Executive Summary

The Redevelopment Plan for the Northwest One Neighborhood (NW1) is comprised of three critical elements – a physical Master Plan, a Human Capital Plan and a Development and Finance Strategy. Based on the New Communities Initiative, redevelopment of Northwest One must include the "human architecture" along with the physical architecture. Current families must be supported and have the tools necessary to prosper and flourish as their neighborhood evolves.

1. Background

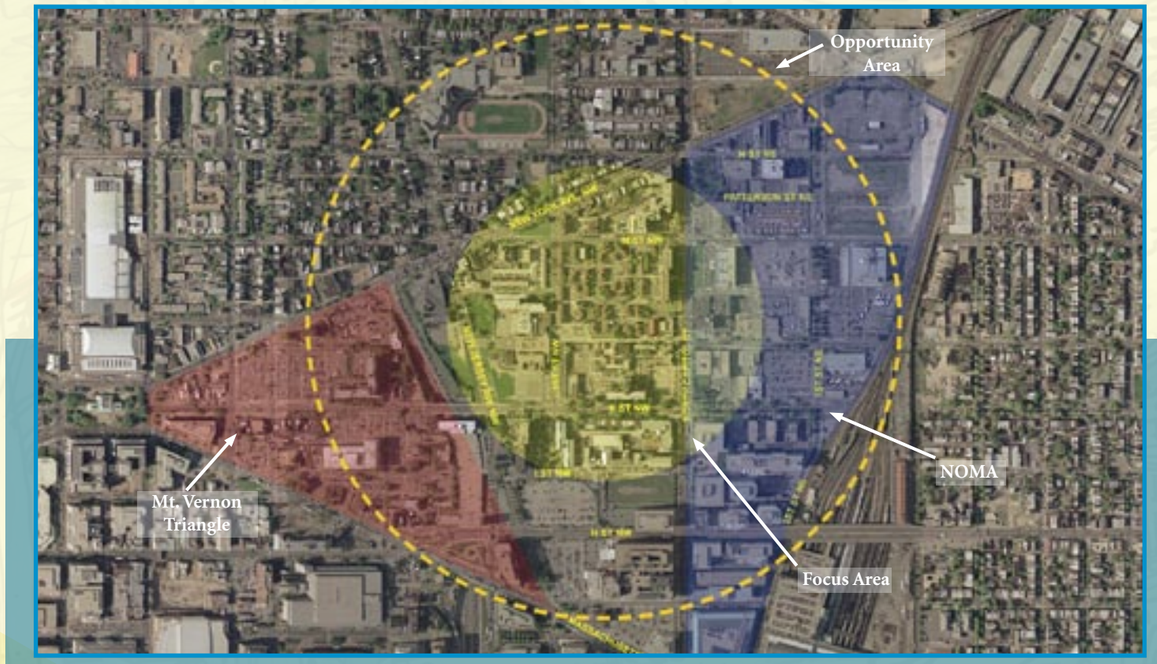
In January 2005, the District of Columbia, in collaboration with the Northwest One Council, initiated a public planning process to revitalize a large portion of the Northwest One neighborhood.

The project's goal was straightforward – to create a vibrant mixed-income community where residents have quality housing options, real economic opportunities and access to appropriate human services for adults and children. The plan recognizes the need to address four critical issues – a high concentration of violent crime, poverty, distressed housing and strong development pressures in the neighborhood. It was also based on the immediate need to address the physical and financial distress of three deeply subsidized housing developments – Sursum Corda Cooperative, Temple Court Apartments and the Golden Rule Center.

Northwest One is located between two rapidly changing neighborhoods – Mt. Vernon Triangle and the area known as NOMA (North of Massachusetts Avenue). Both of these neighborhoods are undergoing tremendous change. Change in these neighborhoods along with recent major decreases in crime, the potential easing of affordable housing restrictions and growth around the neighborhood have dramatically increased development interest and pressure in NW1.

2. Goals

This plan proposes steps to manage redevelopment and growth for a neighborhood in the path of gentrification. The main goal is to ensure that low-income families are equipped to live and prosper in their changing neighborhood. The plan examines ways to rebuild the physical and human architecture of the neighborhood – protect and expand affordable housing; provide families with the tools to become self-sufficient; rebuild community anchors such as schools, libraries and recreation centers; and most importantly engage residents in decisions regarding their future.



The Northwest One Redevelopment Strategy serves as a roadmap for the creation and expansion of a new socially and economically integrated neighborhood, new housing, roads, public facilities and community amenities. The vision and principles were developed through intensive consultation with residents and other stakeholders, including most District agencies, local community organizations, non-profits, local foundations, churches, resident associations, schools, the Northwest One Council and neighborhood residents.

3. Vision & Principles

The vision for NW1 includes a vibrant mixed-income community where residents have quality housing options, real economic opportunities and access to exceptional human services for adults and children. It is a community where all families have the tools and skills to sustain themselves and prosper in a dynamic environment.

The key guiding principles developed in partnership between the District of Columbia and the Northwest One Council include:

a. **Development of a Mixed-Income Community** – Ensure the long term viability of the neighborhood and its current families, and provide a range of housing and amenity options for a range of incomes.
b. **One for One Replacement of Deeply Subsidized units** – Ensure that there is no net loss of the existing 520 deeply subsidized units in the neighborhood.
c. **Right to Return/ Right to Stay** – Ensure that current families will be able to afford to remain in their neighborhood if they choose and will not be excluded based on economic factors.
d. **Build First** – Construct new housing on publicly controlled lands prior to the demolition of existing distressed housing to minimize displacement and disruption.

4. Plan and Concepts

The plan makes detailed recommendations for improvements in housing, public facilities, urban design, parks and open space and transportation. Key elements of the physical revitalization plan for the Northwest One neighborhood include:

- Establishment of a vibrant new neighborhood that reflects the historic patterns and traditions of one of the most livable neighborhoods in the District of Columbia
- Creation of a mixed-income community of approximately 1700 housing units which include the one for one replacement of the existing 520 deeply subsidized units and the remaining units equally subdivided between affordable and market-rate units
- Reconstruction of a new consolidated K-8 public school to replace Walker Jones Elementary School and Terrell Junior High School, fronting New Jersey Avenue.
- Construction of a new community recreation center – including a gym, multi-purpose rooms, wellness center and a pool – next to the new school, along with new recreational open space including a soccer field, baseball diamond and several playgrounds.

- New retail along K and North Capitol Streets including restaurants, dry cleaners, bookstores, and drugstores, as well as space suitable for a market or a small grocery store.
- Establishment of a cultural gateway to the community comprising a new 5,000 square foot library and a new health clinic to replace the existing Walker Jones Health Clinic
- Creation of a new neighborhood "main street" along K Street that links with the developing K Street promenade in Mount Vernon Triangle
- New street patterns, low density buildings and public open spaces within Northwest One that provide neighborhood definition and create a sense of place appropriate for family living
- New infill development along North Capitol Street which extends its identity as a grand avenue
- Establishment of New Jersey Avenue as a new two-way neighborhood avenue with the new school and new housing fronting it and the Capitol as its vista
- Preservation of many of the existing institutions within the neighborhood, including Perry School, Holy Redeemer Church, Mount Airy Baptist Church, St. Phillips Church, St. Aloysius Church and their attendant programs and services.

5. Human Capital Plan

As equally important as the Master Plan, the Human Capital Plan in the Northwest One Redevelopment Plan describes and formalizes the goals and objectives essential for residents to achieve self reliance and an improved quality of life. The Human Capital Plan responds directly to residents' needs as identified through a neighborhood survey conducted in May 2005 and augmented by data from the District of Columbia. The Human Capital Plan is tailored to and builds upon the existing assets and residents of the Northwest One neighborhood and leverages other District resources.

The Human Capital Plan recommends an implementation strategy to address the human capital needs of residents and improve their formal and the informal support networks. It also provides cost estimates for implementation, program design and operation, plan management, evaluation and reporting.

The Human Capital Plan was developed through a public engagement process that included information gathering and data collection from a series of small group public meetings, town hall meetings, focus groups and one-on-one meetings with stakeholders. Coupled with surveying, research and data assessment six areas of critical emphasis to strengthen the human and social capital of the community emerged:

1) Economic Opportunity
2) Education and Recreation for All Ages
3) Safety and Security
4) Physical and Mental Health
5) Senior Programming
6) Community based Technology.

The Human Capital Plan proposes goals and activities for each area of critical emphasis to support success and measure progress. These goals and activities can be phased over the next five years to ensure coordination with the initial phases of physical redevelopment.

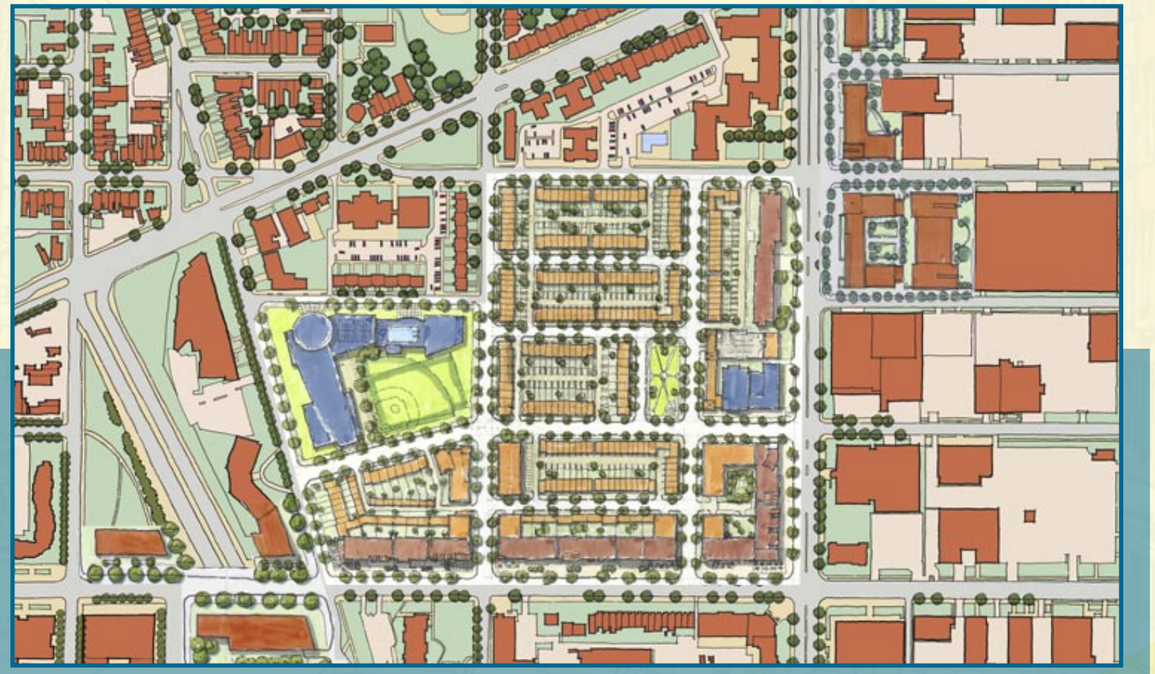
6. Development and Finance Strategy

The Development and Finance Strategy provides key recommendations on site control, phasing, schedule and estimated sources and uses of this redevelopment effort to ensure that successful implementation of this mixed-income community can happen in a reasonable timeframe.

The total estimated cost to complete the NW1 Redevelopment Plan, including the Master Plan and the Human Capital Plan, will be approximately $550 million. Public investments in community amenities alone total more than $30 million. Key costs to develop the plan include upfront public investments, land acquisition costs and overall development costs. The District can harness the strong market in the area and use the profits and cash flow from the market rate units to help reduce the public investment necessary. However, despite this, there is still a significant public investment required to support the development of a truly mixed-income community. The use of bonds backed by a portion of the Housing Production Trust Fund is a critical public investment needed in order to leverage over $400 million of additional funds for the Northwest One Redevelopment Plan.

Site control remains the key issue to implementing the plan. Approximately forty percent of the 28 acres required to implement the plan are under private ownership. Due to the complexity and interconnectedness of the execution of the Redevelopment Plan and to ensure a truly mixed-income community, it is recommended that the District and its public sector partners NCRC and the Housing Authority assemble all the land to effectively control and implement phasing, demolition, relocation, site preparation, and new construction of infrastructure improvements, amenities and housing.

In the Guiding Principles, the District committed to minimize any potential temporary displacement and maximize the number of one-time moves for residents. The Development and Finance Strategy outlines a Build First method that will ensure the construction of more than 700 hundred units of housing during the first two phases on several parcels controlled by the District. This will provide the opportunity for more than sixty percent of Northwest One's families to do a one-time move.



Introduction

NEW COMMUNITY REVITALIZATION STRATEGY

GUIDING PRINCIPLES

The Northwest #1 project is guided by several core principles related to process and substance. The principles, in turn, inform and guide the public planning process and ultimately the implementation of the revitalization plan. The following principles relate to the public planning process:

1. The District of Columbia and the Northwest #1 Council (hereby identified as "the Committee" for the purpose of this document) agree to a full partnership for all phases of this initiative including planning, defining boundaries, replacement a development, management, agenda and decision making. We may not always agree, but will work together to come up with what is best for the community.
2. The Committee agrees to a 1:1 replacement of the housing within the initiative boundary based upon a survey of the number of units and incomes of existing families. Existing families will have first right to return and no families shall be excluded solely based on income.
3. The Committee agrees to develop a right to return protocol and ultimately community standards.
4. The Committee will define all critical terms and elements of the redevelopment, to include unit mix, housing types, boundaries, tenure, income mix/affordability and any and all other terms used in this process.
5. The Committee will work together on the preservation of existing subsidies and expand affordable housing as part of the initiative. Further, the committee agrees to work together to secure all resources as necessary to carry out the initiative.
6. All new development in the area must include an affordable housing component, improvements to the area, and other elements that support the goals and aims of the committee. The Committee shall explore all tools to move toward this goal.
7. The initiative will provide "real" economic opportunities for residents, especially through job training and development, asset building, career development, homeownership, etc., for future and current residents.
8. The Committee will strive to include high quality education and human services opportunities for adults and children.
9. The Committee agrees to preserve and enhance the historic heritage of the community.
10. The initiative must provide a balance of mixed uses- residential, commercial, recreational and civic facilities.

The principles were signed by the City Administrator for the District and the Northwest One Council officers on January 31,2005

In witness hereof this 31st Day of January, 2005:

Robert C. Bobb
City Administrator
District of Columbia

Alverta Munlyn
Co-Chair
Northwest #1 Council

1. Introduction

In January 2005, the District of Columbia, in collaboration with the Northwest One Council, initiated a public planning process to revitalize a large portion of the Northwest One neighborhood. The project's goal was straightforward – to create a vibrant mixed-income community where residents have quality housing options, real economic opportunities and access to appropriate human services for adults and children. It grew from the need to address four critical issues – a concentration of violent crime, a concentration of poverty, a concentration of distressed housing and strong development pressures in the neighborhood.

Northwest One had one of the highest concentrations of violent crime and poverty in the District, and in early 2004, it witnessed one of the most brutal murders in recent DC history. The assassination of Princess Hansen sparked the HotSpot Initiative, a successful concentrated effort by multiple local and federal agencies and officials to focus their resources and decrease crime and improve the quality of life for residents living in high crime areas.

During the same time, three deeply subsidized housing developments in the neighborhood – Sursum Corda Cooperative, Temple Court Apartments and the Golden Rule Center – were considered physically distressed and under threat of foreclosure from the US Department of Housing and Urban Development (HUD). Any adverse actions by the private property owners or HUD could have resulted in the loss of those deeply subsidized units from the Section 8 program.

Northwest One is located between two rapidly changing neighborhoods – Mt. Vernon Triangle and the area known as NOMA (North of Massachusetts Avenue). Both of these neighborhoods are undergoing tremendous change. This change has put development pressure on Northwest One. For the most part, neighborhood perceptions and affordable housing restrictions have limited gentrification in the neighborhood. However, recent major decreases in crime, the potential easing of affordable housing restrictions and growth around the neighborhood have dramatically increased development interest in the neighborhood.

Thus, this plan looks at how to manage redevelopment and growth in a neighborhood in the path of gentrification to ensure that low-income families have the power to stay, live and flourish as their neighborhood changes and prospers. The plan looks at ways to rebuild the physical and human architecture of neighborhood – protect and expand affordable housing; give families the tools to become self-sufficient; rebuild community anchors like schools, libraries and recreation centers; and most importantly engage residents in decision making and the prospects of their community.

The Northwest One Redevelopment Strategy is a tool to help guide future redevelopment in the neighborhood. Current and future development pressures, along with changing neighborhood perceptions, decreasing crime and the need to address the concentration of deep poverty, and the expectation to retain low-income families during redevelopment require a plan to thoughtfully direct redevelopment efforts.

The Northwest One Redevelopment Strategy includes a broad vision and guiding principles for the creation and expansion of a new, integrated neighborhood, new and improved housing, roads, public facilities and community amenities. The vision and principles were developed through intensive consultation with many stakeholders, including: District agencies, local community organizations, non-profits, local foundations, churches, resident associations, schools, the Northwest One Council and neighborhood residents.

Physical Architecture and Human Architecture

The plan examines, evaluates and makes detailed recommendations for housing, public facilities, urban design, parks and open space and transportation. The plan also examines, evaluates and makes detailed recommendations on human capital – the social and human service tools needed to ensure family self-sufficiency during the redevelopment. Lastly, the plan examines the financial and development implications of the recommendations and charts a realistic development strategy. Along with the vision and principles, these recommendations make up the overall redevelopment strategy.

This strategy is not a rigid blueprint or master plan that is inflexible. Instead, it guides redevelopment by clearly articulating a vision, strategic direction and the underlying principles needed to create a high quality urban neighborhood. Over time, the plan is flexible enough to respond to new investment opportunities and community initiatives. The policies and market strategies of this framework become the basis for development control, investment decisions and where necessary, more detailed planning.

2. Vision

The vision for NW1 includes a vibrant mixed-income community where residents have quality housing options, economic opportunities and access to exceptional human services for adults and children. It is a community where all families have the tools and skills to sustain themselves and prosper in a dynamic environment.

3. Principles

The redevelopment process in Northwest One** is guided by several core principles related to the process and substance. The principles, in turn, inform and guide the public planning process and ultimately the implementation of the revitalization plan.

i. The Guiding Principles

The Northwest One Council, in consultation with the community, worked with the District of Columbia to develop and agree to a set of Guiding Principles to guide the planning process. The principles were signed by the City Administrator for the District of Columbia and the Northwest One Council Officers. The Guiding Principles are shown on page 6.

ii. Development Principles

In addition to the overarching Guiding Principles for the planning process, the District of Columbia and the Northwest One Council agreed to four more detailed development principles. These principles include:

Mixed-Income

To ensure the long-term viability of the neighborhood and its current families, a neighborhood that provides a range of housing and amenity options for a range of incomes is necessary. A neighborhood that is accessible to low, moderate and market-rate families provides opportunities for high-quality amenities and economic mobility for all. The standard definition of mixed-income for this plan is:

- one third of units will be **Deeply Subsidized** (for families earning less than 30 percent of area median income)
- one third of units will be **Affordable** (for families earning between 30 and 80 percent of area median income)
- one third of units will be **Market-rate** (for families earning above 80 percent of area median income)

1:1 Replacement

Redevelopment must not result in a net loss of deeply subsidized units. There are approximately 520 deeply subsidized units initially identified for redevelopment.

Right to Return/ Right to Stay

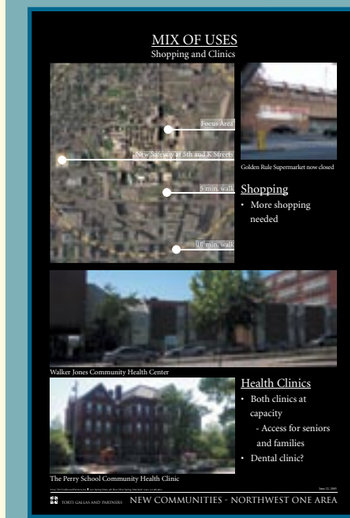
Current families have the first right to return to a redeveloped neighborhood and will not be discriminated upon based solely upon economic factors. Thus, if a family currently pays one-third of its income for rent, it will also do so in a redeveloped neighborhood.

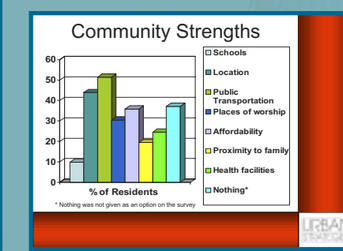
It was also agreed that to the maximum extent possible, there would be minimal displacement and current families would have the right to "stay" in the neighborhood through access to "Build First" housing.

Build First

The District agreed, to the maximum extent possible, to build new housing first on publicly owned or acquired land. By "building first", neighborhood families are able to move out of their existing units into new units in the neighborhood. Families do not have to leave their neighborhood during redevelopment and may possibly move only once – into their permanent new home.

** note – when the project was initiated, the neighborhood now referred to as Northwest One, was referred to as Sursum Corda neighborhood.





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4. Process

The Northwest Once Redevelopment plan process began in earnest in spring of 2004. At that time, the community began to organize to work with the District to deal with violent crime in the neighborhood and to deal with the threatened loss of affordable housing.

Steering Committee

An official Steering Committee was created. It comprised senior District officials, including the City Administrator Robert Bobb and Deputy Mayor for Planning and Economic Development, Stan Jackson, along with community leaders from Northwest One and their technical advisors. The Steering Committee met several times during the development of the plan to set the process for completion and to review critical issues.

Northwest One Council

Towards the end of 2004, the community began the formation of a non-profit organization, the Northwest One Council, Inc. (NW1 Council), to work closely with the district to develop and implement the plan. The NW1 Council is comprised of resident leaders from each of the affected housing developments, along with members of local organizations and associations. It also includes participation from the Advisory Neighborhood Commissioners and the Washington Legal Clinic for the Homeless and the Washington Interfaith Network.

Working Group

The plan prioritized resident input and the District agreed that it was paramount for the community to shape the vision for the creation of an enhanced and integrated neighborhood. To that end, the NW1 Council assisted the District in its outreach efforts to local residents. Upon completion of a set of guiding principles to steer the process, the District and the NW1 Council met as a working group, on a weekly basis, to begin planning and to help residents understand the development process. These weekly work sessions occurred for over ten months until a draft of the plan was complete. During this time, the guiding principles were used to fully realize the program for the redevelopment plan and the groundwork was laid for creating the vision for a revitalized neighborhood. This group worked to coordinate an informal cook out and community celebration in June, 2005 in advance of the public project kick-off and a series of planning workshops.

Kick-Off and Charrette

The project was officially kicked off on June 21, 2005 by Mayor Anthony A. Williams and City Administrator Robert Bobb. A series of community planning workshops, commonly referred to as a "charrette," were held from July 6 to July 9, 2005. This intensive 4 day workshop ran from early in the morning until late in the evening and was open to all. It provided residents the opportunity to work directly with the planners, architects, development advisors and District officials to create the vision and refine the program based on the guiding principles. More than 500 people participated in the charrette during the four days.

Public input throughout the planning process was critical. It helped create the Guiding Principles, lay down a vision, identify priority issues and create a viable program. The partnership between the NW1 Council and the District will continue during the implementation and development process to ensure residents the same high level of input and decision making.

5. Summary

The redevelopment plan was developed out of a partnership between the community and the District through an intensive community planning process. A revitalized neighborhood provides many opportunities for neighborhood families, including improved housing, new jobs and training, new schools and recreation and better opportunities. It also helps the District provide additional affordable housing in the City and manage growth in a way that ensures the quality of life of all residents is improved. However, above all else, the District wants to ensure that low-income families in Northwest One have the power to stay and flourish as their neighborhood changes and prospers. This plan provides the tools to make sure that this happens.

Physical Plan

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Physical Revitalization Plan

Understanding the Northwest One Neighborhood

Neighborhood History

The Northwest One neighborhood is located in an area of Washington, DC, generally referred to as NOMA, an acronym for "North of Massachusetts Avenue". In its early years, this neighborhood was known as Swampoodle, a predominantly Irish area characterized by large industrial uses abutting the railyards and dense rowhouse and alley dwellings extending north from Union Station and west from the railroad. By the end of the Second World War the area was infamous for its blighted housing conditions. Calls for reformation resulted in demolition and redevelopment through urban renewal programs. In fact, the name Northwest One originates from the initial urban renewal designation for the area surrounding the neighborhood. Redevelopment in the area included construction of Sursum Corda in 1968. Led by advocates from nearby Gonzaga College High School and St. Aloysius Church and supported by the District of Columbia Housing Authority and then-Senator from New York, Robert F. Kennedy, the housing was inspired by the need to provide safer and more decent replacement housing for lower income residents. At that time, Sursum Corda was unique for its "modern" site plan and architecture. Other housing developments followed, including Temple Courts, Golden Rule, Tyler House and Sibley Plaza.

The significance of the primary avenues within the neighborhood, especially North Capitol Street and New York Avenue lead to the early and rich presence of civic, religious and educational institutions. St. Aloysius Church and Gonzaga College High School moved to the area in 1859. Mount Airy Baptist Church moved to the area at the beginning of the 20th century. Holy Redemeer Church and School, Southern Baptist Church and St. Phillips Church all had an early presence in the neighborhood. The Perry School Community Services Center, formerly a private school, is a handsome structure located at New York Avenue and M Street. Walker Jones Elementary School, Walker Jones Health Clinic and Terrell Junior High School are part of a string of schools and health providers along First Street, all constructed in the 1960's.

Neighborhood Context

The Northwest One neighborhood sits at the nexus of four distinct segments of the city. It is a transitional area between the Central Business District to the south and the Shaw neighborhood to the north – a historic rowhouse neighborhood. To the east and the west lie two rapidly transforming city sectors whose redevelopment is exerting substantial development pressures on the Northwest One neighborhood.

Mt. Vernon Triangle

To the west is the Mount Vernon Triangle district. As envisioned in The Mount Vernon Triangle Action Agenda, this area will soon become a vibrant new mixed-use downtown neighborhood. Total anticipated development will include 4,000 to 5,000 housing units, one to two million square feet of office space, new hotels and cultural uses as well as 80,000 to 120,000 square feet of retail and restaurants. A substantial portion of this anticipated development is already underway, including a mixed-use development at the Wax Museum site which will bring new housing units and a new Safeway grocery store to the neighborhood. The urban design plan establishes K Street as a vibrant mixed-use neighborhood main street with continuous ground floor retail and housing above. Two significant places are established along the street, a neighborhood center anchored by the Wax Museum at 5th and K Streets and a residential place at 3rd and K Streets.

NOMA

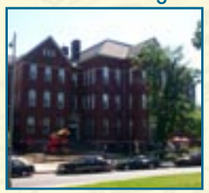
To the east is NOMA. This area will see intense development in the coming years. It possesses high density zoning and is a receiving zone for transferred development rights. A new headquarters for the US Bureau of Alcohol Tobacco and Firearms and Explosives (ATF) is under construction next to the newly opened New York Avenue Metro station. An additional 16 million square feet of commercial space is planned for the area, most of it adjacent to the new Metro site and clustered along First Street NE. A planning effort initiated by the District of Columbia Office of Planning is currently underway to provide a cohesive set of program goals and urban identity for this neighborhood.

Aerial Photograph - 1932

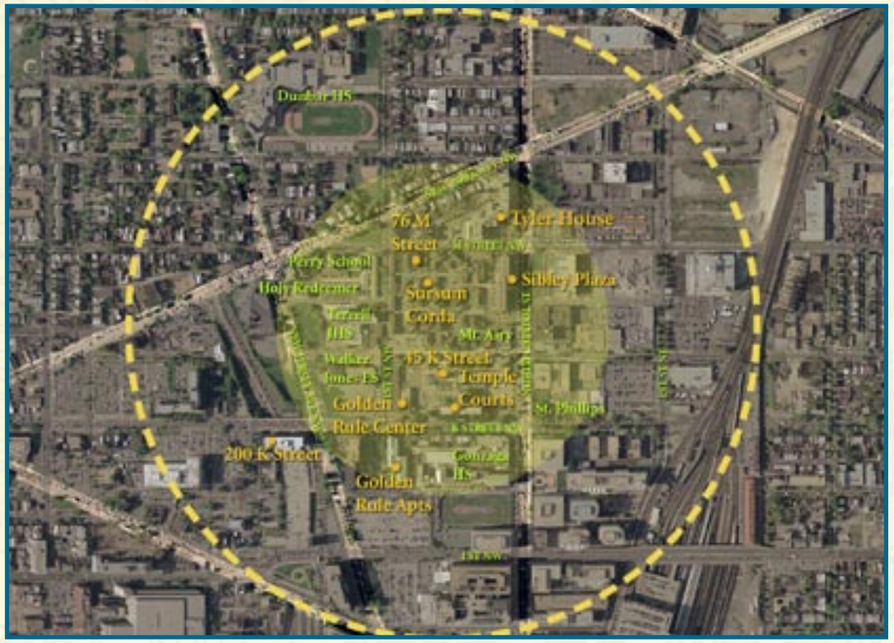
Aerial Photograph - 1999

Mount Airy Baptist Church

Terrell Junior High



Perry School



Walker Jones Elementary School

Golden Rule Center & Turnkey

Temple Courts

Sibley Plaza

Sursum Corda Cooperative

Housing

The existing housing within the broader Northwest One neighborhood includes a mix of housing types – apartments and townhouses at varying densities and scales ranging in size from one to more than six bedrooms.

Family and High Density Housing

The Sursum Corda Cooperative is a mix of one to six bedroom units in townhouse and stacked flat configurations. A small plaza off of First Street and across from the two schools contains a recently improved play area; the complex also includes a small community room. Along M Street nestled amongst the Sursum Corda properties is 76 M Street, a small three story rental apartment building. Sibley Plaza, a high density apartment building located on North Capitol Street, and Sibley townhouses are just east of the Sursum Corda complex. These properties are owned and managed by the District of Columbia Housing Authority (DCHA) as is 45 K Street, a small low density development located on L Street.

Golden Rule Center located on K Street is a mixed-use development that includes a small shopping center and low density housing units. It is part of a larger set of complexes owned by Bible Way Baptist Church which includes Golden Rule Apartments on the south side of K Street and a new senior facility on New Jersey Avenue. Temple Courts is a high density apartment building east of Golden Rule Center on K Street. Further north on North Capitol Street is Tyler House another large high density apartment complex.

Additional Housing

A number of privately owned houses and complexes are also part of the housing mix. These include: a handsome string of 19th-century rowhouses located on the south side of K Street; the Perry School Townhouses, relatively recently constructed townhouses just north of Terrell Junior High School at Pierce and First Streets; Julius Hobson Plaza, a housing cooperative apartment house complex on New York Avenue between First Street and North Capitol; as well as another string of early 20th-century rowhouses on the south side of New York Avenue.

At- Risk Units

Three properties were identified most "at-risk" of loss when the strategy was initiated: Sursum Corda Cooperative, Golden Rule Center and Temple Courts. Each of the properties had failed two annual HUD Real Estate Assessment Center (REAC) inspections. A third failed inspection triggers a foreclosure process which can mean the loss of project-based housing subsidies, resulting in the permanent loss of affordable housing in the area. Available data established that there are 520 deeply subsidized units in these at-risk properties. Approximately 320 of these are 1-2 bedroom units and the remaining 200 are larger 3-6 bedroom units.

Community Assets

Community Organizations and Institutions

One of Northwest One's greatest assets is the large number of community organizations and institutions located in and serving the neighborhood. There are more than seven active churches and ministries offering religious and various other educational and social service programs. The Perry School Community Services Center is home to ten collaborating organizations, including: Bright Beginnings, Carver Empowerment College, Center City Community Corporation, College Bound, Community Research and Learning Network, The Dance Institute of Washington, Georgetown University Center at Perry School, Little Friends for Peace, National Student Partnerships, and the Perry Family Health Center of Providence Hospital.

Schools

Two District of Columbia public schools located in the neighborhood – Walker Jones Elementary School and Terrell Junior High School – are important community anchors. However, both schools continue to be among the lowest performing schools in the District. This continues despite coordinated efforts to improve curriculum, academic achievement and other wraparound services. Walker Jones is a Tier 1 school – meaning District of Columbia Public Schools (DCPS) has targeted it as a school in need of immediate physical reconstruction. It has a current enrollment of 529 students and a capacity of 552. Terrell Junior High School is a Tier 2 school – meaning DCPS has targeted it as a school in need of rehabilitation/ reconstruction at some point in the near future. It has a current enrollment of 294 and a capacity of 546. DCPS is working closely with the District during the redevelopment of Northwest One to ensure that redevelopment of its schools is coordinated with the overall redevelopment of the community.

Health Clinics

Other important community assets include two health clinics. Unity Health Care operates a well-used health clinic next to Walker Jones Elementary School. Providence Hospital operates the second community health clinic at the Perry School.

Shopping

Neighborhood shopping is limited, especially with the recent closing of the Golden Rule grocery store. Most residents shop at small, prepared-food retail establishments along New York Avenue, Union Station or grocery stores located in the Shaw neighborhood. Despite the neighborhood's proximity to a wholesale market at Florida and New York Ave, few residents shop there. A new Safeway grocery is currently under construction at 5th and K Streets, 4 blocks away from the center of the neighborhood.

Recreation, Parks and Open Space

Recreational opportunities are also limited. There are no recreation centers within easy access of the neighborhood. Both schools have some significant open space, but with the exception of the new basketball court at Walker Jones Elementary, it is underutilized. A small playground and open space with new play equipment is located adjacent to Sursum Corda Cooperative, at L Street and First Street.

The Neighborhood – Community Assessment

An extensive series of sessions were held with a broad variety of neighborhood groups to provide an accurate neighborhood assessment from the area residents and stakeholders. These sessions were structured as small one-on-one meetings, focus groups, and larger neighborhood and stakeholder meetings; each typically included a discussion of both physical design and human capital issues.

Focus groups were held within each of the individual housing complexes. Additional focus groups and stakeholder meetings included neighborhood social service providers, youth groups, Ward 6 Neighborhood Services personnel and the Northwest One Council. Broader stakeholder sessions were convened at the Mount Airy Baptist Church and through ANC 6C leadership. Similar outreach was conducted to some Ward 5 organizations including the Bates Street Civic Association. Additional feedback was solicited through an open process during the first two days of the charrette including break-out sessions, one-on-one meetings and plenary discussions.

A summary of the comments and findings from these multiple sessions include the following:

Housing
- New housing must provide a safer and more secure environment
- A one-for-one replacement of existing low-income housing units is essential
- Residents must be involved in the creation of right-to-return criteria

Community Assets
- A recreation center is needed in the community to serve all ages - especially youth
- With the closure of the Golden Rule shopping center, there is a pressing need for neighborhood retail, especially grocery stores
- The two schools are essential community assets, but both need to be rebuilt

Transportation
- New York Avenue, with its high volume of commuter traffic, truck traffic and dysfunctional intersections, is dangerous
- The volume of traffic and lack of signalization or stop signs on First Street are a problem, particularly for children getting to school
- The pedestrian environment within the neighborhood needs to be improved
- The reconstruction of a grid pattern of streets, providing greater connectivity within the neighborhood would create a safer environment

Transportation

This section describes the characteristics of the existing transportation infrastructure in the Northwest One neighborhood.

Roadway Characteristics

The following are the major roadways in the neighborhood/study area:

- North Capitol Street NW – a two-way principal arterial running north-south through the neighborhood. North Capitol Street has a six-lane cross section throughout the study area. The posted speed limit is 25 mph.
- First Street NW – a two-way collector running north-south through the neighborhood. First Street operates with one lane in each direction. Parking is prohibited on the east side of First Street. Off-peak parking is available on the west side of the street between I Street and M Street. Parking is prohibited at all times on the west side of First Street between M Street and New York Avenue.
- New York Avenue NW – a two-way, six-lane principal arterial running east-west in the neighborhood between New Jersey Avenue and North Capitol Street. New York Avenue generally operates with three lanes in each direction. Off-peak parking is available on both sides of New York Avenue. Parking is prohibited on the south side of New York Avenue between 3:00 PM and 6:30 PM, while on the north side of New York Avenue, parking is prohibited between 6:00 AM and 9:30 AM.
- New Jersey Avenue NW – a minor arterial running north-south within the neighborhood. New Jersey Avenue is a two-way, four-lane road between H Street and I Street. New Jersey Avenue is a four-lane, one-way road between I Street and New York Avenue. Parking is allowed at any time on each side of the street between H Street and I Street. Parking is allowed at any time on the west side of New Jersey Avenue between I Street and Pierce Street, while parking is available between 6:30 PM to 7:00 AM on the east side between I Street and K Street.

Parking

Parking restrictions within the neighborhood vary widely. There are several sections where parking is always prohibited. Sections of North Capitol Street allow off-peak parking only. Parking is not permitted on the east side of First Street. Parking restrictions on the east-west streets within the study area vary widely. Parking meters are concentrated on North Capitol Street, H Street and New Jersey Avenue. The remaining streets within the study area have un-metered parking.

Sidewalks

All the streets within the neighborhood have sidewalks on both sides of the street, most of which are wider than four feet. However, there are two locations where the sidewalks are narrower than four feet – on the east side of First Street between Pierce Street and L Street and on the west side of First Street between New York Avenue and M Street.

Transit Services

The neighborhood is served by Washington Metropolitan Area Transit Authority (WMATA) bus routes. As shown in Figure 1, several WMATA bus routes operate along North Capitol Street. Additionally, bus routes operate along New York Avenue, M Street, H Street and New Jersey Avenue. As Figure 1 indicates, approximately half of the bus stops within the neighborhood include a bus shelter. There are two Metrorail stations in the vicinity of the neighborhood – New York Avenue and Union Station stations. These two stations are served by WMATA's red line.

Traffic Operations

Transportation Analysts gathered traffic volume data, traffic signal data and information on lane configurations to assess existing traffic operations.

As shown in Figure 3, the intersections with the highest traffic volumes are along North Capitol Street and along New York Avenue. Intersections along First Street have lower traffic volumes. Within the study area, North Capitol Street carries approximately 31,000 vehicles per day. New York Avenue and New Jersey Avenue carry approximately 63,000 vehicles and 17,000 vehicles per day, respectively.

The Transportation Analysts used Synchro, a traffic modeling/analysis program, to calculate levels of service (LOS) and the delay per vehicle for the intersections in the study area. The LOS evaluation uses a six-letter grade scale (A to F) to rank the overall traffic handling ability of an intersection or a network based on delay per vehicle. LOS A indicates excellent traffic operations with minimal delays. LOS F represents failing conditions with long delays. Levels of service E and F are generally considered undesirable.

Figure 2 shows the AM and PM peak hour LOS for the study area intersections. During the AM peak hour, all the intersections within the study area operate at LOS D or better, except the intersection of New York Avenue and New Jersey Avenue, which operates at LOS F, and the intersection of M Street and First Street, which operates at LOS E. During the PM peak hour all the intersections within the study area are operating at LOS D or better.

Existing Transportation Issues

The transportation analysts used the results of the traffic modeling, the levels of service calculations and extensive field observations to develop a comprehensive assessment of transportation issues in the study area. The most significant transportation issues identified by the transportation analysts and recommended improvements are presented in the Northwest One Vision section of the report.

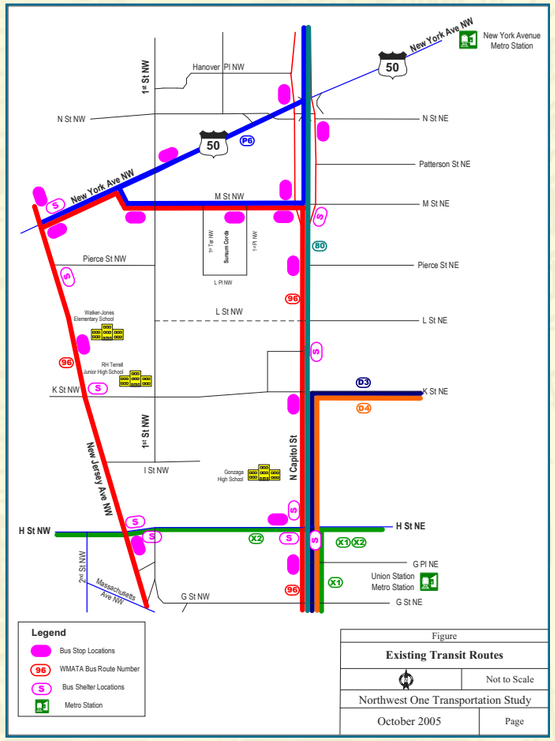


Figure 1

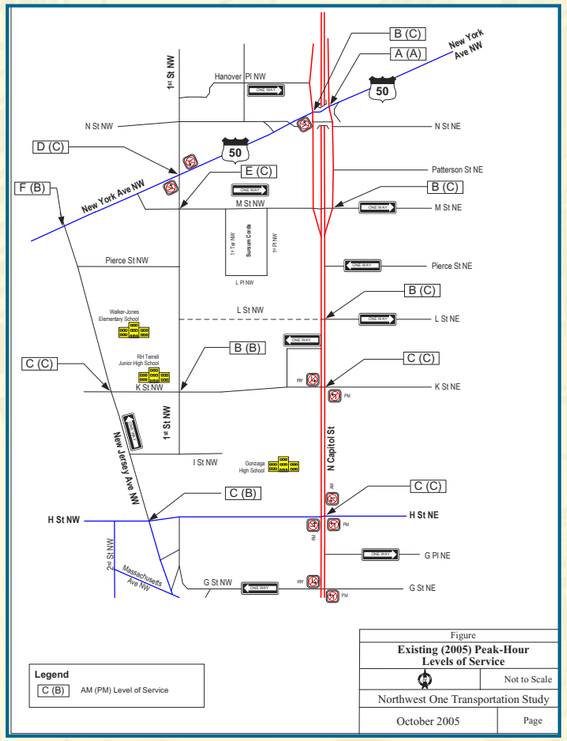
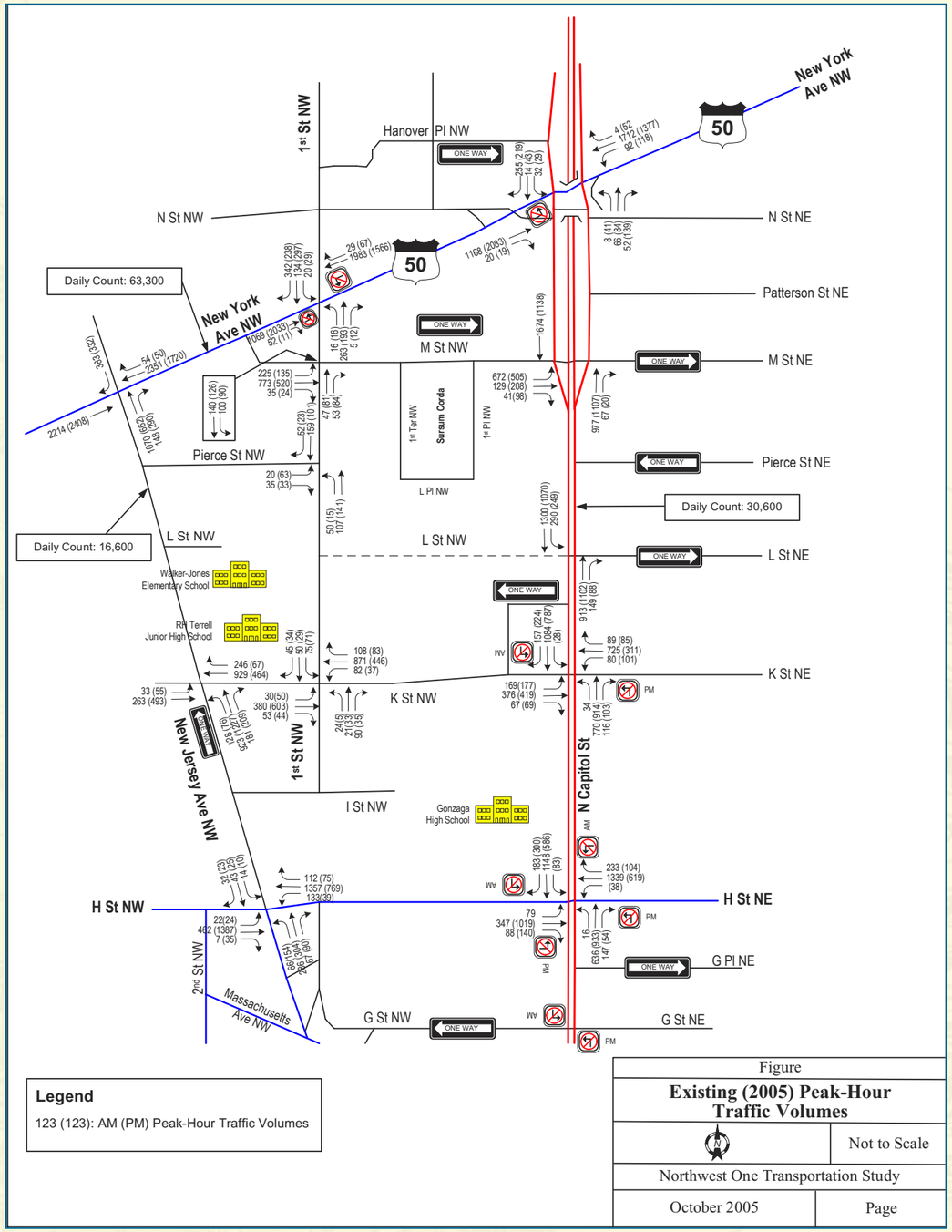


Figure 2



Legend

123 (123): AM (PM) Peak-Hour Traffic Volumes

Figure	
Existing (2005) Peak-Hour Traffic Volumes	
	Not to Scale
Northwest One Transportation Study	
October 2005	Page

Figure 3

Summary Findings and Program

Program

The program is based upon the neighborhood assessment and the goal of revitalizing Northwest One as a vibrant, mixed-income, mixed-use community. It includes the following:

Housing

Available data established that approximately 520 deeply subsidized housing units in the properties are at risk – 320 one- and two-bedroom units and 200 three- to six-bedroom units. Given the mixed-income development principle of ⅓ deeply subsidized units, ⅓ affordable units, and ⅓ market-rate units, the following housing program was established.

NORTHWEST ONE				
PRELIMINARY HOUSING PROGRAM				
TYPE	DEEPLY SUBSIDIZED	AFFORDABLE	MARKET-RATE	
MID-HIGH DENSITY/1-2 BED	320	320	320	
LOW DENSITY/3-6 BED	200	200	200	
TOTAL	520	520	520	1560

Community Assets

- **The two existing public schools shall be replaced with one K-8 facility.**
  That facility should accommodate approximately 600 students, at a size of approximately 100,000 gross square feet. This number will be revised upon further study of the proposed population of the new school. Open space facilities associated with the school shall include a baseball diamond and soccer field, several playgrounds and adequate parking.
- **A new recreation center of approximately 20,000 gross square feet shall be developed.**
  It will share recreation fields with the new school and serve the broader community.
- **New neighborhood retail shall be created.**
  It will most likely be focused upon the higher density and higher traffic areas of the neighborhood. It should include a mix of neighborhood serving retail, along with convenience food stores and markets. The neighborhood retail will also serve the commercial uses in the area.
- **Walker Jones Health clinic will need to be replaced as a result of the new school construction.**
  A new 10,000 gross square foot facility shall be accommodated in a central location serving the neighborhood. It may be feasible to combine the Walker Jones Health Clinic with the health clinic at Perry School. It may also be feasible to create a partnership and co-locate with health care insurers in the adjacent neighborhood to create a state of the art medical center.
- **A new small neighborhood library of 5,000 gross square feet shall be included in the plan to replace the Sursum Corda kiosk library on New York Avenue.**
  The library may be located in the ground floor retail space in new apartment buildings. It should be located to act as a cultural gateway to the community.
- **More public open space, and especially more green space, should be provided in the new plan.**
  It should be co-located with other recreational amenities and be convenient to the new housing in the neighborhood.

Transportation and Urban Design

- **The grid pattern of streets should be reconstructed and new local roads should be created to allow for improved neighborhood design, land use, access and relationships.**
- **Every effort should be made to minimize the impact of commuter traffic on the neighborhood.**
- **Special attention is needed at New York Avenue, but also on First Street and portions of K Street.**
- **New Jersey Avenue should be re-designed, possibly as a two-way street to act as a neighborhood avenue to support new street-oriented development and connect the neighborhood with its neighbors to the north and south.**
- **The character of the pedestrian environment of the streets and public open spaces should be improved.**
- **K Street should be "extended" to connect the neighborhood with its neighbors to the east and west.**

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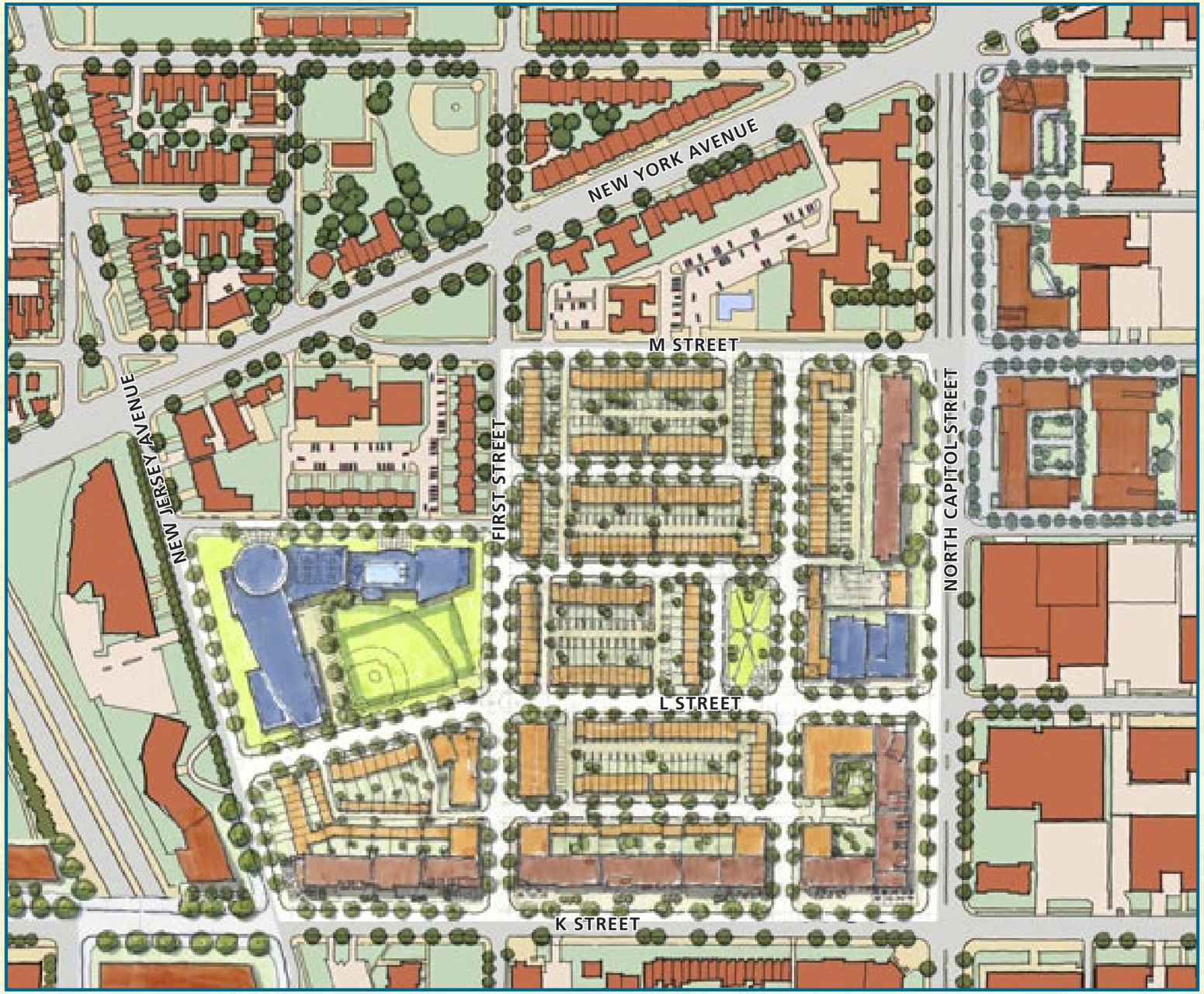
Northwest One Vision

Key

- Existing Buildings
- New Low Density Housing
- New Mid- and High Density Apartments
- Civic and Religious Buildings



Northwest One Vision

Final Master Plan

The final master plan for the Northwest One neighborhood revitalizes it as a vibrant, mixed-use community fully integrated within the larger city.

Key design concepts for the master plan are:

- A series of new residentially-scaled blocks that create urban and architectural amenities for family living
- The creation/extension of K Street from the 395 underpass across the site as a vibrant mixed-use main street for the neighborhood.
- A series of mixed-income apartment buildings along K and North Capitol streets
- The creation of a new vibrant community center at the heart of the neighborhood which includes a new K-8 school, recreation center and recreation fields
- The creation of a grid pattern of streets within the neighborhood by reopening L Street and adding new streets
- An active mix of neighborhood retail and special uses in the ground floor of buildings along K Street, including a new health clinic and library
- Infill development along North Capitol Street and other potential sites that create new housing and provide Build First opportunities.

New buildings with massing tailored to existing right-of-ways and contexts. Specific building heights are:

North Capitol Street:
- East - 110 feet south of M Street, 130 feet north of M Street
- West – 90 feet at K Street

K Street:
- 90 feet at the corner of North Capitol and New Jersey Avenues
- Elsewhere 60 feet

All other blocks within project boundaries:
- 30 – 50 feet

Family Housing

Community Assets

Open Space

A Mixed-Use Neighborhood Main Street

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House Types/Program

The master plan accommodates the required housing program with a total of 1,698 units. The housing program has two distinct parts – a low density component of 501 units which accommodates larger bedroom units in appropriate family-style housing and another 1,197 units in mid- and high density buildings containing one- and two-bedroom units.

Low Density Units

The urban design and architectural character of the low density units have all the amenities -- individual entries, private rear yards, ample communal living space, adequately sized bedrooms -- appropriate for family living. A total of 403 of these units are provided in the new residentially-scaled linear blocks east of First and south of M Street. An additional 98 of these units will be located at a site yet to be determined in the Opportunity Area.

A total of 200 units of the low density program are three- to six-bedroom units designed as replacements for the existing deeply subsidized units. Ranging in width from 16 to 22 feet, these units are designed as conventional rowhouses with individual entries, private rear yards and ample ground floor living space. The market-rate and affordable component of the low density program also includes some rowhouses, designed with integral garages to be accessed from rear alleys. Additionally, stacked units containing two-and three-bedroom units are also provided for the affordable and market-rate programs. Both units are accessed from the front, one in an English basement condition and the other from a raised stoop. All have private rear decks and internal access from an integral garage. A smaller portion of the low density units will be accommodated in small-scale three-story apartment buildings typically located at the end of linear blocks.

Apartments

The remaining 1,197 units, all one- and two-bedrooms, are housed in mid- and high density apartment buildings. Five hundred and sixty-five of these units are located in a series of buildings along K Street. Taller nine-story buildings are located at the corner of these blocks, one at New Jersey Avenue and the other at North Capitol Street, providing significant building masses and site features at these important corners. Internal blocks are six stories tall, creating an appropriate mass with the existing rowhouses on the south side of the street.

Six hundred and thirty-two of the smaller bedroom units are located in 10- and 12- story buildings on three parcels on the east side of North Capitol Street. All of these sites offer important Build First opportunities. The southernmost parcel has a 110-foot building while the two northern ones are 130 feet. All of the apartment buildings will have ground floor retail and underground parking. In total, the apartment units will include 320 replacement units for the existing deeply subsidized units with the remainder of the program subdivided between affordable and market-rate units.

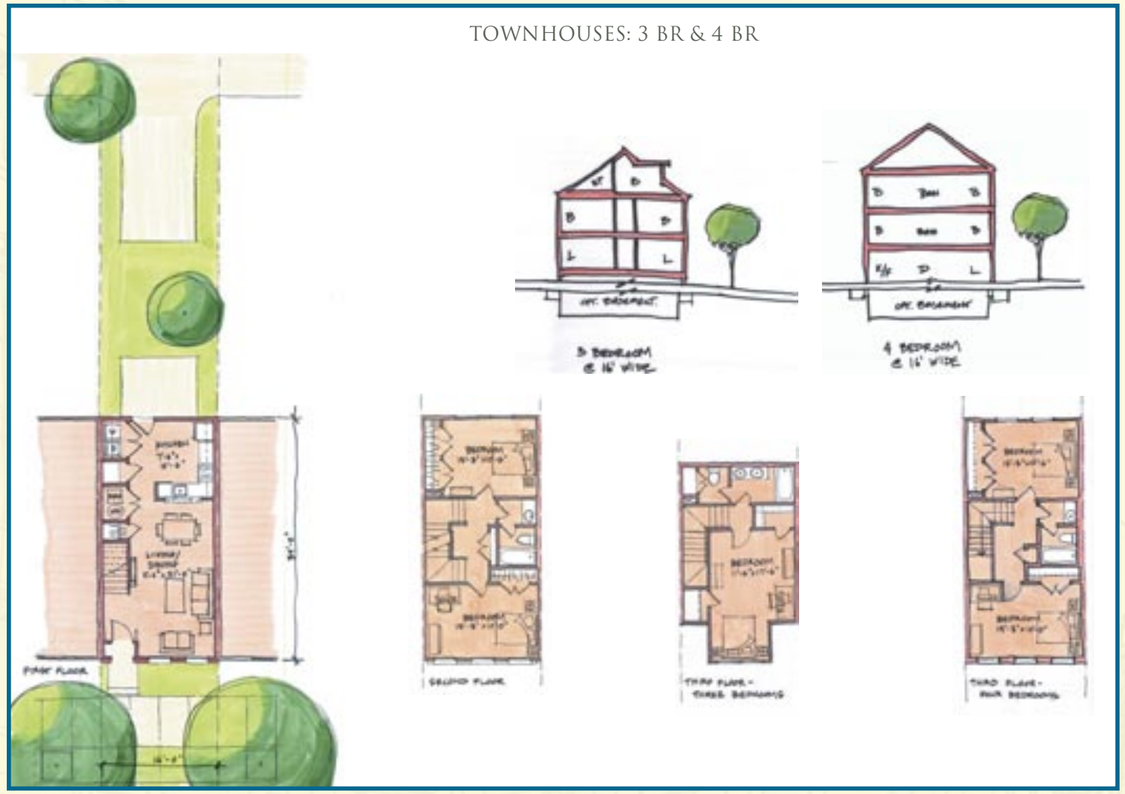
VISION PLAN SUMMARY				
New NW1 Community: Total Units and Distribution				
Unit Type	Deeply Subsidized	Affordable	Market-Rate	Total
1-2 BR High Density	320	440	437	1197
2-6 BR Low Density	200	151	150	501
Total	520	591	587	1698

Low Density Units

STACKED TOWNHOUSES: 2 & 3 BR

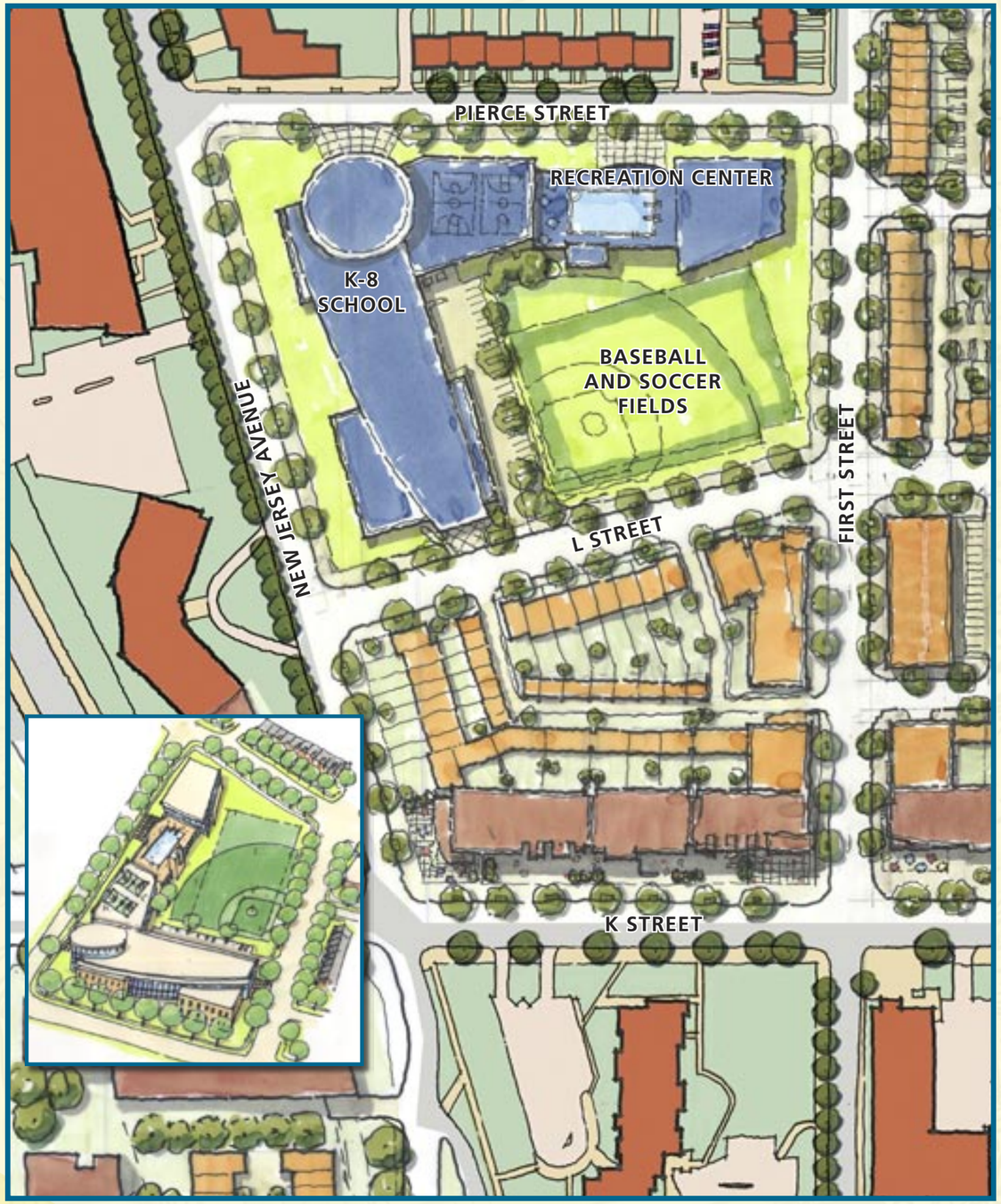
Low Density Units

TOWNHOUSES: 3 BR & 4 BR



Apartments

LOWRISE CONDOS: 1 BR & 2 BR



Community Assets

A key component of the new community assets is the reconstruction of the two existing schools as one consolidated 100,000 SF K-8 facility. This new facility will front onto New Jersey Avenue, providing it with a significant public face and creating a more cohesive and consistent mass of buildings along that important avenue. Separate entrances to the elementary and the middle schools will be provided, one at the corner of Pierce Street and New Jersey Avenue and the other further east on Pierce Street, creating an appropriate separation between the two age groups.

The new recreation center is physically attached to the new school, but located on the community's internal face on First Street, as opposed to the more prominent public face of the school building on New Jersey Avenue. Both buildings share a significant recreational open space that includes soccer and baseball fields, as well as several playgrounds. The majority of this open space fronts onto First Street, facing into the community and providing an active green oasis that provides spatial relief to the regular housing blocks. The new recreation center will be a new 20,000-square-foot facility, potentially including a gym, multi-purpose rooms, wellness center and a rooftop pool. This facility will be owned by the District of Columbia Department of Parks and Recreation and potentially managed by the Boys and Girls Club, currently located adjacent to Perry School.

New retail uses of approximately 95,000 square feet are included in the ground floor of the apartment buildings along K and North Capitol Streets. A concentration of these uses will be located along K Street and potentially will include neighborhood retail services such as restaurants, dry cleaners, bookstores and drugstores. At the corner of K and North Capitol Streets, a larger retail space is available and suitable for a market or a small grocery store. Alternatively, this significant corner could be the location for an important civic use such as the new 5,000-square-foot library. A new Walker Jones Health Clinic could be located in a number of places - along K Street, in the facility adjacent to Perry School vacated by the Boys and Girls Club or on an existing vacant city-owned site on North Capitol Street, adjacent to St. Phillips.

Streets and Open Space

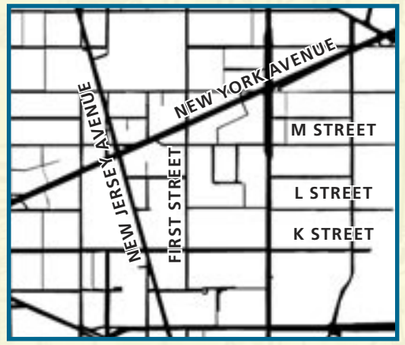
The reintroduction of a grid pattern of streets within the new neighborhood serves a multitude of purposes. Its connectivity with adjacent streets, particularly L Street, will provide needed integration with the neighborhood and the city. Equally important is the communication it will allow within the site, for neighbors to meet with each other and to allow easy access to neighborhood uses such as the park, the school/recreation site or the retail uses along K Street. All of these new streets, with the exception of K Street, will be endowed with narrow right-of-ways, continuous street trees and sidewalks.

The existing 100-foot K Street right-of-way is respected in the new plan, providing a continuity of spatial volume and mass along its length. It is recommended that the public space design that has been developed for the Mount Vernon Triangle District be continued within the Northwest One neighborhood. Implementing this kind of public space design will provide an important linkage between the two neighborhoods - a city-scaled unity appropriate to such an important street. In addition, the characteristics of that design, with its double row of trees and plantings (as shown in the images below), also creates an appropriate setting for the animated street activity anticipated here.

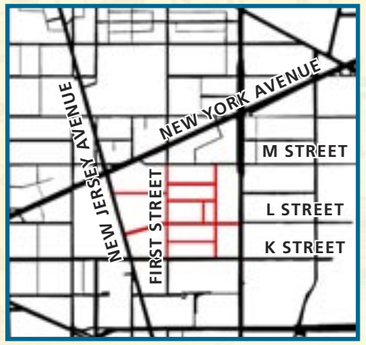
New Jersey Avenue shall be re-configured as a two-way neighborhood avenue. Development of the school and new housing fronting New Jersey Avenue will create the edges necessary to define the street as a safe and lively corridor. Streetscape improvements, new sidewalks, and on-street parking will also redefine the street as a neighborhood avenue. Two-way traffic, on-street parking, and new development will help calm traffic and let new residents enjoy the startling vistas of the Capitol provided by the avenue. The development of infill housing along North Capitol Street will restore -its identity as a grand avenue.

In addition to the recreation open space associated with the school, the plan calls for additional passive space within the neighborhood. A potential site is located at L Street, just west of Mount Airy Baptist Church. This new space, adjacent to the church, creates a small green oasis at the center of the neighborhood in which neighbors can gather after church services and other activities. The space may potentially also include playgrounds for young children. This location provides spectacular views of the church, including its handsome façade and tower. The block to the west of the park also includes a small parking garage. Including approximately 60 spaces, this garage could be utilized by both Sibley Plaza residents and Mount Airy Baptist Church.

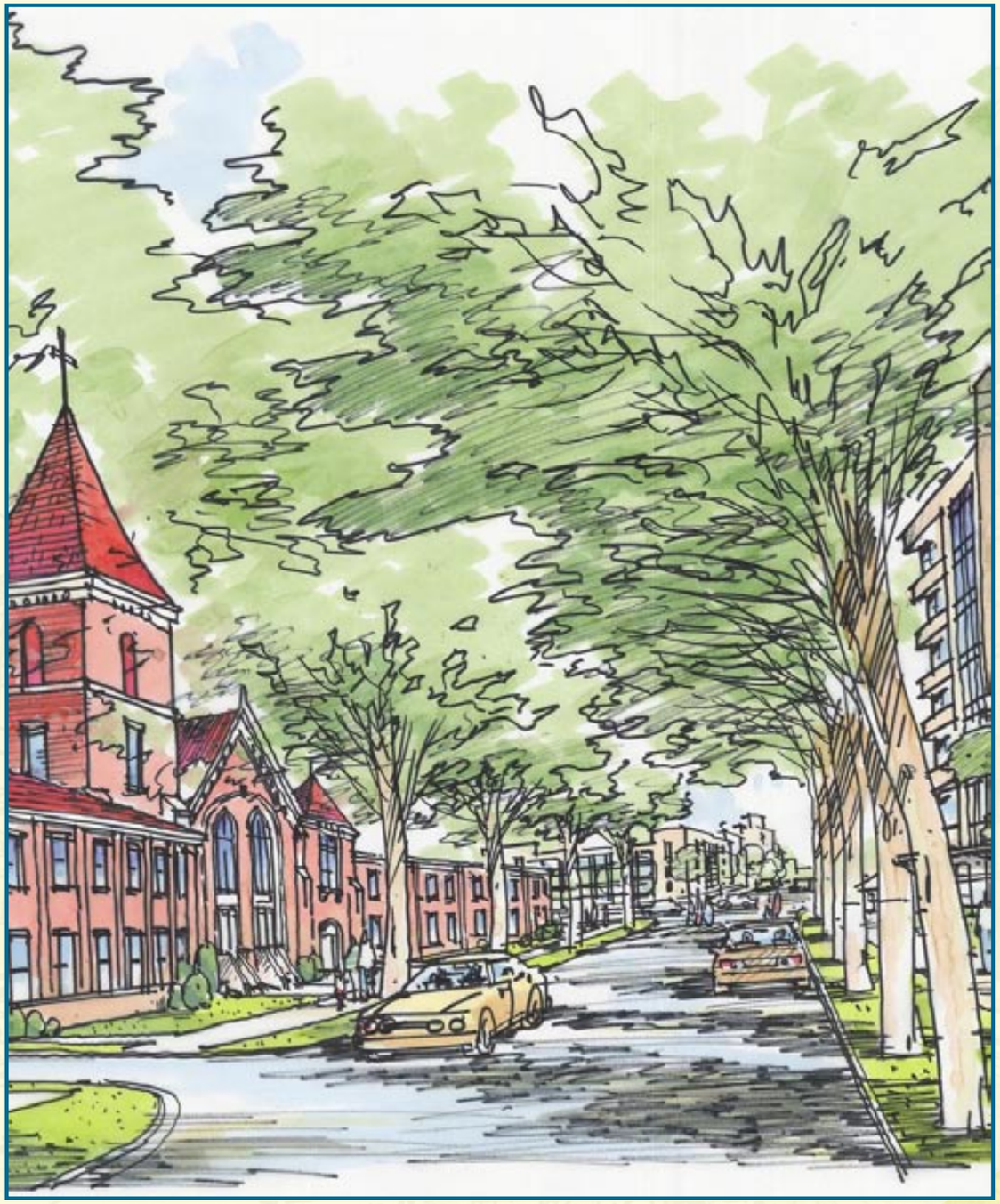
Computer Renderings of K Street in Mt. Vernon Triangle



Existing Street Grid



Proposed Street Grid



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Before

Before

Transportation Recommendations

Traffic Growth Due to Other Area Developments

There are a significant number of new developments under construction in the vicinity of the study area as well as additional planned and approved developments. These will generate significant traffic growth in the area. The trip generation of these other developments is significantly higher than that in excess of the proposed development at Northwest One.

NW1 Redevelopment Site Trip Generation

The Northwest One development is expected to generate 520 and 600 trips during the AM and PM peak hours, respectively. The development at the Northwest One site is expected to generate approximately 7,000 vehicular trips daily.

The proposed Northwest One development would generate marginal increases in study area traffic. The implementation of the Northwest One development would increase overall traffic into and out of the study area by approximately 3.1 percent in the next nine years. This percentage is relatively low compared to the 27 percent increase in traffic resulting from the addition of regional background traffic, traffic from other area developments, and site traffic.

Future traffic conditions are expected to deteriorate primarily as a result of regional background growth and the construction of other area developments. Implementation of development at the Northwest One site would have marginal impact on the study area roadways. However, with the implementation of new developments at the Northwest One site and proposed roadway modifications, including changing New Jersey Avenue to two-way operations, delays per vehicle are expected to increase significantly at the intersection of New Jersey Avenue and K Street.

Proposed New Roadways and Recommended Roadway Improvements

The redevelopment at the Northwest One site would include the reconfiguration of streets within the site. The primary recommendations to accommodate future roadway requirements are described below.

Open L Street NW, New First Place and Other New Residential Streets

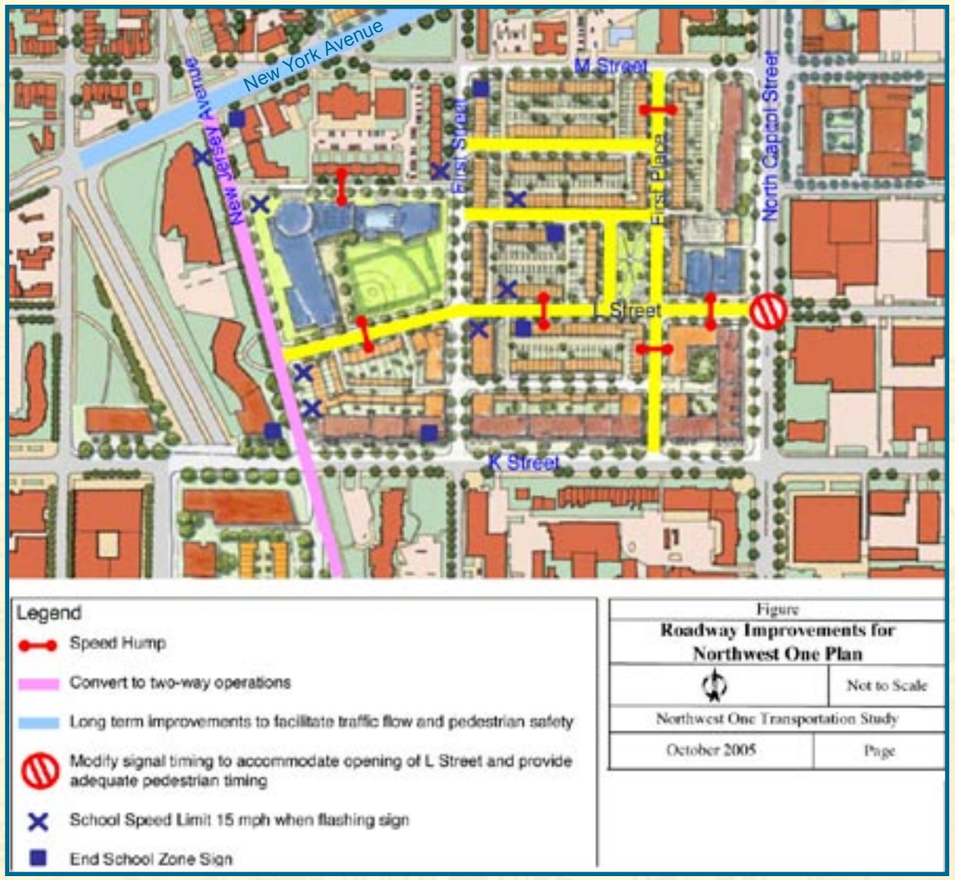
The opening of L Street to vehicular traffic from North Capitol Street to New Jersey Avenue would improve access to the Northwest One community. Based on the daily traffic forecasts, transportation analysts recommend that the street be constructed with a width of 36 feet measured from curb to curb. This provides for two 10-foot travel lanes and two eight-foot parking lanes. The opening of L Street west of North Capitol Street to vehicular traffic will require modifications to the signal operations at the intersection of North Capitol Street and L Street.

The opening of L Street will generate marginal cut-through traffic. To minimize this further, speed humps should be provided on L Street between North Capitol Street and New Jersey Avenue at the locations shown on the adjacent diagram. Colored stamped concrete with brick patterns or a similar material should be used on this section of L Street to communicate to the drivers the residential nature of the street.

The other new residential streets are recommended to be one-way streets measured 27-feet from curb to curb except for the street in front of the park which is recommended to be a two-way street with parking on one-side measured 28-feet from curb to curb.

K Street

The District of Columbia Bicycle Master Plan (April 2005) includes the addition of bicycle-only lanes on K Street west of North Capitol Street in the Northwest One study area. The Transportation Analysts recommend including this bike lanes as one of the transportation improvements associated with the Northwest One Development plan as well as all-day on-street parking (24 hour per day 7 days per week) on both sides of K Street to improve the operations and safety of the bike-only lane. The eastbound bike lane should be provided on the south side of K Street and the westbound bike lane should be provided on the north side of the street. The width of these bike lanes should be five feet. The conversion to all-day parking will have an impact on traffic operations during the peak hours; as one less vehicular travel lane would be provided during the peak periods. However, the impact of taking away one lane during the peak periods can be minimized by providing 100 feet dedicated right turn lanes (prohibiting parking for a distance of 100 feet from the intersection) at selected intersections with significant right turn movements. A dedicated right turn lane should be provided for the westbound movement at the intersection of K Street with 1st Street and at the intersection of K Street with New Jersey Avenue. A dedicated right turn lane should be provided for the eastbound movement at the intersection of K Street and North Capitol Street.



New Jersey Avenue

To improve access to the Northwest One community, New Jersey Avenue should be converted from the current one-way operation between I Street and New York Avenue to two-way operations. This will help slow down/calm traffic in front of the proposed site for the school. However, it is important to note that the conversion to two-way operations would have a detrimental effect on traffic operations at the intersection of K Street and New Jersey Avenue. On-street parking should be provided all day on both sides of the streets with the exception of the block north of L Street where parking should be prohibited on the east side during school hours. Legislation will be submitted to City Council to approve this conversion to two-way operations.

New York Avenue

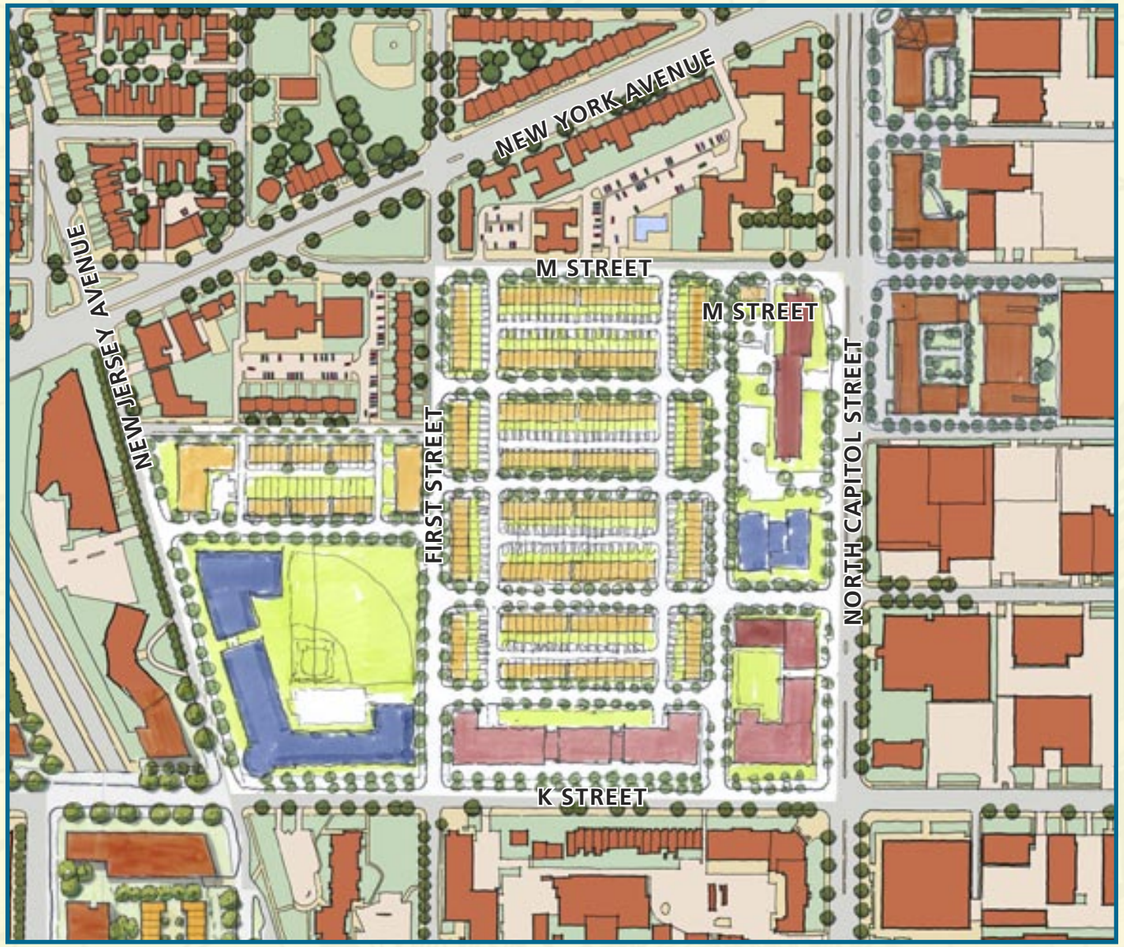
There is significant congestion along New York Avenue between the I-395 tunnel and North Capitol Street. There are also pedestrian safety issues related to the safe crossing at intersections within this section of New York Avenue. With growth in regional traffic, the construction of other area development and development at the Northwest One site, traffic conditions will deteriorate. Improvements to facilitate traffic flow and improve safety on this section of New York Avenue are being developed under the District Department of Transportation New York Avenue study. This study recommends long-term large infrastructural improvements, including the extension of the I-395 tunnel from its current terminus to Florida Avenue to address the current and future traffic operations and pedestrian safety issues.

MARKET
MARKET

Charrette Overview

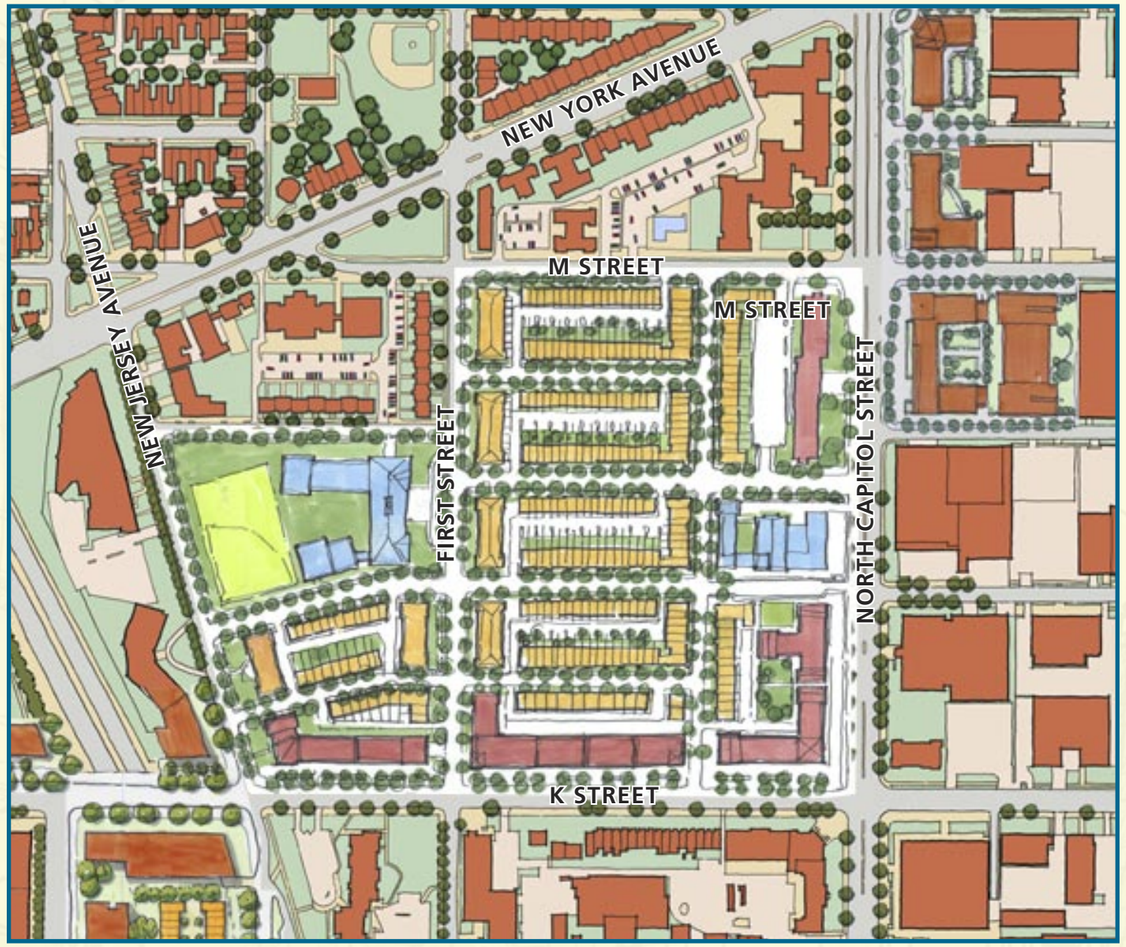
The Master Plan for Northwest One was designed in an interactive charrette that involved residents, community stakeholders, city agencies and leaders. Occurring over an intense three-day period, the charrette included formal presentations, break-out groups and the opportunity for one-on-one discussions with the consultant team. The first evening of the charrette was conducted as a series of break-out sessions. Topics included Housing, Streets and Open Space, Community Assets and Human Capital. The second day comprised a full day working session for the design team, to generate preliminary concepts for the plan and unit concepts. Feedback from the Northwest One Council, city leaders and the broader neighborhood on the third day identified the best aspects of each plan. These were consolidated into the final master plan which was presented at the closing presentation. Along with this master plan, a more elaborate set of housing plans and street perspectives were also presented , offering a fuller sense of the characteristics of the new community.

Preliminary Schemes

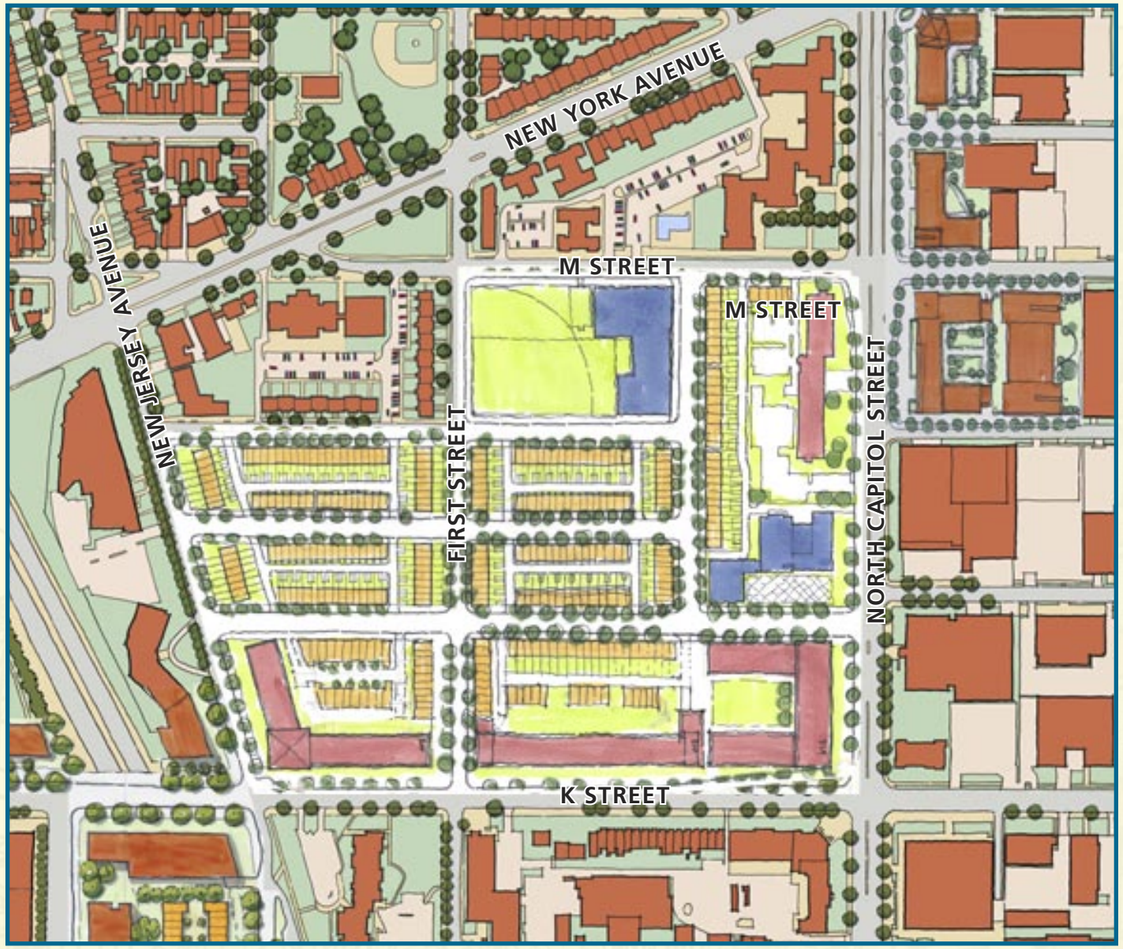


An important part of the process for coming to consensus on the final master plan was the development of a series of alternatives to test various site concepts. Each of these attempted to incorporate all of the program and urban design recommendations that were a result of the first part of the process.

Scheme One placed the consolidated school/recreation program at the corner of K Street and New Jersey Avenue with the remainder of the K Street frontage developed with mid-rise apartment buildings. Internally a set of new streets subdivided the site with L Street reopened as a through street and aligned with the location of its right-of-way east of North Capitol Street. The pattern of these streets only allowed for limited connectivity with adjacent ones.



Scheme Two alternatively placed the school/recreation facility internal to the site, at Pierce Street and New Jersey Avenue, with the actual building facing First Street and the open space on New Jersey Avenue. Continuous apartment frontage was thus created along K Street. Internally the pattern of new streets allowed for more connectivity; the unit yield in this scheme was also greater.



Scheme Three relocated the school/recreation site to M Street, with the southern sector of the site developed with residentially-scaled blocks. The unit yield of this scheme was the least. This scheme also placed the reopened L Street further south, creating a small piazza in front of Mount Airy Baptist Church.

Conclusions

After discussion with the Northwest One Council and the broader community, the best items from these schemes were consolidated into the final master plan. These items are:

- The location of the school/recreation facility at Pierce and New Jersey Avenue with the school fronting onto New Jersey Avenue and the open space onto First Street facing the community
- The development of K Street with continuous apartment buildings with ground floor retail
- The reopening of L Street on an alignment with its eastern right-of-way, creating a wider sidewalk and public space in front of Mount Airy Baptist Church
- The creation of a new pattern of grid streets and residentially-scaled blocks north of K Street similar to Scheme Two, with as much connectivity and as many private rear yards as possible.

Human Capital Plan

Human Capital Plan

Human Capital Plan Introduction

The Human Capital Plan (HCP) is the component of the Northwest One Revitalization Initiative which describes and formalizes, the goals and objectives essential for residents to achieve self reliance and an improved quality of life. The HCP responds directly to residents' needs as those needs have been identified based upon a sample survey conducted in May 2005 and augmented by data from District of Columbia public agencies. The HCP is tailored to the assets and challenges of the Northwest One Community, it builds on the assets and the existing resources supporting neighborhood r
greater Washington, DC community.

The HCP recommends an operating strategy which, if adopted can be used to oversee implementation and which can improve the formal and the informal support networks for residents. The HCP provides an order of magnitude cost for program design and operation, plan management, evaluation and reporting.

A public engagement process that included, information gathering and data collection from a series of small group public meetings, town hall meetings, focus groups and one-on-one meetings with stakeholders, coupled with surveying, research and data assessment strongly suggests six areas of emphasis critical to strengthening the human capital and consequently the social capital of the revitalized community. The improvement areas drawn from the information gathering and the public engagement processes are: 1) Economic Opportunity; 2) Education and Recreation for All Ages; 3) Safety and Security; 4) Physical and Mental Health; 5) Senior Programming; and, 6) Community based Technology.

The human capital development program and integrated operating strategy set forth in the HCP addresses these improvement areas proposing overall goals, activities to support success and objectives to measure progress on the road to achieving the goals. The HCP provides a vehicle for the District of Columbia public sector, with the private and the philanthropic sectors to strengthen individuals and families at risk in conjunction with the revitalization of the physical, social and economic infrastructure of distressed communities. The HCP proposes capacity and self-reliance building activities phased over 5 years that can be coordinated with the initial phases of the physical revitalization to assure congruence between the changing community and the changes necessary for the returning residents to thrive in their new environment.

The Human Capital Findings

A. Need

The New Communities Initiative targets neighborhoods struggling with high unemployment, lack of job opportunities, poor education and concentrated poverty. The first area targeted by the New Communities Initiative, Northwest One, includes housing at the Sursum Corda Co-Operative, Golden Rule Town Homes, the Golden Rule Apartments, Temple Courts and Tyler House, which represent approximately 920 households.

Northwest One residents participated in a neighborhood survey to gather specific information on the strengths of and challenges facing residents. Over 20% of the heads of households (262 households) in the targeted area completed the survey. The following charts provide basic demographic data for the Northwest One households based upon survey responses and 2000 Census information:

Northwest One Average Household Income

Household Income Levels	Percentage of all households
Less than $5,000	30%
$5,001 - $10,000	23%
$10,001 - $20,000	24%
$20,001 - $30,000	13%
$30,001 - $40,000	3%
$40,001 - $50,000	1%
Over $50,000	1%
Did not respond	5%

Northwest One Average Household Size

Housing Complex	Average Household Size
Golden Rule Town Homes and Apartments	2.1
Sursum Corda	5.1
Tyler House	2.7

The U.S. Department of Health and Human Services (HHS) defines poverty for a family of four at $19,350. Based on these guidelines, over 60% of Northwest One's residents are living at or below poverty. 39% of the residents are under the age of 18 and 20% of the population is over the age of 60. Over 40% of the households surveyed are headed by single mothers.

The demographics of the targeted communities suggest that the purchasing power of the average worker has decreased and without a high school education, many of these households are facing the risk of poverty. The unemployment rate for the area is 21.1% while the comparative rate for the District of Columbia is 7.7%. 33% of residents that completed the neighborhood survey described their employment status as retired or disabled. The educational attainment demographics of the residents participating in the survey which are reasonably reflective of the demographics of the entire adult age population make it unlikely that there will be widespread economic mobility without significant education and training interventions.

Educational Attainment Levels (2005 Neighborhood Survey)

No high school degree	38%
High school degree/GED	42%
Some post-secondary education	18%
Bachelor of Arts degree	2%

The U.S. Department of Labor recently released the following data regarding educational attainment and salaries:

Comparing Median Annual Salaries for Men and Women With Less than a 12th Grade Education Level 1979/2002 (US Department of Labor 2005)

Gender	1979	2002
Men	$30,056	$21,892
Women	$18,096	$16,796

Just completing the 12th grade or obtaining a GED improves a worker's earning power as demonstrated by the following chart:

Comparing Median Annual Salaries for Men and Women With a High School Education 1979/2002 (US Department of Labor 2005)

Gender	1979	2002
Men	$36,764	$32,032
Women	$23,868	$22,048

As has been the fate of urban corridors throughout the U.S., the Northwest One Community has seen a precipitous decline in housing stock and retail shops. Economic opportunities have dwindled, limiting employment possibilities and the high density of poverty has created an environment that invites criminal activity. Without an infusion of resources and significant collaboration between public and private stakeholders, Northwest One can be expected to either continue its decline or undergo the gentrification that many neighborhoods in Washington, D.C. have experienced. Market driven gentrification without securitizing housing and services for low to moderate income households will push out those families.

B. Current Resources

The District of Columbia demonstrates a deep commitment to supporting children, youth, families and seniors evidenced by the vast number of programs and services developed, implemented and or supported by City agencies. The DC Department of Employment Services has a number of "one stop shop" service centers designed to support residents seeking gainful employment. These services include a City wide apprenticeship program, providing individuals with an opportunity to work inside of public agencies, social service organizations and private corporations with the possibility of employment at the end of the training. The Department of Employment Services also supports youth professional development through job training, actual employment and mentorship programs that include: the Mayor's Leadership Institute, Summer Youth Employment and the Youth Opportunities Program.

The Department of Human Services has a comprehensive database of service providers and links to agencies that support a wide array of needs that will be invaluable to the strategic human capital building activities in the HCP. The District public agencies have a wealth of resources that are supporting families. The District is also sponsoring several strategic planning efforts to look at the current state of affairs for services to neighborhoods so that resources can be more effectively allocated.

There are however a number of areas where services are either unavailable or, if available there is a disconnect between access and delivery. Given the enormity of the service need of significant parts of the District population such disconnects are not out of the ordinary. Looking carefully at the service delivery system in a defined geographical area, as is the case with the development of the Human Capital Plan for Northwest One provides an opportunity for testing revisions to the district wide service delivery system to provide for more effective program design and service delivery.

The Transformation

A. Human Capital Plan Improvement Goals, Activities and Objectives

The Human Capital Plan improvement goals mirror the priorities identified by residents during public meetings, focus groups and on the surveys. The approach outlined for achieving the goals is comprehensive, with linkages to skilled providers of the services essential to attaining the plan's overall goals. The HCP sets forth a series of attainable, measurable objectives related to each recommended activity. Measuring success on the objectives also provides a tool for continuous improvement of the HCP, the implementation process and the program management. The six priority improvement goals for Northwest One are:

- Increase economic opportunities for residents with a low to moderate average skills base
- Improve education and recreation opportunities for all age groups within the targeted area
- Improve safety and security
- Increase community physical and mental health outreach and services
- Improve outreach and programming for senior citizens
- Provide community wide access to technology

The activities suggested to carry out each objective are:

1. Increasing Economic Opportunity

Adult Education, Training and Employment Opportunities

National data regarding employment points to the use of a "place based employment support" system as the most effective approach to moving adults with a low skills base or a spotty work success record to sustained employment. While many services do not require place-based support, employment services, require intense follow up and unless those services are provided nearby, residents have difficulty making appointments, getting to training, meeting with job counselors, all steps toward long term success that must be mastered by residents in order to get and maintain a job.

The Corporation for Supportive Housing (CSH) reported in A Concept Paper for Place-Based Employment Initiative (1998) that, if communities are to be assisted out of poverty, it will be necessary to cross service, funding and bureaucratic disciplines and to integrate resources on the neighborhood level. We reaffirmed for ourselves that the case management model of integrating resources for people (i.e. providing services) is an effective way for programs to develop trusting, long-term relationships with community residents in order to help them, and that case management service models are most easily and effectively implemented at the community level.

The provider of the employment services must operate directly in the community or be willing to place a satellite office in the community. The provider of the employment services should be selected based upon, among other things, the number of its relationships with other agencies who provide services around the elimination of barriers to gainful employment. An employment services provider that has relationships with and a demonstrated record of partnering with providers of auxiliary services important to long term employment success, brings together a team of resources rather than the single resources of the individual provider or the more scare new resources of the new HCP activities.

The selected service provider would ideally demonstrate success in the following range of services, either alone or in partnership with companion agencies:

- A record of successfully placing individuals with employers; and positive relationships with an array of employers
- Providing employment services to individuals with serious disabilities, economically or culturally disadvantaged, in transition to the community following judgment for a criminal offense and those devastated by sudden job loss.
- Supporting residents in work by providing or monitoring the provision of strong case management and follow-up
- Providing World of Work skills training, job coaching, vocational skill training
- Partnering with existing community resources to provide support services eliminating barriers to gainful employment (i.e. substance abuse, transportation, child care)

Adult Education, Training, Employment Outcomes:

Outcome 1: A minimum of a GED for 90% of all work able adults over five years

Outcome 2: Decreasing unemployment rate to 12% over five years

Outcome 3: Increasing the average earnings for working poor residents to living wage levels over 5 years

Individual Development Accounts

Individual Development Accounts (IDA) requires participants to save a designated amount each month which is set aside in a custodial account and each dollar saved is matched. Each participant must identify an approved savings goal. Depending upon the age of the participant, the asset varies from a home to home repair to an automobile or a small business. 40% of the households surveyed in Northwest One are interested in home ownership and 28% are interested in owning their own business. The accounts are directly linked to employment and provide residents with the financial literacy necessary to build financial stability.

Benefits that have been demonstrated in pilot programs include:

- increased commitment and interest in the quality of participant's neighborhoods
- safer communities by reducing school dropouts, juvenile delinquency and domestic violence
- increased home values of 8% to 12%

- accumulation of and intergenerational transfer of assets
- increased knowledge and experience in managing family economics
- increased number of low to moderate income people who achieve homeownership in targeted areas
- enhanced network of organizations and financial institutions serving low-income neighborhoods

A customized IDA program is particularly appropriate for Northwest One as an asset and financial building mechanism. Individual Development Accounts can be developed for both adults and youth, providing the building blocks for financial stability. Implementing a successful, multi-generational neighborhood based IDA Program in the target area will require the following:

- A feasibility assessment of -- existing organizational capacity to support a neighborhood based IDA operation
- Linking of a neighborhood based IDA concept to the existing Washington DC IDA structure through the designation of a local program manager
- Identifying permissible parameters for asset accumulation for adults and youth and setting the amount of the match

IDA Outcomes:

Outcome 1: 100 IDA accounts open over 3 years, with 25% of the accounts owned by neighborhood youth

Outcome 2: 5% of the existing households participating in an IDA program with home ownership as the saving goal (45 households)

Outcome 3: Five resident owned businesses in the community opened or expanded using IDA funds

Entrepreneurship

While there is little hard data to support recommending a set of activities designed to increase neighborhood based entrepreneurial activity, regular observation of the activities in the targeted neighborhoods strongly suggests a need for expanding such opportunities. Specifically, there is enormous foot traffic in the neighborhood but little street level, retail or scaled commercial outlets visible in the community. Reported unemployment is high, with the resultant low average household income levels yet there is vibrancy to the community that belies the distressed economic conditions. Finally a walk through the community discloses enormous internal enterprise from hair braiding to street corner clothing sales to neighborhood bar-b-q fundraisers to illicit drug sales. The obvious enterprise explains the gap between low average income and community vibrancy – residents do the business necessary to provide income for living.

A focus on entrepreneurial activities will be important to sustained revitalization in the targeted areas and appropriate supporting programs should be developed. Setting up a formal entrepreneurial enhancement program will require:

- Assessment of entrepreneurial opportunity—(neighborhood economic market study)
- Entrepreneurial training coupled with the D.C. public vocational education program, career academies, the community college and the University of the District of Columbia
- Small grants capitalization fund for neighborhood based entrepreneurial development

Entrepreneurial Outcomes:

Outcome 1: Two Neighborhood-based businesses per year for first 5 years

Outcome 2: Mentor protégé model for neighborhood entrepreneurship by year 2

Outcome 3: Certificate program for completion of studies in business/ entrepreneurial basics by year 2

Youth Employment Program

Providing an opportunity for young people to have a positive experience in the community where they live is essential to turning those youngsters into good citizens in their community. A proven successful approach to shifting the manner of engagement of youth in the community from no interaction at best and negative interaction at worst is to employ young people in their community, to do meaningful work, in a youth appropriate model. Northwest One ,with its relatively high incidence of youth violence would benefit from a neighborhood based Youth Employment program. The program is place based work, with strong leadership training and recreation components. The best programming of this type has a Youth Individual Development Account component including financial literacy training and it has a community service component, requiring that participants donate service hours to improving their community.

Youth Employment Program Outcomes:

Outcome 1: 25 youth between the ages of 13 and 19 employed in the neighborhood, with IDA accounts by year 1

Outcome 2: 20 youth who participate in the Youth Employment Program completing community improvement projects within the first 6 months after start in the program

2. Improving Education and Recreation for All Ages

The targeted communities are primarily served by three public schools –Walker Jones Elementary, Terrell Middle and Dunbar High School. Approximately 1000 children and youth attend the neighborhood schools. While strongly neighborhood based, with many families having generational ties to the schools, the majority of Northwest One residents surveyed voiced overwhelming dissatisfaction with the performance of the local schools. Residents stated that they had positive interactions with the school staff but acknowledged that the children, in many instances their own children, were not adequately learning, nor were they performing well in academic testing. Parents also expressed frustration with the lack of constructive programs after school, on weekends and during the summer to increase the academic performance of students and to provide constructive supervised activities for the youth of the community.

In the public meetings many residents expressed frustration with the lack of academic rigor and solid academic achievement of the students. Residents expressed similar exasperation with the lack of recreational activities for children, youth and young adults although they did not directly connect that need to the schools. The hard data on the neighborhood school performance is alarming. None of the three schools in the targeted area feeder system are considered meeting local or federal performance standards. Using the No Child Left Behind gauge, all three schools have consistently failed for the last three years to meet Adequate Yearly Progress.

Academic Achievement

	Year: 2004		MET AYP	
School	Reading (% Proficient)	Math (% Proficient)	Acad. Target	Safe Harbor
Walker Jones Elementary	25.98%	35.83%	NO	NO
Terrell Middle	16.48%	16.30%	NO	NO
Dunbar High School	15.47%	31.41%	NO	N/A
All Elementary Schools	45.78%	55.01%	NO	
All Secondary Schools	30.93%	38.27%	NO	
BOE Charter Schools	31.95%	33.28%		
Public Charter Schools	40.10%	54.65%		

Most challenging to the revitalization efforts is the ongoing out-migration of students from the neighborhood schools to other school choices. Of the roughly 1000 children and youth in the targeted area approximately 10% of students attend 38 other elementary, middle and high schools with the number of students leaving the area for alternate school choices growing.

The May 2005 Declaration of Education, ratified by the District of Columbia school system provides the framework for the establishment of community-based, school-linked approach to education and recreation for all. This approach utilizes existing school houses as a comprehensive resource. Under current District of Columbia school system plans, the Walker Jones, Terrell, Dunbar school feeder system is in line for physical renovation and as such the schools are prime candidates for physical and programmatic overhaul. Reconstituting the three school feeder system serving the targeted area into a community based enhanced school network serving as the hub of learning and recreational activities will require innovation in four major areas:

Achievement focused education reform

The D.C. school system reform approach as it is set forth in the District of Columbia Declaration of Education and the D.C. Education Compact is consistent with the best of such reform programs in the country. Approaches particularly important to the targeted area population might also include:

a. Early childhood education

Residents currently utilize many of the day care programs throughout the District. As the cost of child care increases and vouchers are slated only for the extremely poor, there is a growing need for gap programming and funding for quality early childhood education opportunities. A number of residents interested in income producing activities, from part-time employment to entrepreneurial endeavors, expressed an interest in early childhood learning and child care. Building a state of the art early childhood learning system is the first and some would argue the most critical step to improving the long term academic performance of youngsters and to reducing crime and violence in the community.

Given the number of residents who currently "watch" the children of the community, oftentimes without licenses and without developmentally appropriate facilities for young children, the opportunity for a strong home day care system that is linked to the public early childhood education system is enormous. By nurturing a home day care system, unlicensed and untrained child care providers can be nurtured and their resource capacity increased.

b. Extended morning and evening school building hours

Established research documents that positive and supportive before and after school programming leads to improved academic performance and a decrease in at-risk behavior by children and youth. In the Journal of Research in Childhood Education, researcher Douglas Powell (2002) examined the association between participation in out-of-school activities and academic achievement of low-income, ethnically diverse youth. Powell found that there is a positive relationship between frequency of participation in out-of-school activities and report card grades, especially among males.

For schools to serve as real hubs of learning, the operating hours must extend beyond normal hours to offer enhanced learning opportunities such as tutoring, arts, computer technology and team sports. Extending public school hours also offers newly working parents relief from the cost of such care while also providing enrichment activities for children.

In the quest for continuously improving academic achievement for children in low income communities, attention must also be given to strengthening the supportive systems that address the "whole child" and the "whole family". Identifying a comprehensive and specific set of all of the kinds of services that might be essential to such support is nearly impossible. More important is recognizing the need for such a system and setting in place functional linkages between the school, home and the services network to rapidly address individual and family needs as they arise.

C. Arts focused education partnerships

The infusion of Arts into education is built on the premise, that the Arts can bridge differences among individuals of varying cultural, ethnic and socioeconomic backgrounds and the Arts can have a significant role in improving teaching and learning for youngsters from pre-school age through high school.

In 1999, The President's Committee on the Arts and Humanities reported that "We engage in the arts, we ought to teach the arts, because that is part of what it means to be human. The arts are fundamental to communicating and understanding not only ourselves, but others."

Arts education can be infused in the following ways:

- Arts Education – A community education model of instructing children, youth and adults in various aspects of arts education from set design to dance to media.
- Linkages to Arts Organizations – Existing arts organizations serve as educational resources to: local schools to support arts and academic achievement; health institutions to support arts in healing; local arts groups to support capacity building amongst the artistic community; senior facilities to support arts for all ages.
- Performance – Using performance as a parental and community engagement tool. When children perform, parents will come and those performances can serve as positive outreach to parents who typically do not engage in school or community functions.

d. School based recreation activities

In 2003, the St Louis Cardinals professional baseball team's foundation St. Louis Cardinals Care developed the Red Bird Rookies program which connects little league baseball for children, with pro ball players, elementary schools, health providers and arts groups to provide families with a comprehensive recreational outlet. The Red Bird Rookies program organizes little league baseball and gives participants and their families, access to theatre performances, health screening, fitness and health education, and educational enrichment activities through community partnerships with mentorship organizations and the YMCA.

Ultimately, once the community demonstrates its willingness to partner in the development of youth recreation activities, the St. Louis Cardinals Care Foundation with the help of individual pro ball players builds a mini ball park on the grounds of the local elementary school. The Foundation covers the cost of constructing the ball field, field maintenance for three years, and provides uniforms and equipment for little league ball, at no cost to the neighborhood. To date, the Foundation has developed six mini ball parks in the St. Louis metropolitan area to serve thousands of children and their families.

With the recent launch of the District professional baseball team and the civic fervor with which the team has been received, an approach like Red Bird Rookies might have significant success providing supervised sports and green space development in the Northwest One Community.

Achievement Focused Education Reform Outcomes:

Outcome 1: Comprehensive early childhood education program by year 2

Outcome 2: Extended school and school building hours by year 2

Outcome 3: Private sector arts and recreation program partners to support arts and recreation programming for the schools and the families in the targeted areas

Improved School Facilities with Enhanced Operating Structures

a. New Schools

A remodeled or rebuilt physical plant for the operation of elementary, middle and high school operations at the neighborhood schools complex is imperative to enhance learning and to position schools as the hub and anchor of the revitalized community. The D.C. public school system, while an independent entity has joined the planning effort and has demonstrated a willing to work closely with the city and the community stakeholders.

b. Integrated Technology

Installing technology hardware and software systems is critical to creating a state of the art learning environment. Creating technological access at the school level for the entire community is the first step toward building technology into the fabric of the community. Coupling the installation of state of the art technology hardware and software with the physical revitalization of the neighborhood creates avenues for expanding the often times limited technology resources of the public school system. For example, putting a private and/or philanthropic sector technology fund in place to raise the resources to support the technology expansion in the neighborhood and linking the neighborhood technology hub or center to the neighborhood schools would increase the resources available to the schools for technology.

Improved School Facilities Outcomes:

Outcome 1: Physical reconstruction of Walker Jones, Terrell and Dunbar schools hub by year 4

Outcome 2: State of Art technology facilities and software to serve schools that is linked to a neighborhood technology center by year 4

Learning and training facilities for adults within the school

Providing technology based adult literacy and training programs is critical to increasing the number of adults ready, willing and able to work within the targeted community. Putting the technology based programming within the school building -- again, strengthening the school as "hub" concept, is even more effective as it returns adults to the schools for positive, non-threatening encounters. An effective Adult Training Program for the First New Communities should consist of three modules:

- Adult Basic Education to prepare adults for the GED examination
- Office Technology courses to provide basic computer literacy and moderate computer fluency
- Specialized training targeted to specific jobs

Students are enrolled in the specialized training with the goal of going to work with an employment partner at the end of the eight week period. U.S. Bank has joined as an employment partner with such initiatives in pilot projects in St. Louis and in Cleveland. Since the inception of the St. Louis model in 1999, 80% of the neighborhood residents have completed the training modules and have been employed by the bank. National City Bank and Dollar General utilize similar models.

Many of the adults that participate in the school based adult training program have children that attend the school. Daytime training at the school provides parents with access to their children during lunch hours and regular access to school staff. Parents that are not in the Adult Training Program are given access to the Computer Lab and email access to communicate with teachers regarding home work, academic performance and school functions. This is especially helpful to families without computer access in the home.

Learning Facilities For Adults Outcomes:

Outcome 1: Adult technology laboratory operating at the schools by year 1

3. Safety and Security

Safety and Security Coordinator

Safety and security are primary issues of concern for Northwest One residents. 75% of individuals surveyed identified crime and violence on the streets of the community as a problem. Analysis of raw crime data supports a conclusion that crime and violence have decreased overall in the neighborhood. Residents surveyed were encouraged by the decrease in crimes and violence, easily and readily attributing the decrease to increased neighborhood policing. Residents were generally complimentary about the level of police engagement and response. Residents were aware of the designation of the Northwest quadrant of the City as a "hot spot" and saw the designation, with the resulting increase in crime prevention resources as a big part of the reason for the decrease in criminal activity. Resident's were equally aware that crime has also decreased throughout the city.

Northwest one is considered a part of the First Police District which ranks second, behind the Third District for high incidences of crime. Even with the increased neighborhood policing, and the clear reduction in crime resulting from the focused "hot spot" approach, when compared to other parts of the community like the Fourth District, Northwest One has a high incidence of crime across the board, as demonstrated by the chart below:

	First District		Fourth District	
	Year to Date Comparison		Year to Date Comparison	
Crime	Thru 12/03	Thru 12/04	Thru 12/03	Thru 12/04
Homicide	28	22	19	17
Sexual Assault	41	34	64	49
Robbery	837	639	529	418
Assault with a Deadly Weapon	670	569	437	401
Burglary	811	980	547	445
Theft	1,673	1,658	808	799
Theft from Auto	1,735	1,453	562	515
Stolen Auto	1,333	1,294	1,125	1,050
Arson	28	13	12	10
Total	7,156	6,662	4,103	3,704

To support long term, sustainable crime reduction, Northwest One should develop and implement a Safety and Security Plan, including the hiring of a Safety Coordinator. The Safety Coordinator would be responsible for:

- Coordinating neighborhood block groups
- Developing a safety program focused on the physical environment
- Developing and staffing a Security Task Force
- Outreaching to at-risk youth and developing community oriented programs that involve the local police
- Providing monthly progress reports, to the entire community
- Tracking current crime data and trends

The Safety Coordinator will develop a Safety and Security Task Force with the support of the partners to target safety and security issues affecting the neighborhood. The first responsibility of the Safety Coordinator will be engaging residents in planning to improve neighborhood security. Tasking residents with responsibility for monitoring and evaluating safety and security, increases community cohesion and creates common interest among diverse residents.

Safety and Security Coordination Outcomes:

Outcome 1: Creation of residents' Safety and Security Task Force

Outcome 2: Increase resident call-ins to the Police Department by 15%

Outcome 3: Develop a block program along four (4) problem blocks

In addition to the hiring of a Safety Coordinator and developing the resident participation strategy, the physical environment of a neighborhood must be modified to encourage safety and to discourage illegal activity. Like many neglected urban communities, the First New Community has its share of absentee landlords and dilapidated housing. The failure of real estate owners and managers to keep the properties well maintained contributes to and invites crime. To improve crime long-term, there must be physical changes in the design and the maintenance of the properties.

Physical Modification Outcomes:

Outcome 1: Proper address markers installed on all housing units

Outcome 2: Decrease in nuisance violations related to problem properties

Effective Prosecution – Neighborhood Justice Program

A grassroots approach to crime prevention, focusing on a targeted geographical area that involves a long-term, proactive partnership among District agencies like the Office of the Attorney General/Prosecuting Attorney, the police department, public and private organizations and residents is the fastest way to crime reduction and to increasing the sense of safety in a community. The program would expand on the existing justice initiative that currently exists in the District. Residents know their neighborhoods best and the judicial system has the ability to improve the quality of life of a community based on resident knowledge, if there is a mechanism for sharing information between the two. The Neighborhood Justice Program seeks to identify and develop solutions to neighborhood specific crime issues. The program is guided by prosecution, problem solving and prevention.

The program has several necessary components to making the initiative successful:

- Full-time, five days a week prosecuting attorney placed in the community
- A City Counselor assigned to the neighborhood at minimum one day a week
- Develop strategic plan for law enforcement efforts and prioritizing areas of interest and persons of interest in terms of the quality of life of the community
- Establish a system of communicating with the community
- Community input on pending felony and misdemeanor charges and identifying neighborhood problems
- Continuous evaluation of crime statistics and the program

4. Physical and Mental Health

During the recent survey of Northwest One, surveyors found that over 95% of residents have health insurance, but relatively few households were connected to primary health care. Most households utilize nearby clinics and academic hospitals during emergencies or for immunizations just as the school year begins. To improve health, both mental and

physical, residents must be moved to a preventative health mindset. With an emergency or crisis care approach, when a patient finally sees a physician the health care consequences are much more costly both physically for the patient and financially for the system. A placed based, specialized case management approach, modeled after the "Parish Nurse" concept has been most effective in similarly situated communities. The Parish Nurse concept is based on an understanding that health is a dynamic process which takes into account both the physical and social dimensions of the person and his or her surroundings. The Parish Nurse assists and supports families in a community context and becomes active partners with residents in the delivery of heath services.

To work effectively with Northwest One, two Community Nurses will be necessary. The Community Nurses will work directly with First New Community residents to serve as a health educator, health counselor, referral agent, developer of support groups, trainer of volunteers and health advocate. Specific health data in the District of Columbia is very difficult to obtain. To build an accurate and accessible health data base the Community Nurses would first assess individual household health issues. The health data collected would then be linked back to the larger health assessments and health needs data of the Community. The Community Nurses would participate as active members of the community and attend resident meeting to understand the community dynamics and its relation to overall community health.

Community Health Nurse Outcomes:

Outcome 1: Completion of a household health assessment throughout the community

Outcome 2: 10% increase in the number of expectant mothers utilizing pre-natal care

Outcome 3: 10% increase in the number of well baby check ups

Outcome 4: 10% decrease in adult obesity

5. Senior Programming

Nearly 20% of the First New Community's head of household is over the age of 60, that is approximately 200 households. Given that significant segments of this population are unable to work and the remaining are only able to work in limited settings, the program goals are primarily related to improving the quality of life of these seniors and increasing their ability to live independently for as long as possible.

The programmatic goals and activities ordered by service categories include the following:

Innovations in Elderly Living

Based on the demographics a senior activities center that would also provide seniors with an opportunity to earn wages and employ their existing skills is needed in the targeted communities. The Mather Lifeways model and its Mather Café is a concept that seems most appropriate for this population. The Mather Café is a restaurant completely operated by senior residents. The facility serves as a neighborhood based eatery which also provides senior services, which include computer classes, financial counseling and exercise classes. The menu is conscious of senior needs, but also caters to the taste of the surrounding community including the work time lunch crowd. Such a facility would provide seniors with an opportunity to socialize, operate a business and connect with the larger community. The Mather Café concept will have the greatest appeal to young seniors, those between ages 55 and 62 and seniors.

Innovations in Living Outcomes:

Outcome 1: Connect senior residents to business and economic development opportunities

Outcome 2: 50% of senior residents will be trained in basic computing techniques and Internet usage

Outcome 3: Engage 75% of senior residents to participate in a social activity at the Café

Intergenerational Programs

20% of seniors that completed a neighborhood survey responded with an interest in intergenerational activities. An inter-generational program that is linked directly to the schools, children, youth, and to other seniors reduces the isolation that typically plagues many seniors which is what the seniors surveyed seek.

Intergenerational Program Outcomes:

Outcome 1: 20% of seniors serving as Senior Education Mentors

Outcome 2: Development of a Youth Employment Program to support seniors

Health and Longevity

A significant concern for the seniors that completed a neighborhood survey is maintaining their ability to live independently for as long as possible. Many senior residents continue to cook their own meals and do their own shopping, even if those are physically difficult in order to remain independent. A national program that currently does not operate in the District of Columbia is the Program of All-Inclusive Care for the Elderly (PACE), which is a federally funded program that is centered around the belief that it is better for the well being of seniors with chronic care needs and their families to be served in the community whenever possible. The program serves seniors age 55 and older, and seniors must be certified by their state as needing nursing care. Almost all of the services are covered by Medicare and Medicaid.

The PACE program brings the following services directly to seniors in their homes:

- The entire continuum of medical and supportive services to seniors with chronic care needs while maintaining their independence in their homes for as long as possible
- Adult day care that offers; nursing, physical, occupation and recreation therapies; nutrition counseling; social and personal care
- Medical care provided by a PACE physician familiar with the history, needs and preferences of each participant
- All necessary prescription drugs
- Medical specialties such as audiology, dentistry, optometry, podiatry and speech therapy
- Respite and home health care

Given the many innovations of the New Communities Initiative, the District of Columbia would be a prime candidate for a federally funded PACE program. The PACE model provides seniors with the ability to age in place and retain independence. In order to implement the PACE program in the First New Community, a partner organization must be identified. PACE programs have typically been operated by hospitals, nursing homes and academic medical institutions.

Technical can be provided for the design of the infrastructure needed to provide services. The prospective PACE sponsoring organization would need to work with state and federal agencies, internal and external funding sources, community organizations and healthcare providers to assemble an operational PACE program.

Senior Health Outcomes:

Outcome 1: 50% reduction in out of home emergency health care

Outcome 2: 25% reduction in nutrition related deficiency findings

6. Community Technology Centers (CTC)

Community Technology Centers are generally facilities where computers and related communications technologies are available to people who otherwise might have little or no opportunity to use or learn to use these innovations. Individuals of all ages that completed a neighborhood survey marked technology as a beneficial program for the community. In the case of the First New Community Technology Center set in a centrally located and safe site should be linked to: local schools, the health clinic and existing computer labs in Sibley Plaza and other housing complexes. Satellite Technology Centers may be established in other locations.

The centrally located Community Technology Center should be large enough for approximately fifteen technology stations. The Community Technology Center plan design complies with the guidelines set forth by HUD's CTCNet which serves as a resource for Community Technology Centers.

To begin to build a technology savvy community the central Community Technology Center needs to be operated by a full-time technology instructor. Each Technology Center satellite site will have classes and workshops that may be taught by volunteer educators recruited from local universities, schools and other specialized educational institutions.

Community Technology Outcomes

Outcome 1: Link 75% of adult residents to email

Outcome 2: Increase technology usage by residents by 25%

B. Program Implementation and Oversight – A "Revised" Service Delivery System

To oversee the implementation of the Human Capital Plan for Northwest One, Urban Strategies recommends the creation of a Human Capital Service Consortium consisting of policy makers, philanthropic organizations, local service providers and resident leaders which would be charged to move forward the development of a comprehensive, integrated service delivery system. The service delivery system is defined as the system of commercial, retail, and community and supportive services essential to revitalizing the neighborhood.

Guided by the New Communities Initiative's general principles, the Consortium would be tasked to:

- Oversee final preparation of the Human Capital Plan and Implementation Strategy
- Develop policy recommendations for the integration of supportive services, community amenities and physical development
- Review gaps and saturations in resources and community assets and services
- Prioritize goals and activities to maximize resource allocation
- Monitor ongoing progress against outcomes

The Consortium members should be policy makers, lead personnel from key public and private stakeholders. The members must have the responsibility and the authority to move the planning forward, drive implementation and bring resource potential to the implementation strategy. The Consortium should be staffed and have a technical assistance team available to support initiatives. Over time the Consortium should transition to staffing by agency personnel.

Innovations in Resourcing Human Capital Plans

Long term, the successful implementation of the HCP outlined is dependent on maintaining the integration of the many services and amenities that the goals and activities in the plan address and finding the funding to support the innovations. Several communities with similar kinds of efforts have found that establishing four policy directions can assist in keeping the integrated approach in place and aid in guiding the transformation efforts. An example of the essential policy directions can be taken from a Missouri effort called Caring Communities. The policy directions, to the Human Capital Consortium and the governmental agencies responsible for implementation are:

- Being accountable for achieving results
- Bringing services closer to where families live and children attend school
- Active community involvement in decisions that affect their well-being
- Using dollars more flexibly and effectively to meet community needs

Evaluation

As with any program, the Human Capital Plan must continually be evaluated to measure success and gauge effectiveness. Community needs evolve and policy changes will continually affect the scope of such a Plan. Proposed initial comprehensive evaluation elements should include:

A. Impact on the lives of residents

Consider the impact of all aspects of the Human Capital Plan and Physical Revitalization on the lives of residents; nature and extent of counseling services and outcomes of service received; an assessment of housing resources received including adequacy, quality and tenant satisfaction.

B. Nature and extent of economic development generated in the community

Evaluate at lease two components of economic development. First, the effects of the physical revitalization on the immediate neighborhood, and second, the economic impact on the current residents. Research should be conducted on improvements in neighborhood's retail activity and investors' confidence. Residents' ability to access employment in the community or through employment training and supportive services should also be evaluated.

C. Effects of revitalization on surrounding communities including spillover revitalization activities

Assess the economic development impacts of the revitalization including City income tax revenues generated, property tax changes, property transfer prices, changes in investment property adjacent to the development, building permits issued, and applications for home improvement loans before and after the revitalization of Northwest One.

D. Success at integrating the physical and social aspects of the revitalization and achieving goals of the program

Design a framework to assess project outcomes related to the principles of the revitalization including new urbanism, mixed-income/mixed-finance approach, participation of other stakeholders, etc.

Human Capital Budget (Estimated Over Five Years)

Program Area	Recommended Providers or Partners	NCI Expense	Leverage
Program Implementation	Procurement	$437,570	$00.00
Economic Opportunities	Partnership between appropriate city agencies	$2,160,00	$325,000
Education & Recreation	DCPS, DC Nationals, Parks and Recreation and DHS	$1,825,000	$1,675,000
Safety & Security	Local CDC, Public Safety, Attorney General's Office and Public Works	$1,117,570	$150,000
Physical & Mental Health	Local University Nursing Program	$500,000	$500,000
Senior Programming	Partnership between appropriate city agencies	$900,000	$3,050,000
Community Based Tech	Partnership between appropriate city agencies	$750,000	$00.00
Evaluation	Local university	$135,000	$00.00
TOTALS		$7,825,140	$5,700,000

Development and Finance Strategy

DRAFT 11.11.05

PROPERTIES

1. SURSUM CORDA COOPERATIVE
   Sursum Corda Cooperative

2. TEMPLE COURTS
   Temple Court Associates, LP
   (Bush Construction Company)

3. GOLDEN RULE
   Golden Rule Center
   (Bible Way Church)

4. TERRELL/WALKER JONES SCHOOLS
   District of Columbia Schools

5. NCRC/RLARC

6. SIBLEY PLAZA
   45 K STREET
   DCHA

7. NORTH CAPITAL STREET, NW
   DHCD

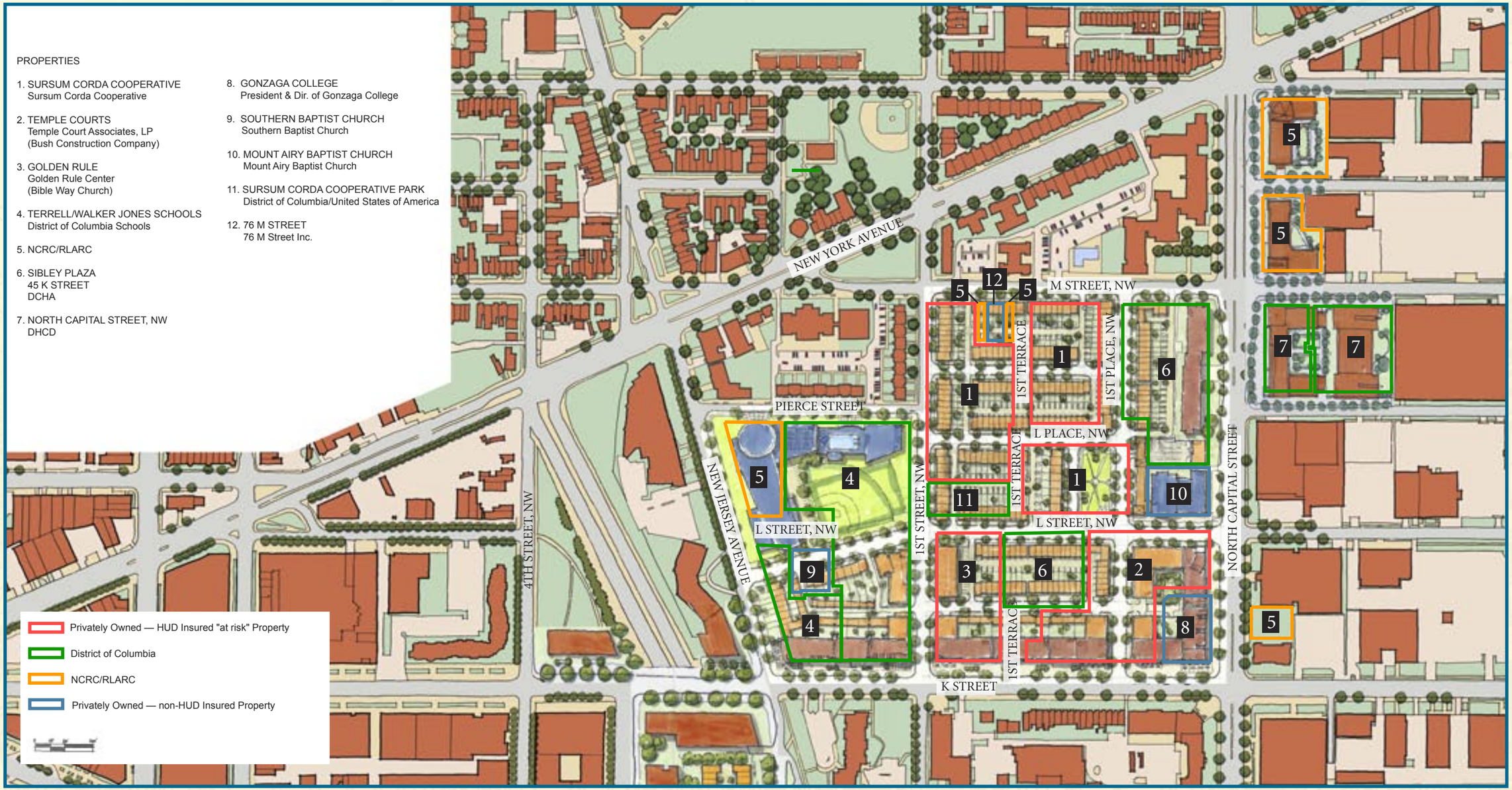
8. GONZAGA COLLEGE
   President & Dir. of Gonzaga College

9. SOUTHERN BAPTIST CHURCH
   Southern Baptist Church

10. MOUNT AIRY BAPTIST CHURCH
    Mount Airy Baptist Church

11. SURSUM CORDA COOPERATIVE PARK
    District of Columbia/United States of America

12. 76 M STREET
    76 M Street Inc.



Development and Finance Strategy

1. **Development Program**
2. **Site Control**
3. **Phasing & Relocation**
4. **Schedule**
5. **Sources & Uses**

The Development and Finance Strategy section of the NW1 Redevelopment Plan describes in general terms the proposed development program, site control, phasing and relocation, schedule and estimated sources and uses of this redevelopment effort. The Redevelopment Plan is comprised of three components:

- Master Plan (a physical redevelopment plan)
- Human Capital Plan
- Development and Finance Strategy

The Redevelopment Plan is the result of the Guiding Principles executed on January 31, 2005 between the District and Northwest One Council. The Development and Finance Strategy that has emerged out of months of weekly and intensive community meetings constitutes an outline of the action steps required to bring the Redevelopment Plan to life as a living, breathing New Community. The Master Plan contemplates almost 1,700 new units of housing (over 1,000 new units of affordable housing). The total estimated cost of the NW1 Redevelopment Plan when fully realized will be approximately $550 million and will be constructed in phases over a five to seven year period.

The NW1 community meetings have been managed by a Steering Committee. The Steering Committee is comprised of community residents and stakeholders and District officials. The Co-Chairs of the Steering Committee from the District's side are Robert C. Bobb, City Administrator, and Stanley L. Jackson, Deputy Mayor for Planning and Economic Development.

1. Development Program

The purpose of the Master Plan is to provide a vision for physical redevelopment. The purpose of the Human Capital Plan is to provide a roadmap for the rebuilding the human and social capital of the neighborhood. The Master Plan has two development elements, in addition to other considerations such as transportation planning recommendations: housing and neighborhood amenities.

- **Housing**

The housing units called for include mixed-income, mixed tenure and mixed product type.

Mixed-Income – the proposed redevelopment contemplates approximately 1,698 new units – of which one third are to be deeply subsidized units, one third are to be affordable moderate income / workforce housing units, and one third are to be market rate units. All phases of the development must include this approximate mix of incomes from the beginning to successfully integrate and create a truly mixed-income neighborhood.

Mixed Tenure – the proposed redevelopment includes rental units and for sale units.

Mixed Product Type – the existing and new residents that will live in the new community will demand and be offered a variety of product types, including townhouses, mid rise apartment buildings and high density buildings including both condos and apartments. A key Guiding Principle agreed to by NW1 and the District is that replacement units for existing subsidized families will be of a type and size appropriate to their household size and compositions. The mix of product types – all of high quality architectural and design choices – is critical in meeting the diverse needs of families, seniors and new residents to the area. The market analysis located in the Appendix describes in detail the types of amenities and likely price points to be supportable by market demand in the area.

- **Neighborhood Amenities**

It takes more than new housing units to make a healthy mixed-income community and a neighborhood of choice for residents of diverse income patterns; sufficient amenities are also required to attract all residents. The amenities contemplated in the redevelopment vision include:

- a new 100,000 sf K-8 school in place of the outdated Walker Jones Elementary School and Terrell Junior High;
- a new state-of-the-art recreation center linking the housing units of the new neighborhood with the new school, ball fields and open green space;
- a new library, likely to be located on K Street;
- new community "pocket" parks and tot lots
- a new community health center, likely to be located on K Street; and,
- approximately 95,000 sf of neighborhood serving retail and other commercial uses.

2. Site Control

The land needed to build the development program described above includes approximately 28 acres. Approximately 60% of this land area is publicly owned and 40% is privately owned.

The land required includes parcels within the area bounded by K Street to the south, North Capitol Street to the east, M Street to the north, and New Jersey Avenue to the west – and also includes three publicly owned parcels along North Capitol Street. The publicly owned land is owned by District of Columbia, the DC Housing Authority (DCHA), the National Capital Revitalization Corporation (NCRC or RLARC) and District of Columbia Public Schools (DCPS).

Three privately owned HUD-insured properties within the Redevelopment Plan area – Sursum Corda Cooperative, Temple Court and Golden Rule Center – comprise approximately 10.13 acres, or 90% of the six privately owned parcels of land necessary for the redevelopment.

The critical development issue involved with the implementation of the NW1 Redevelopment Plan is site control.

To begin, the District must either (a) assemble the necessary properties and/or (b) negotiate development agreements with the owners of existing properties that control both what is developed on the parcels in the future as well as a complex set of contractual arrangements including but not limited to income mixing and human capital supportive services programming executed in a coordinated fashion across the entire redevelopment area.

Because of the scope, interconnectedness and complexity of the execution of the Redevelopment Plan, it is highly recommended that the District – including its public partners – assemble all the land in order to be able to effectively plan, control and implement phasing, demolition, relocation, site preparation, the construction of public infrastructure improvements and new neighborhood amenities needed to achieve the outcome of a New Community. Moreover, assembling all the land will likely be far less costly to the District than the compensation required to incentivize individual developers and property owners to achieve the same outcomes.

The map on page 38 depicts the Master Plan that emerged from the community design workshop in July overlaid on top of existing property lines, illustrating the importance of site control.

The District must be careful to plan for both mixed-incomes in all properties and a neighborhood of reasonable density for the families and residents who live there.

A critical risk is ensuring that incomes can be mixed across the existing properties in a fashion that enables a neighborhood of reasonable and not excessive density for families living there today. Based on the one-third deeply subsidized, one-third affordable income/workforce and one-third market rate housing vision, there are two choices:

1. dramatically increase density on each parcel; or,
2. mix incomes across properties.

If the District cannot mix incomes across properties by integrating the Section 8 units among all phases of the new, larger, 28 acre community, there is a serious risk that the density would have to be increased to an excessive level to achieve income mixing.

Generally in the United States, past experience with urban renewal has sometimes led to the unfortunate location of low income families in high density settings with indefensible space, lack of recreation areas for children and teenagers, and corridors where residents disappear behind anonymous apartment doors instead of parks where residents of all backgrounds and incomes can intermingle and keep "eyes on the street." This experience has led too often to the proliferation of bad outcomes for all and an environment in which certain social pathologies such as crime and drugs have been allowed to fester.

Sursum Corda has been no exception. One of the main problems that has afflicted Sursum Corda and the NW1 neighborhood has been the lack of defensible space and insufficient "eyes on the street."

It is much more likely that the District will be successful in mixing incomes throughout all phases of the entire New Community and across property lines at a reasonable density if the District and its public partners gain control of all necessary sites.

A key factor in the recommendation to assemble all the properties is the need to mix Section 8 units across many properties in the new 28 acre, 1,700 unit community, since currently all five hundred plus Section 8 units are concentrated in a single ten acre area.

If the Section 8 units cannot be integrated across property lines today, then in the future there could be certain buildings that will be known as "Section 8 buildings" and certain buildings known as "market rate buildings." If this occurs then the District will have failed to create a vibrant mixed-income community that will become a neighborhood of choice for years to come for residents of all income levels. To preclude this unfortunate outcome it is recommended that the District create a redevelopment plan or small area plan that reinforces the zoning/density requirements needed to achieve the New Community.

Therefore the ability to mix incomes throughout all phases (and across existing property lines) is vital to achieve the goal of an integrated healthy community in which families may live in units that are appropriate for families and in which interior spaces are defensible.

3. Phasing and Relocation

The District committed in the Guiding Principles to maximize the number of one-time moves for residents and to minimize any potential temporary displacement. In order to uphold this commitment, a so-called "Build First" strategy is vital. "Build First" means the new housing along North Capitol Street would be built before any existing housing is demolished. Build First needs to be coupled with District assemblage so the District can begin the process of deconcentrating Section 8 deeply subsidized units. In turn, extremely careful planning would ensure that few if any subsidized residents would be forced to temporarily move out of their existing homes during the redevelopment process. Both the District and community residents feel it is crucial to Build First to overcome a potential pitfall sometimes associated with HOPE VI redevelopments – that families move away and become "lost" in the redevelopment process.

The District controls three key parcels on North Capitol Street which should be the sites for Phase 1. The following table summarizes the preliminary recommended phasing plan:

NW1 - Preliminary Unit Counts by Proposed Residential Phasing

Phase	Description	High Density 1 and 2 BR	Low Density 2 and 3 BR	3 and 4 BR Townhouses and 2 BR stacked flats	TOTAL
Phase 1	Two NCRC sites on North Capitol Street	360	0	0	360
Phase 1A	DHCD site on North Capitol	272	0	0	272
Phase 2	Site in Opportunity Area to be determined	0	0	98	98
Phase 3	DCPS School site, Southern Baptist Church, and NCRC/other sites on New Jersey and K and new L street	160	50	22	232
Phase 4	Temple Court/45 K Street/Gonzaga/ Golden Rule area	405	94	62	561
Phase 5	Sursum Corda/Sibley low density area	0	0	175	175
	TOTAL	1197	144	357	1698

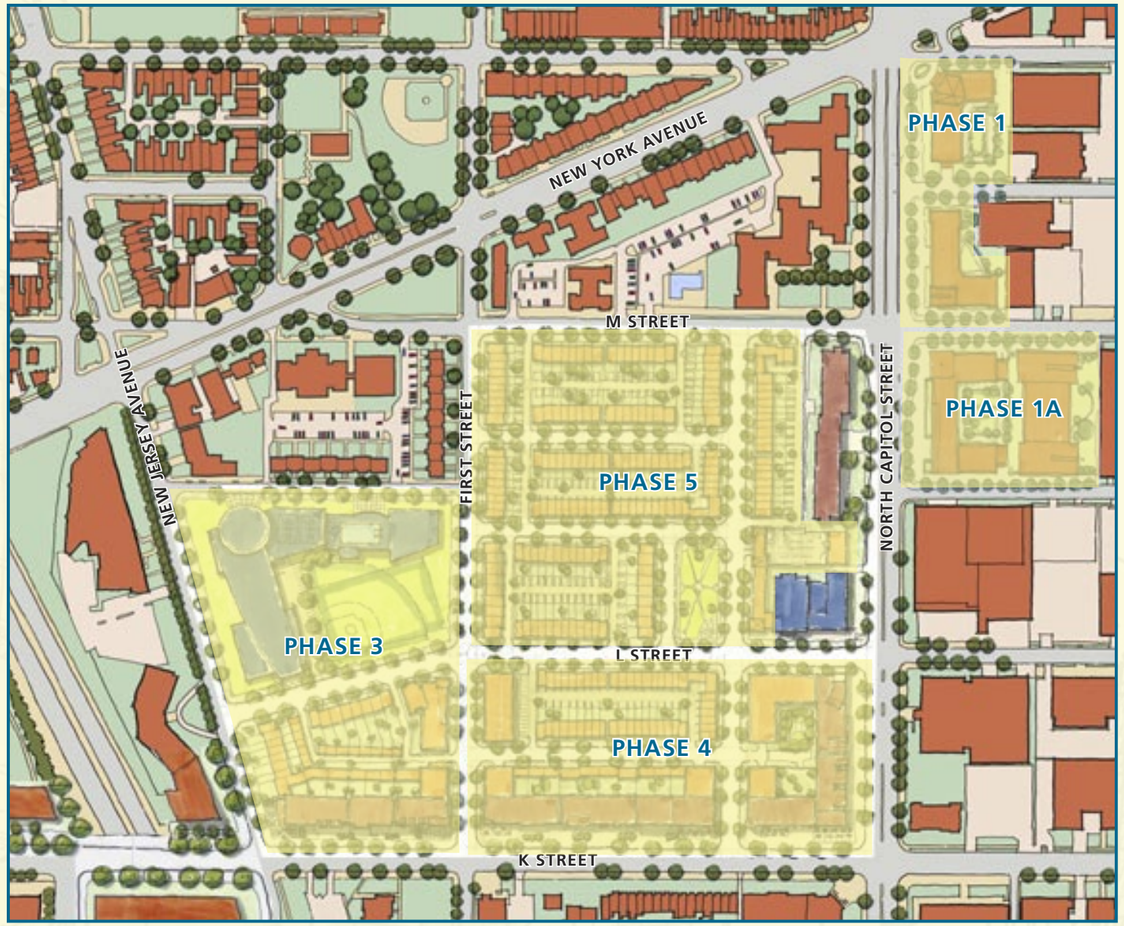
The key consideration of the preliminary phasing plan is to phase and implement the development in a way that honors the right to stay Guiding Principle for the residents of existing subsidized housing developments and to minimize temporary relocation of existing residents while ensuring a mixing of incomes from the beginning. The project underwriting assumptions presume certain condominium sales prices and market rate rental rates to cross-subsidize some of the affordable and low income units. A high quality housing product, planned new neighborhood amenities and mixing of incomes from the beginning will show that the new neighborhood is a desirable place to live. This market demand is a critical component of the financial underwriting assumptions. The proposed financing approach uses the profits from market rate units to reduce the necessary public subsidy for affordable housing.

It will be important to carefully stage and sequence new development and plan resident moves in such a way that residents' housing needs are met but also so that closing down the various properties happens in a planned but expeditious manner to allow demolition, site preparation and public infrastructure to be undertaken so there are not significant gaps in development phasing. The chart below proposes a preliminary phasing plan based on the assumption that the District and its partners would acquire and own all the underlying property:

NW1 - Preliminary Relocation Plan Based Upon 1 for 1

Physical Replacement of 527 Existing Units and 100% Occupancy of all 527 Units

	Total Units Built	Unit Type	Deep Subsidy Units	% Deep Subsidy Units	Move Ins from	Units Reserved Each Phase	Unit Type Still Occupied
Phase 1	360	High Density 1/2 BR	119	33%	Temple Court	100	80
					Golden Rule	19	22
Phase 1A	272	High Density 1/2 BR	90	33%	Temple Court	80	0
					Golden Rule	10	12
Phase 2	98	Low Density TH 3/4/5 BR	39	40%	Temple Court	25	14
					45K/Turnkey	14	14
Phase 3	160	High Density 1/2 BR	53	33%	Golden Rule	10	2
					Sursum	43	30
	72	Low Density TH 3/4/5 BR	29	40%	Temple Court	14	0
					45K/Turnkey	14	0
					Sursum	1	125
Phase 4	405	High Density 1/2 BR	134	33%	Sursum	30	0
					76 M	24	0
					Excess	80	
	156	Low Density TH 3/4/5 BR	62	40%	Sibley Low Density	16	0
					Sursum	46	79
					Shortage	79	
Phase 5	175	Low Density TH 3/4/5 BR	70	40%	Sursum	70	9
					Shortage	9	



Phasing Map

4. Schedule

The following initial project schedule suggests a timeline for beginning and completing this redevelopment:

NW1 Proposed Schedule	
Period	Redevelopment Activities
Jan - June 2006	Site Control negotiations and Development Agreement negotiations
	Sale of Housing Production Trust Fund bonds
	Purchase and Sale Agreements
June - Dec 2006	Land disposition, selection of master developer(s)
	Negotiation of any remaining Development Agreements
	Exclusive Rights Negotiating Period with master developer(s)
	Close on master development agreement(s)
2007	Development begins on Build First parcels along N. Capitol (Phase 1 and 1A)
	Pre-Construction, Entitlements and Permitting for redevelopment
2008 - 2013	Finish Phase 1
	Execute Phase 2-5 of the Redevelopment

5. Sources & Uses

Preliminary financial estimates have been prepared through the analysis of three categories of data:

1. sale price and rental rate estimates from a market analysis commissioned specifically for the NW1 project;
2. cost estimates from comparable developments led by the Housing Authority and construction cost data provided by local architects; and,
3. financial underwriting assumptions prepared by McCormackBaronSalazar (MBS).

There are three key categories of costs in the Uses of Funds:

- upfront public investments;
- land costs; and,
- development costs.

Upfront public investments suggested include:

Preliminary Estimated Upfront Public Investments	(Total in $ millions)
Additional Master Planning/Refinement (over 2-3 year period)	$1.5
Relocation (approximately $3,600 per occupied unit)	$1.8
Demolition / environmental remediation/site prep [1]	$5.3
Public Infrastructure Design and Construction [2]	$12.5
Public Management & Oversight [3]	$3.0
Human capital & Workforce Planning and Implementation [4]	$7.0
Total	$31.1

Notes
[1] Demolition/asbestos removal @ $5,000 per unit, environmental remediation @ $250,000, and site preparation @ $125,000 per acre
[2] Allowance - requires further analysis and estimate
[3] Costs of 3rd party program management over 4-5 year period
[4] District share of $10M program over 7 years which will require fundraising from foundations

Land costs have been estimated and can be discussed with Council. Further provision of data in this document is counterproductive since the District faces imminent land negotiations for site control.

Development cost estimates are included in the following comprehensive uses of funds:

Preliminary Estimated Sources and Uses Subject to Change as Market Conditions Evolve [1]		
Development program: 1,698 units, 95,000 retail		
USES OF FUNDS	Total (in $ millions)	% of Total
Hard Costs	$304	55%
Soft Costs	$91	16%
Land	$132	24%
Up-Front Public Investments (see table above)	$31	6%
TOTAL USES OF FUNDS	$558	100%
SOURCES OF FUNDS		
Senior Debt	$214	38%
Tax Credit Equity	$85	15%
Net Proceeds from Condo Sales-154 units	$55	10%
Leaseholds on Land	$85	15%
Housing Production Trust Fund Bond proceeds [2]	$120	22%
TOTAL SOURCES OF FUNDS	$558	100%

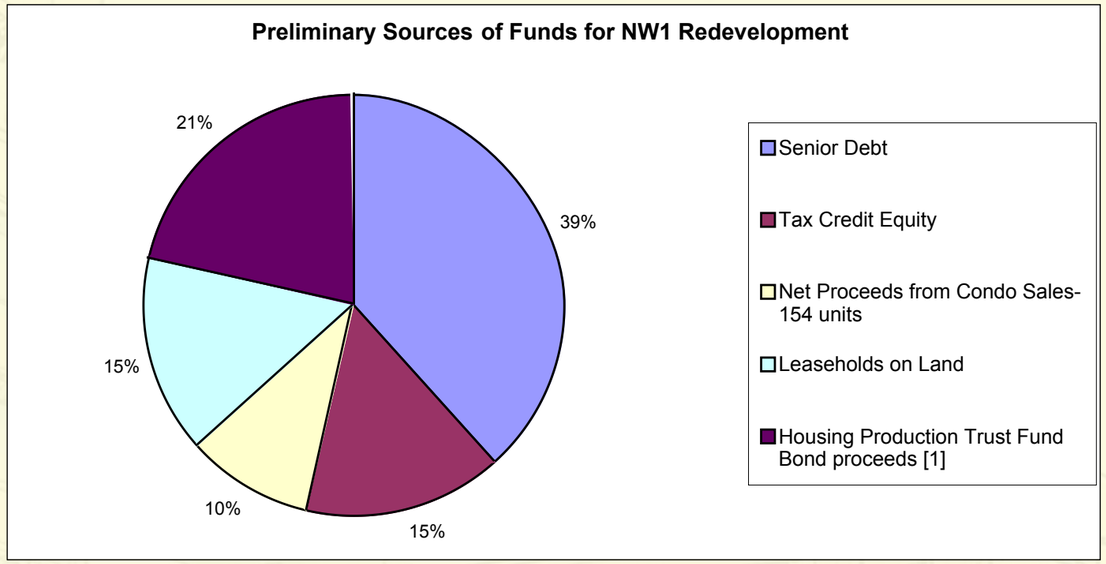
[1] Preliminary Estimated Sources and Uses were calculated on the basis of a market analysis, local construction cost data and DC Housing Authority experiences with HOPE VI projects. The preliminary estimate is only an estimate and is subject to change as market conditions evolve.

[2] Housing Trust Fund bond proceeds break-out

Housing Trust Fund bond proceeds are allocated to the following uses:		
Soft Second Mortgages for affordable housing home ownership	$4	4%
Development Gap, Property Acquisition to fund affordable housing	$75	68%
Up-Front Public Investments (see table above)	$31	28%
Subtotal	$110	100%

Notes
Development Gap and Property Acquisition are represented togetherto protect the District's interests in ongoing land negotiations.
Sources and uses are represented as $558M for rounding purposes.

In graphical form, the proposed sources of funds are:



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