanisms
- ☛ Delivery and financing strategy built up from early wins / doable projects – understanding and cash

Testing projects on basis of:

- Impact on market perception
- Value for money to public sector – up front investment and affordability
- Income generation
- Time and effort required to make it happen
- Ability to control the project
- Regeneration impact – impact on quality of life of residents
- Evaluate potential private sector partners and test them carefully, their financial resources and commitment – thus diversifying risk and opportunity
- Managing the benefits and risks of incremental change
- Design procurement



Establish Effective Delivery Mechanisms

- ▣ Anacostia Waterfront Corporation
 - ▣ We strongly support its enactment
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AW Corporation - An Agency to Coordinate the Public Sector's Energy & Investment

- Need for special partnerships to deliver major public works
- All local projects delivered by the AW Corporation
- AW Corporation are strong advocates but not directly responsible for "Cleaning the River"
- "Strategic" project management with AW Corporation – to ensure coordination and prioritisation of projects
- Coordinate with DC agencies to ensure social and community support services – creating great neighbourhoods

AW Corporation – A One-Stop-Shop for Developers

- All interface with private sector developers has to be through the AW Corporation
- Private sector on AWC Board – to strengthen credibility and investor confidence

AW Corporation – Its Capacity and Skills

- ✔ Dedicated, skilled, expert staff – single staff
- ✔ Dynamic executive leadership – with entrepreneurial and management skills
- ✔ CEO - key that they understand both public and private sector perspective – to ensure ongoing public and private support and credibility
- ✔ Broad range of skills from planning, negotiation with private sector, funding and finance, marketing, etc
- ✔ Ability to undertake complex project management
- ✔ Ensure money generated by projects can be reinvested
- ✔ Requires flexibility and speed on procurement process
- ✔ Get the best at all staff levels outside normal DC hiring process

Develop Multi-faceted Financial Plan

Macro

- River clean up
 - Fed / neighbouring states / DC / Foundations (ecology investment)
 - AWC an advocate not the delivery agency for the River clean up
- Major Infrastructure – roads and bridges
- New utilities / capacity – DC
- Site acquisition / control - AWC
- Revenue generation and redistribution - TIF, tax incentives, sales tax, flip / transfer tax, etc

Revenue Generation & Redistribution

- Proposed credit facility – we think it will work – issue of bonds to fund infrastructure investment that facilitates developments, which is guaranteed by future tax income
- “The public sector creating value for the private sector, a percentage of which should be recaptured for reinvestment”**

Revenue Generation & Redistribution

- ☛ Strong / emerging market – urgent need to capture revenues for AWC – some options
 - Assessment districts – special charge on property, collected through taxation
 - TIF – e.g. tax on sales in retail development
 - Transfer tax / surcharge – tax on increase in value in areas which have benefited from public sector investment
 - Finance available based on pre-leasing to public tenants e.g. DoT, museum, etc
 - Ground lease
- ☛ Weak market – incentives private investment
 - Tax relief for 5-10 years
 - Direct subsidies for development

Neighbourhood Renewal and Rejuvenation

- ☛ **How to channel the redistributed money?**
 - Building up from the character of the neighbourhoods – the people and places
 - Build on identity of separate neighbourhoods
 - Deal with the social and economic well-being of the community
 - Joined-up local services
 - Reconnecting communities to economic opportunity
 - Funding support to community groups to dovetail into AWC vision and ethic
 - Give people a reason to go to the River - programme
- ☛ Consider dedicated staff in the AWC to manage funding, events and projects

Individual/Site specific projects

- Major schemes – publicly led – museums, etc
- Major schemes – privately led
- Small scale / incremental projects
- Neighbourhood renewal / rejuvenation
- Small scale – temporary events & structures



Development Strategies

Create Sustainable Development Through Transit

- ✔ Capitalize on existing public transit stations
- ✔ Higher density of residential closer to Metro
- ✔ Create mixed-use boulevards linking neighborhoods from transit to waterfront
- ✔ Build neighborhoods not projects
- ✔ Establish economic linkage from west side development benefiting Old Anacostia

Prioritize and Sequence Initial Projects

- Capitol Street Bridge is #1 priority (icon)



Prioritize and Sequence

Initial Projects

- ✓ Ensure (each) development plan is rational
- ✓ Allow flexibility of uses to accommodate market evolution
- ✓ Signature project in each zone
- ✓ Master developer wherever scale (multi-phase) is possible
 - Hill East
 - Poplar Point
 - Near Southeast
 - Southwest waterfront
 - South Capitol Street

Hill East

- ☞ Substantially reduce office percentage and increase residential
- ☞ Penetrate parkland barrier to bring Hill East to the river
- ☞ Encourage pedestrian ferry system to connect to transit
- ☞ Resolve D.C. General issues

Near Southeast

- ✔ Split southeast area into 3 development zones (New Jersey Avenue & M Street)
- ✔ Carve up into smaller master development sites
- ✔ Eliminate freight rail, if possible
- ✔ Encourage higher density of restaurants and retail along water's edge
- ✔ Reduce overall retail square footage
- ✔ Reduce percentage of office density
- ✔ Increase percentage of residential density
- ✔ Build mixed use neighborhoods



West Side Water's Edge

- Connected sequence of urban parks and plazas
 - Boathouses, fishing piers, and marinas
 - Commercial developers to complete waterfront adjacent to their developments
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Poplar Point

- ✔ Bridge must be done first
- ✔ Program uses appear reasonable
- ✔ Improve Howard Road linkage
- ✔ Activate waterfront
- ✔ Start when bridge is moved, in phases



Southwest Waterfront

- ☞ Retail/restaurant/market-centered development
 - ☞ Why so much parking?
 - ☞ Integrate residential at water's edge
 - ☞ Improve connection and pedestrian access to the city
 - ☞ Funds need to stay here to improve waterfront
 - Scale back public piers
 - ☞ Consider boat service to provide access to Haines Point
 - ☞ Build on unique cultural and fish market assets
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South Capitol Street Corridor

- ☛ Streetscape renewal is critical
- ☛ Build streetscape early
- ☛ Prefer land assemblage into larger parcels
- ☛ Reserve sites for civic/cultural uses





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