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Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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file DC

D.C. AGENDA

INTERIM REPORT

presented to

The D.C. Task Force

April 1996

DC AGENDA FRAMEWORK

Steering Committee

Executive Committee

Support Corporation

AGENDA FOCUS AREAS

Economic Development	Public Education	Health Care	Youth, Family Neighborhoods	Fiscal and Governance	Public Safety

Priority Action Projects

- Charter Review Commission
- Cost Impact of Federal Presence
- Underfunded Pension Liability
- Greater Tax Equity
- Economic Development Corporation
- Neighborhood-Based Service Delivery System
- Create new Urban Villages
- Youth Investment/Anti Violence Strategy
- Five-Year Community Education Reform
- Increased Parent & Community Involvement
- Public Charter Schools
- Alternatives to Juvenile Detention
- Expanded Community Policing
- Public Health Systems Reforms
- Neighborhood-Based Primary Health Care
- Special Initiatives

I. CIVIC PROCESS

Background
The D.C. Agenda Project was formed with the aim of developing a practical Blueprint for Action that addresses the most pressing fiscal, social, and economic problems facing the Nation's Capital. A cooperative effort involving both the public and private sectors, this blueprinting process is intended to produce concrete proposals that can guide city-wide collaboration.

The D.C. Agenda Project was initiated by the Federal City Council, in part, as a result of former President Jimmy Carter's speech at the Council's 1992 Annual Meeting. At that meeting, President Carter posed the question: "How many of you believe that if you simply work harder at the civic projects you're working on, you will be able to significantly improve conditions in the Nation's Capital?" Not a single one of the more than 200 business, civic, philanthropic and political leaders present raised a hand, which prompted President Carter to say: "If you have no confidence in the strategies you're pursuing, you had better try something else."

Project Elements
The Federal City Council's leaders thus sought to stimulate the development of a new approach to community problem solving, which was to involve a broad cross-section of stakeholders. After initial research, it was determined that the project design should include four stages, listed below.

- First, a situation analysis providing a clear exposition of the facts:

    1) the Greater Washington Research Center migration study, "Comings and Goings in the Washington Area - Report No. 1: Impact of Migration on the D.C. Population", April 1994;

    2) McKinsey & Company/Urban Institute study of the economic and financial conditions of the District, "Assessing the District of Columbia's Financial Future", October 1994;

    3) surveys concerning D.C. and suburban residents' opinions on the District's situation in The Wirthlin Group survey of D.C. residents and suburban neighbors, "Public Attitudes Toward Issues Facing Washington, DC", November 1994.

- Second, a series of focus groups to come up with preliminary recommendations in half a dozen subject areas.

- Third, a preliminary set of near-term and long-term recommendations derived from the six focus groups.

- And finally, a reconvening of the entire group to develop a consensus driven Action Blueprint.

Unlike previous efforts to focus on problems in the District of Columbia, the D.C. Agenda project is guided by a strong commitment to several core values, including:

- A comprehensive approach to solving the District's economic, political and social problems

- Inclusiveness of all points of view and facets of the District's community in the development of the strategic plan and follow up actions

- Shared ownership of the direction and responsibility for change by citizens, business, political and civic leaders

- A focus on actions that are "doable," resulting in concrete outcomes that can be achieved in the relative near term.

Focus Areas
The project has identified a set of initiatives aimed at reducing the overall cost of government and improving the way basic services are provided. This is considered essential to stem the exodus of middle class taxpayers. The areas targeted for action are grouped into the following areas:

- To improve the efficiency of the District of Columbia government and concurrently to improve the District's financial and other relationships with both the region and the federal government.

- To create a well grounded and feasible economic development plan to guide efforts to enhance the city's tax base and ultimate fiscal health

- To improve the overall quality of life for District residents, with particular emphasis on public safety; public education; health; and youth, family and neighborhood development, particularly in and around public housing projects.

- To improve the effectiveness of basic services and supports available to all District citizens.

II. ACTION PRIORITIES

In a September 1995 city-wide convening at George Washington University a significant amount of consensus was gained about action recommendations for the District. The convening marked the beginning of the D.C. Agenda implementation phase. The Executive Committee of the D.C. Agenda Project, comprised of Co-Conveners of each focus area, has refined a list of 1 - 3 priority recommendations for each focus area. Judy Meltzer, Center for the Study of Social Policy, drafted a paper titled, *Priorities for Washington's Future*, now in its third iteration, which describes the action recommendations, lead entities, and timelines. Finishing touches are being made and the final version will be distributed to all D.C. Agenda Project participants and other key stakeholder groups for incorporation into agendas. The priority recommendations are included in the attached matrix of the Priority Action Items & Lead Entities/Primary Partners.

Common Themes of Priority Recommendations
Although the *Priorities for Washington's Future* identifies key actions to be taken in each of six major focus areas, there are eight themes which strategically link all of the proposed initiatives to form a critical mass for broad-based community mobilization.

First, the *Priorities* reflect a long-term commitment to community building in the District of Columbia. This will require the development and nurturance of constructive working relationships between the District government, the Congress and the Federal government as well as new forms of collaboration between the public and private sectors, among the business, religious and civic communities and among the diverse racial, economic and ethnic groups that reside within the District. All of the many constituents who make up the Nation's Capitol have a role to play in helping the District move in a new and more helpful direction. However, no group's actions, in and of themselves, will be sufficient to achieve this end. Building a revitalized community will require sustained commitment and action over several years by all of the District's partners.

Second, securing the District's future will require an investment in improving the quality of local governance and building the technical capacities in both government and the private sector to promote and sustain an agenda for change. While a "lead agency" will be identified to provide leadership for implementing each of the priority actions, the D.C. Agenda Project is committed to spearheading and coordinating actions necessary to support lead agencies and collaborations in the implementation of the strategic plan over a multi-year period.

Third, in each focus area, the *Priorities* incorporate the necessity to improve the accessibility, efficiency and effectiveness of governmental services and to make service providers accountable to District residents for results. All of the focus group input into the *Priorities* emphasized the need to dramatically improve the provision of basic services to District residents. Making governmental services work for our citizens is a necessary precondition for the kinds of broad scale community involvement that is essential for improving the District's quality of life and the futures for the District's children and youth.

Fourth, although the *Priorities* include specific action steps related to economic development, the need to stimulate the economy and promote more and better jobs for District's residents cuts across the other recommendations as well. Revitalizing the economy, promoting economic development in all of the wards and neighborhoods of the District and insuring that job training and jobs are available for District residents must remain at the core of the strategic plan.

Fifth, the *Priorities* in each of the areas reflect a commitment to building and revitalizing neighborhoods through strengthening local participation in governance and decision making involving neighborhood and community groups, and through the decentralization of many governmental services.

Sixth, while the *Priorities* in each focus area are intended to secure a quality future for all Washingtonians, this cannot occur without a strong and unequivocal commitment to improving conditions that affect outcomes for the District's most vulnerable residents, including especially its children and youth. Consequently, in each area of priority action, there is an emphasis on quickly launching initiatives which can improve conditions for the most vulnerable citizens in the District.

Seventh, the *Priorities* recognize the need to create new regional alliances that can harness all of the talents in the District and the Region. Washington, D.C., as the nation's capital, sits within a metropolitan region whose vitality and economic health are inextricably intertwined. Solving the District's problems will require commitment and working partnerships between the District and its regional neighbors in Virginia and Maryland. Political, civic and business leaders in the Washington suburbs must engage with their counterparts in the District in a serious search for regional solutions to regional problems such as solid waste disposal, financing mass transit and arterial highways, improving air quality and linking employment opportunities to those who need jobs. These kinds of problems do not respect political or geographic boundaries and they must be addressed on a regional basis.

Finally, underlying the *Priorities* is a belief in the importance of empowering District residents to contribute to the city's future. The inclusive process used by the D.C. Agenda Project to create the strategic plan reflects the high value placed on citizen involvement and participation and the conviction that the permanent renewal of the District will require sustained support and assistance from not only the District's political, economic and civic leadership but from its citizens as well.

III. SUPPORT FRAMEWORK

The successful implementation of the D.C. Agenda Project's 16-point action blueprint requires a strong and capable support framework. A new entity, the D.C. Agenda Support Corporation, is being formed to facilitate and coordinate the action steps of this multi-faceted plan. The role of D.C. Agenda is to:

- Exercise ongoing leadership in support of the action priorities
- Coordinate implementation strategies and activities
- Keep media and the broader community informed
- Act as an intermediary to generate resources to support lead entities and provide technical assistance
- Provide a continuing focus on citizen and community education and volunteer services
- Establish and evaluate desired outcomes for the initiatives.

The broad functions required to carry out this role are fourfold: Project Support and Assistance, Secretariat, Special Initiatives, and Resource Development.

Project Support and Assistance
This function includes facilitation and coordination of collaborative partnerships; research; policy planning and strategy development; program design; and other activities to support and assist the designated lead entities in the implementation of the action priorities.

Secretariat
This function is to provide staff support for the civic infrastructure, including:

- Participant communications and convenings of community meetings
- Steering Committee and Executive Committee communications, mailings and meetings
- Staff support for project task forces and work groups
- Board of Directors meetings and communications.

Special Initiatives
In this role, D.C. Agenda will undertake special initiatives as needed, including assistance for policy planning and strategy development; and incubation of new projects. Target initiatives include: welfare reform and policy planning; development of an institute for government and community capacity building; and establishment of an education reform clearing house.

Resource Development
This function includes the identification and brokering of funding and other resources for initiatives and for core operational support of the D.C. Agenda Support Corporation.

IV. IMPLEMENTATION PROCESS

D.C. Agenda's first quarter implementation activities have reflected the need to reinforce the networks of relationships established during the civic process. We have sought to accomplish the following primary objectives: 1) enlist the support and ownership of key decision makers, 2) identify and establish partnerships with stakeholders, 3) develop areas of specific program focus, 4) identify and solicit additional funding sources, and 5) develop the governing board.

Board Development
Efforts to create the governing board have been exhaustive and deliberative. While the initial plans called for a small, "shirt sleeves" board, that thinking has been recast in favor of a larger, more representative board that both embraces and expands D.C. Agenda's civic framework. The proposed Board of Directors will consist of approximately 30 full members and eight ex-officio members representing a broad, carefully selected mix of civic, business, community and governmental representation to form a new kind of leadership and resource group for the city.

Board recruitment has been approached through a series of individual briefings designed to inform or update prospective members of D.C. Agenda's mission and strategic approach to implementation of the action priorities. The primary objective is to build a support collaborative comprised of individuals committed to transforming the District of Columbia who will provide leadership in implementing the Priorities for Washington and other initiatives that evolve out of the D.C. Agenda civic process. So far, each person who has been approached has enthusiastically accepted the invitation to join the board.

Action Projects
In addition to recruiting board members, the strategic briefings have explored the roles and relationships that could or should exist between D.C. Agenda and various stakeholders with regard to implementation of the action priorities. Clearly, this is an evolving process that, in many instances, will be refined and renegotiated over time. Yet, even in this early developmental stage, a number of important initiatives have been identified and are actively underway. More detailed information is included in the Appendix. The summaries below describe various projects and identify the role of D.C. Agenda.

A. DC Forum for Collaboration and Support
D.C. Agenda is one of the sponsors, along with Project PACT, the Foundation for the National Capital Region, D.C. Enterprise Community and the D.C. Community Prevention Partnership, of the formation of the DC Forum for Collaboration and Support. The DC Forum is intended to provide a support framework community-based partnerships and collaboratives engaged in comprehensive community building across DC neighborhoods.

The initial thrust of the Forum is to advance the integration and coordination of juvenile crime and violence prevention programs and services at the community level by fostering integrated planning and a centralized information system. The support system would initially link programs in the Enterprise Community target areas and, ultimately, with prevention efforts in other District neighborhoods. The DC Forum has applied for a $150,000 grant from HUD's Ounce of Prevention Program to support an estimated $205,000 budget for an 18 month start up period. As leader of the city's Project PACT, U.S. Attorney Eric Holder is brokering for the award of the grant to the Forum. The director of the Forum will be housed in D.C. Agenda's offices. Seventeen community based programs, the Metropolitan Police Department, and DC Public Schools have asked to be program affiliates. The DC Forum will develop and manage the framework for implementing the citywide youth investment and violence prevention strategy.

A planning retreat, financed by Project PACT/DC Office of Grants Management and the Foundation for the National Capital Region, is scheduled for April 11-13th.

B. Welfare Reform

At the request of the Director of the Department of Human Services, D.C. Agenda has agreed to help structure a public-private collaborative process for planning welfare reform in the District of Columbia. The overarching planning approach is to be a comprehensive, citizen-involved effort, using as its nucleus, the 1995 City Council legislation sponsored by Linda Cropp, projections of what will come out of Federal welfare reform legislation, lessons learned from regional and other jurisdictions, and direct input from current recipients.

The principal elements of the planning process are expected to include: 1) a broad-based task force including recipient representatives, 2) a Recipient Panel of Advisors, 3) a series of focus groups sessions, 4) listening panels, 5) technical analysis, 6) a summit on policy options for providing opportunities and a safety net for low-income families in the District, and 7) a written report. The preliminary budget for the six month process has been estimated at $120,000. DHS has committed to fund up to $100,000 of the costs associated with the planning effort. D.C. Agenda's role will be to recruit participants, staff the civic process and facilitate technical support. This project relates to several key issues addressed in the action priorities, including restructuring human service delivery systems, stimulating neighborhood economic development, and enhancing employment and training opportunities.

C. Public Education Reform Efforts

In an effort to explore ways D.C. Agenda might assist in improving the community's capacity to implement public education reforms, a series of meetings have been convened over the past three months with key stakeholder groups, including the Committee on Public Education, Parents United, the Washington Lawyers' Committee, Goals 2000, citywide PTA, and DC Public Schools. Increasing parent involvement is emerging as the first point of emphasis, and a preliminary plan for accomplishing this is being developed.

A companion effort is the Public Education Reform Partnership, a one-year project to develop capacity for systematically planning, coordinating and funding public education reform efforts in the District. This initiative is a collaboration between the Public Education Working Group of the Washington Regional Association of Grantmakers (WRAG), DC Public Schools and D.C. Agenda. D.C. Agenda will house the Partnership director and will make available support staff, equipment, and access to its advisors, senior staff and other resources. Among the several roles to be played by the director is staffing the convenings of a broad range of public and private entities concerned with public education reform in the city. The Public Education Reform Partnership will help facilitate implementation of the action priorities that address public education. The first year's budget is $89,000, which is being funded by several funders who are part of the WRAG Public Education Working Group. Recruitment for the director is underway.

D. Health Care Reform
D.C. Agenda continues to staff and monitor the civic process of the Federal City Council's Health Care Advisory Group, which is exploring the feasibility of implementing the reform measures called for in the action priorities, i.e., neighborhood-based primary health care and establishment of a public benefits corporation. The next step planned by the Health Care Task Force is to brief Mayor Barry on issues relating to the District's emerging reform proposals.

E. Economic Development
The Federal City Council has assumed the role as lead entity to explore the creation of a public-private economic development corporation to coordinate major federal, regional and local economic development efforts. D.C. Agenda will identify and promote opportunities for linkages with existing or prospective activities, with a particular focus on neighborhood economic development projects. Preliminary discussions in this area have been held with District government, the National Capital Planning Commission and the Receiver for Public Housing.

At the request of the Mayor's Chief of Staff, who is also Acting Assistant City Administrator for Economic Development, D.C. Agenda, in collaboration with all of the city government economic development managers, will sponsor creation of a process for planning comprehensive neighborhood development. This planning will be the basis for the work of the Neighborhood Development Administration of a proposed new Department of Business Services and Economic Development. The first step of this process began with a briefing on D.C. Agenda for D.C. government planning and development managers. The next step is a planning session to begin designing an approach to accomplish the work.

F. Neighborhood-Based Child Welfare System
Jerome Miller, the Receiver for Child Welfare, has identified as his top priority the development of a community-based system of care for children and families. This corresponds directly to D.C. Agenda's action priority which calls for the creation of a neighborhood-based service delivery system that reorganizes, decentralizes and integrates existing human services programs. Miller has designated the Marshall Heights community as the first of four neighborhoods to inaugurate the neighborhood-based service delivery system. D.C. Agenda has participated in discussions with Miller, Marshall Heights representatives and staff from the Center for the Study of Social Policy, which proposes to provide technical assistance to the four neighborhoods and for a citywide effort.

Utilizing the work done by the Healthy Families, Thriving Communities Steering Committee and the Consortium on Child Welfare, D.C. Agenda will help to form a city-wide working group that will promote neighborhood experimentation and help guide, support and leverage the Receiver's efforts. This will be done in the overall context of the reorganization of the city's human services delivery systems.

G. Fiscal and Governance
The Federal City Council has established a Charter Review Committee, which has held an initial meeting to begin exploring revisions to the Home Rule Charter as identified in the action priorities. This initiative will work with the D.C. Agenda Executive Committee to plan a strategy for this effort, and D.C. Agenda will provide staff support for this effort.

On another fiscal and governance issue – the adequacy of the Federal payment – D.C. Agenda has conferred with the Brookings Institution and has supported their undertaking of a revenue analysis on the District. We helped broker funds from the Ford and Cafritz foundations for the study, which will begin this spring under the leadership of economic consultant Carol O'Cleireacain.

H. Linking Key Stakeholder Initiatives
An important outgrowth of our strategic briefings and interactions has been the identification of ancillary, non-project roles D.C. Agenda has been asked to play. These initiatives, we believe, stem D.C. Agenda's focus on the importance of a competent, well-informed civic process. Thus far, the strategic initiatives include:

- Identifying key groups and arranging for briefings by the National Capital Planning Commission on its draft Monumental Core Plan.

- Participation in the Mayor's Transformation process. D.C. Agenda is cited in the report, which features five of the areas D.C. Agenda has focused on as the basis for the strategy to redefine government. We were also asked to recommend participants for the citizen task forces, participate in the training process, and coordinate Transformation Plan briefings to broaden stakeholder awareness.

- Convening a focus group of key neighborhood and civic leaders for a conversation with Rockefeller Foundation representatives on shaping a new initiative on community leadership development. Fifteen programs were represented at this session, which was the first meeting in Washington of such a large, multi-organizational group focused on community leadership.

Resource Development
In addition to board development and general leadership briefings, much of the first quarter has been devoted to resource development for specific projects and to augment core support. A briefing on D.C. Agenda was convened by the Washington Regional Association of Grantmakers in January. Over 25 WRAG members were present. Individual briefings have also been conducted with the Meyer and Moriah foundations, Fannie Mae, Freddie Mac, the Foundation for the National Capital Region, the Summit Fund Board of Directors, and the Morris and Gwendolyn Cafritz Foundation. Thus far, funding commitments include $400,000 from The Annie E. Casey Foundation, $75,000 from the Morris and Gwendolyn Cafritz Foundation, $30,000 from the Philip Graham Fund, $50,000 from the Eugene and Agnes Meyer Foundation, and $100,000 from the Fannie Mae Foundation. A funding request for which we expect favorable consideration has also been submitted to the Freddie Mac Foundation. Other prospective funders include the Moriah Fund, the Summit Fund, and the Rockefeller Foundation.

Communications
A number of meetings are being held with communications experts to assist us in conceptualizing a strategy to begin to raise D.C. Agenda's public profile and to most effectively communicate its mission, message and methodology. The development of the "right" communications strategy will be one of our most important goals during the next two quarters.

Administration
The entire five-member D.C. Agenda staff team is now on board full time in our new offices at Suite 1002, 1155 15th Street, N.W., Washington, DC 20005. Our telephone number is (202) 223-2598; our fax number is (202) 223-2604. **Jim Gibson**, Senior Associate at the Urban Institute serves as Project Director. **Brenda Donald**, former Annie E. Casey Foundation Fellow

and former Assistant City Manager for the City of Little Rock, is **Senior Program Officer** for government support. **Carrie Thornhill**, former President of the Committee on Strategies to Reduce Chronic Poverty and former Deputy Director and Board Member, Marshall Heights Community Development Organization, is **Senior Program Officer** for community action. **Melissa O'Neill**, former City Planner for the City of Chicago, is **Program Associate**, and **Barbara Mitchell**, previously Office Manager and Bookkeeper for the Greater Washington Research Center, serves as **Administrative Assistant**. **Ginna Fleming**, founder and partner of the Human Services Collaborative and former Deputy Director of the D.C. Department of Human Services, serves as a principal **Project Consultant**.

The D.C. Agenda civic process was initially sponsored by the Federal City Council. To ensure community-wide ownership of the ongoing civic process and implementation of the action agenda, D.C. Agenda is moving to become an independent entity. The D.C. Agenda Support Corporation has been created as a nonprofit agency, and an application to obtain 501 (c) (3) status is in process. An agreement has been negotiated with the Foundation for the National Capital Region to receive and disburse funds for administrative operations: payroll, general operations, and accounting.

Next Steps

The work plan for our second quarter includes:

- Finalizing board development
- Fully delineating the complementary roles of the Executive and Steering Committees and the Support Corporation and convening meetings of these groups
- Implementation of action project activities
- Identification of additional action projects
- Designing a community support and capacity building mechanism: analogue to the Fund for the City of New York and the Urban Strategies Council
- Completion and distribution of <u>Priorities for Washington</u> report
- Launching a public information strategy.

Draft - 4/10/96

D.C. AGENDA
PRIORITY ACTION ITEMS & LEAD ENTITIES/PRIMARY PARTNERS

[Note: Action Items not in order of priority.]

ACTION ITEM	LEAD ENTITY/PRIMARY PARTNERS D.C. Agenda working with:
#1: Establish an Independent Governance Review Commission to Propose Appropriate Revisions to the Home Rule Charter.	- Mayor - D.C. City Council - Federal City Council's Charter Review Committee - White House - Congress
#2: Implement a strategy to define and promote a fair, dependable and realistic division of the tangible and intangible costs of the federal presence in the District.	- Mayor - White House D.C. Task Force - Congress - Control Board
#3: Develop a strategy to resolve the inherited under-funding of the District's pension plan for the Police, the Fire Department and Judges	- Mayor - D.C. City Council - Federal City Council - Congress - Greater Washington Board of Trade - D.C. Chamber of Commerce & Other local Chambers - White HouseD.C. Task Force - Control Board
#4: Achieve greater tax equity for District Residents	- Congress - Mayor - DC 2000 - Greater Washington Board of Trade - D.C. Chamber of Commerce & Other local Chambers - White HouseD.C. Task Force - Control Board
#5: Create a new public/private Economic Development Corporation to coordinate major federal, regional and local economic development efforts	- Federal City Council - D.C. Chamber of Commerce, Other local Chambers, and Greater Washington Board of Trade - D.C. City Council - White House D.C. Task Force - Control Board
#6: Create new neighborhood-based service delivery systems that reorganize and integrate existing human services programs for children, youth and families at the community level by decentralizing publicly sponsored services.	- District Government - D.C. City Council - Receiver for Child Welfare Services - The Community Partnership - Community-based and Non-profit Organizations
#7: Support efforts of private developers and Community Development Corporations (CDCs), to create new urban villages with a mix of incomes, on-site support services and job opportunities in public housing and low income neighborhoods.	- D.C. City Council - Federal City Council - District Government - Federal Agencies - The Community Partnership - Greater Washington Board of Trade, D.C. Chamber and Other Local Chambers

#8: Create and implement a city-wide strategy to promote and support community-based youth investment and violence prevention activities.	- D.C. Forum for Collaboration & Support - District Government - Metropolitan Police Department - Project PACT - Community Organizations
#9: Implement the community's five year plan for education reform entitled, Accelerating Education Reform in the District of Columbia: Building on BESST	- D.C. Public Schools - District Government - Goals 2000 - Committee on Public Education (COPE) - Parents United - Parents, business leaders and other education advocates
#10: Increase parental involvement and community support for education reform	- Washington Regional Association of Grantmakers - Committee on Public Education, COPE - Washington Lawyers' Committee/Parents United - Parents and other education advocates
#11: Support the creation of independent public charter schools.	- COPE - D.C. City Council - Parents United - School-based sponsors
#12: Develop alternatives to current juvenile detention policies and practices.	- D.C. City Council - Council for Court Excellence - District Government - Courts - U.S. Attorney - D.C. Forum, and community organizations & agencies
#13: Expand and strengthen community oriented policing	- Metropolitan Police Department - D.C. Forum, and community organizations & agencies
#14: Make the investment in infrastructure, to include both staff and systems, required to operate cost-effective public health and Medicaid functions, and to implement the Public Benefits Corporation.	- D.C. City Council - District Government - Federal City Council's Health Care Advisory Group - Health Care Providers - White House D.C. Task Force
#15: Create a new neighborhood-based primary health care network through a public-private partnership that has the capacity to deliver high quality care to the District's publicly-insured and uninsured.	- District Government - Federal City Council's Health Care Advisory Group - Private Health Care Providers - D.C. City Council - Congress
#16: Identify special initiatives as needed, including: a.) assistance for policy planning and strategy development; b.) project incubation.	- Public and private sectors

file D.C.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

THE DIRECTOR

THE PRESIDENT HAS SEEN
1-6-97

December 27, 1996

Mr. President:

I have cleared with Leon sending you the attached memorandum concerning the District of Columbia on an expedited basis. The options have been vetted by Leon, Gene, and the Principals of the D.C. Task Force. The wording of the memorandum is my responsibility. We still have time to include these proposals in the budget if you so choose.

I am looking into the tax issue as you requested.

Frank Raines

cc: HRC
VP
Rahm
Gene S
Powell

Developer Herbert S. Miller, chairman of the task force, contacted retailers to interest them in the downtown proposal.

Task Force Envisions A Revitalized City

DOWNTOWN, From A1

yesterday. "Plus I'm committed to it. Unequivocally committed to it, and when I get unequivocally committed to something, like the MCI Arena, it happens."

Developers, retailers and community leaders stressed, however, that the task force's proposal is just a blueprint that will require a tremendous amount of work over the next decade to bring to fruition. All have seen task forces come and go to no effect, and they warn that even though many people support this proposal, a range of public and private participants in the nation's capital—at the federal, local and civic level—would need to cooperate.

"It is a huge, complicated, bold plan and it will take a lot of time," said Bob di Romualdo, chairman and chief executive of Borders Books and Music. "It has so many pieces and it's asking a lot of people to get funding and step up to the plate."

Di Romualdo, along with many of the nation's hottest retailers, was contacted by Herbert S. Miller, the local developer who built the Georgetown Park and Potomac Mills malls and who is chairman of the task force. Despite his skepticism, di Romualdo was immediately interested. "Downtown D.C. clearly has tremendous potential, and it's obviously a downtown area that we'd be very interested in," he said.

That kind of interest in the District is representative of the new attitude many retailers and major entertainment companies have about urban development. In San Francisco, New York and Chicago, movie studios and retailers have created major retail/entertainment districts that have been wildly popular with tourists, suburban residents and aging baby boomers tired of the same old shopping malls.

In virtually every instance, they have been public-private partnerships in which cities and states have worked with corporations to revitalize distressed downtowns, said Rich Bradley, president of the International Downtown Association and a member of the task force.

"A lot of this plan is based on the fact that this is working in other places," Bradley said. "I think there's a recognition that the economy of the city is dependent on this kind of development."

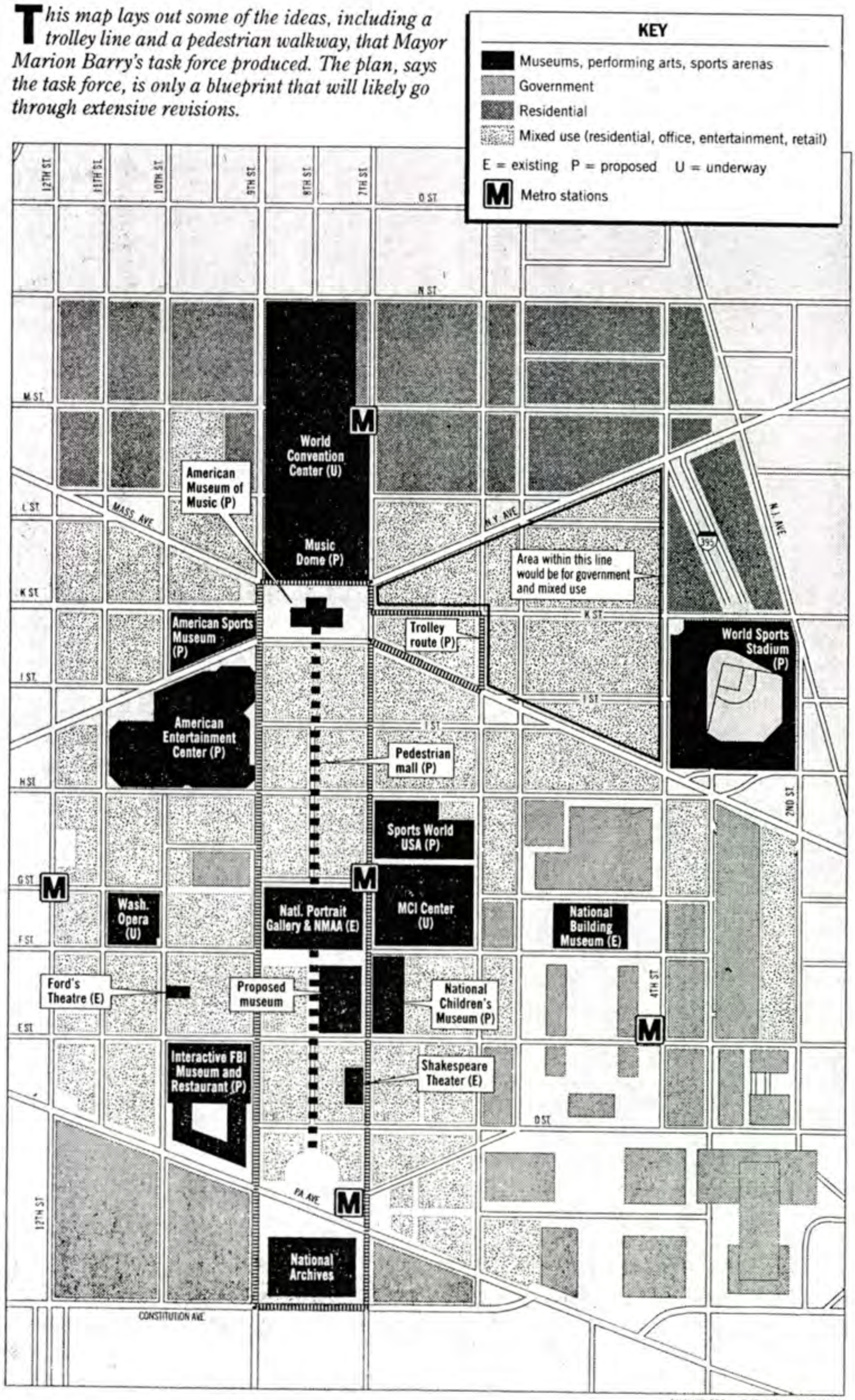
Perhaps the best sign that the task force's efforts are happening at the right time is the strong interest expressed in Washington by major entertainment conglomerates and movie studios. Sony Corp., Time Warner Inc. and Universal Studios have all held meetings with task force leaders and are actively considering downtown Washington for retail development.

"I think the principal thing here is the role the private sector is expected to play and is contemplating playing," said Derek Q. Johnson, vice president of Time Warner, who is working on the company's efforts to create retail/entertainment developments in urban centers.

Michael Swinney, president of Sony development, said the task force has provided the "cohesion and vision" that Sony looks for when considering building massive complexes that combine the electronics and entertainment sides of the giant company.

THE BEGINNING OF A PLAN

This map lays out some of the ideas, including a trolley line and a pedestrian walkway, that Mayor Marion Barry's task force produced. The plan, says the task force, is only a blueprint that will likely go through extensive revisions.



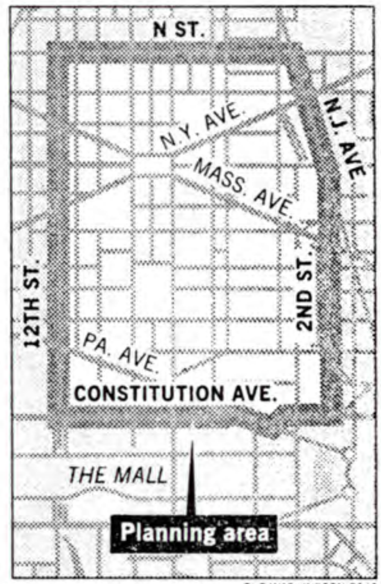
BY DAVE COOK—THE WASHINGTON POST

The Washington Post

THURSDAY, DECEMBER 12, 1996 FRONT PAGE A1

Task Force Calls for New Downtown

By Margaret Webb Pressler
Washington Post Staff Writer



For detailed map, see Page A23.

Interactive museums, top-tier retail developments and world class entertainment, serviced by a pedestrian walkway, underground parking and a street-level trolley system would form the cornerstones of a new downtown Washington.

A task force of District and federal government leaders, the Smithsonian Institution, private-sector developers and retailers will present this proposal for the revitalization of downtown at a news conference this afternoon.

The task force, commissioned by Mayor Marion Barry last spring, also has the support of the D.C. Financial Control Board.

Under the plan, the financing to turn downtown Washington into a safer and more exciting place to live, work and visit would come from private investment and from the establishment of special taxing districts. Some of the taxation proposals would require federal legislation, but similar efforts have been successful elsewhere to spur growth and investment in beleaguered inner cities.

While the task force's report is only a framework for a plan, it is building on elements already underway downtown, including the MCI Arena, a new convention center, an opera house in the former Woodward & Lothrop building and popular national retailers such as Hard Rock Cafe and Planet Hollywood.

The group calls for creating museums for sports, arts, children and music, to be sponsored by private retailers and public institutions such as the Smithsonian or the Capital Children's Museum. The plan includes housing and emphasizes historic preservation. It would be geared to pedestrians and designed to draw tourists off the Mall.

Barry said yesterday he will set up a public-private governing body to oversee the development of the plan and the financing vehicles to help pay for its realization.

"These are action items that are meaningful, that you can see and touch and feel," Barry said

See DOWNTOWN, A23, Col. 1

The Washington Post

AN INDEPENDENT NEWSPAPER

SATURDAY, DECEMBER 14, 1996

A Grand New Downtown: Do It

YES, THERE'S yet another "bold plan" to remake the core of Washington—and, yes again, local historians can tick off a long list of grandiose proposals that for an even longer list of reasons have died here. But the vision for downtown Washington that a quite-special task force has been assembling has exceptional talent, money and interests behind it—enough to make this massive undertaking a serious venture. Building on what already is in the works to revive downtown—a new arena/entertainment/sports complex, a new convention center, an opera house—this plan would fill the streets with the best museums, retail showcases, entertainment facilities, international activities and eateries that global and hometown private money could buy.

The initial driving force behind the plans has been developer Herbert S. Miller, whose deep local roots, experience (Georgetown Park, Potomac Mills) and contacts have attracted an unusually broad array of interests who see Washington as a natural center for business, governments of the world and hometown flavor. The business representatives—from huge international corporations to small city retailers—are not talking fantasies here; they are looking at a market that could draw city and suburban residents as well as tourists to Washington year-around.

Obviously, the District today is no position to pay for much of anything and is undergoing complex changes in its local management. Nevertheless, the task force participants—many of whom have developed or are now working on downtown revival projects in other cities—say Washington already has the basic urban design, transportation, cultural activities and international flavor to blossom dramatically.

The task force, commissioned by Mayor Barry last spring and supported by the control board, has had the resources to engage top urban/commercial planners. Members already include experts who are aware, for example, of the importance of answering practical needs: parking, walkways, trolleys, tax incentives, tourist attractions with activities for all ages.

Mr. Miller and the task force members emphasize that what they have produced at this point is merely a draft that will need reworking over perhaps a decade before significant physical change can sprout. But let the venture proceed, with the blessings, creativity and money that this coalition can muster and mobilize.

I have included for your review some material about the project and a front page Post article and editorial supporting the project. There is exciting audio-visual presentation materials which could be ready for your review next week.

Thank you for your interest. I look forward to that stroll into the new Millennium (a bridge could be included in the design).

be tied underground to the old convention center where a truly groundbreaking Music Dome would be located. The Music Dome would be the first installation in the world of new sound reproduction technology capable of bringing Internet users worldwide into a virtual sound/sight experience that mimics being there. The 16,000 seat amphitheater would be the sight of annual Jazz, Showtune and Rock celebrations of American Music and, of course, international and industry celebrations as well.

A new stadium sponsored by Coca Cola is planned to house a hoped-for capital baseball team and as the host spot from which to broadcast World Sports events that celebrate the Millennium. It is imagined that international Millenium medals would be given to individuals who have changed the planet.

The entire 2 billion dollar project would include an intermodal transportation center that would sit underneath the development, where cars and tour buses would come in from Rte 395, feeding a Here's Washington media presentation from which people movers would take people down to the Mall or up into the various historical tours in the classic sites or new African-American heritage sites.

Built above the center would be World Town, a multi-building site that would serve as offices for over a hundred nations that would abandon old-style embassies in favor of a more efficient and accessible environment that showcases indigenous goods, promotes international investment and provides shared arenas and auditoriums for cultural events. Additionally, an international stock market would be developed on the site, where inter-market trading would be encouraged.

Time is of the essence if substantial construction is to be completed in the Millennium window. Congress and the locals are on board with the concept and have done a number of legislative things to assist this. The President's plan included some help, although no one knows that. Much more needs to be done, but I am confident that I can quickly bring Lott, Gingrich and the relevant committee Chairman (Shuster, Burton, Taylor, Brownback, Faircloth) and the locals (Norton, Barry, Control Board, City Council) together with the President (your job) to make a Millennium gift to the nation of a rejuvenated capital with new national photo and music museums, that at the same time is emblematic of the importance of our cities to the future of civilization.

There are a number of players in everyone's camp who are nuisance factors. We should go over this.

DC file

Memo

To: Sidney Blumenthal

From: David Carmen

Date: October 7, 1997

As we discussed, there has been an ambitious downtown redevelopment program in the planning for two years now in the District. Designed to be the gift of this generation to those who will follow in the new Millennium, The Interactive Downtown Task Force has been fashioned as a major national retail and entertainment overhaul that would transform the nation's capital and utilize a string of new public-private museums to draw the 22 million tourists that visit the Mall each year up the 7th and 8th Street corridors to the New Convention center site in Shaw.

State of the Art telecommunications features would make the Interactive Downtown Task Force a virtual capital for all America, as well as a rejuvenated capital for those who physically visit. The development would give Washington more than 3 million square feet of new retail and entertainment, exciting housing and restaurants, and a downtown on a par with places like San Francisco and Chicago, each of whom used a similar redevelopment model. The entire effort is focused to create life on the streets which brings tax revenue from tourists and locals and safety as well. The concept is being developed by national experts that built Rockefeller Center, Union Station, Times Square, Grand Central, as well as the above mentioned downtowns.

The new museums would include a first ever national photo museum as a new Smithsonian institution. It would house the Howard Gilman photo collection (valued at $100 million) and would curate the Smithsonian's largely unshown collection. That museum, as an example of the style of the project, would bring together efforts by Kodak, Microsoft, Gilman, the Smithsonian, GSA and the local government. It would be located at the Tariff Building, telecommunicate photos to the world and visitors would enjoy People Magazine and Time-Life photo-themed restaurants that open to the street.

The Museum of American Music would be located at the Carnegie Library and

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	re: Central Asia Trip (4 pages)	02/03/1997	P1/b(1)

COLLECTION:

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First Lady's Office
Melanne Verveer
OA/Box Number: 20029

FOLDER TITLE:

D.C. (More) [Folder 1] [1]

2013-0534-S
rc1551

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

exercised its constitutional right to legislate for the District to keep a close rein on the affairs of the city, either directly through appropriating locally raised funds or indirectly by serving as an appellate body for anyone dissatisfied with decisions by local officials.

The District is again in financial extremis. A financial control board has been established to guide the city back to solvency and to reform the administration of government functions. While there has been extensive debate on the reasons for the financial crisis and its solution there has been little discussion of a radical restructuring of the status of the District. You were perfectly correct to point out the in between nature of the District as not quite a city, a county or a state. We are monitoring local efforts to create a charter review process that will address a broader range of restructuring solutions.

Members of the Cabinet and other agency officials, the staff of the task force, and I have spent considerable time meeting with District officials, organizations involved with District affairs, and community leaders discussing the future of the District. We have found uniform concern about the future of the city.

We have paid close attention to recommendations that have been made by the Mayor, the City Council, the Financial Authority, and some members of Congress to rearrange some of the responsibilities of the District government. These recommendations have focused on relieving the District of the financial responsibility for certain government functions and perhaps the administrative responsibility as well. Advocates have argued that the District cannot manage certain responsibilities that have been given to the District by the federal government. They also argue that state government-type activities are too burdensome for a city to carry on its own. Functions frequently mentioned are the pension programs for police, fire fighters, teachers and judges; the mental health system (both transferred to the District government after the Home Rule government took control); prisons; Medicaid; the university, and social welfare programs that are typically run by states.

We have sought a rationale for how the federal government might respond to the request to relieve the District of certain burdensome functions. Some would have us equate the federal government to taking the role of the state government for the capital city. There is merit to this approach, but it might strip too much authority from the Home Rule government and increase federal responsibility to deliver services to local residents. Others have focused on divining the federal interest in the federal district and allocating responsibility accordingly. Under this view the Federal government might consider taking on certain law enforcement functions, but would not federalize the District Medicaid program.

We have heard other messages as well. Some in the community would have us simply increase the federal payment to support all current District government activities, and some in Congress would prefer to see the District pare its activities to equal its revenue. Delegate Norton and the Speaker favor a radical restructuring of the federal tax system in the District to provide powerful incentives for economic activity in the city to increase the attraction of the city for tax-paying residents which would eventually increase District government revenue. (Each of the non-contiguous federal territories has a special status under the federal tax code.) This memorandum does not address tax changes but we may be drawn into a tax discussion as the Financial Authority, Brookings, and Congress finalize work now underway. We will be

The task force has chosen to recommend to you a series of actions to rearrange the responsibilities of the federal government and the District government. The recommended approach is a hybrid of the state functions and Federal interests models. We make this recommendation with caveats. We believe that strict conditions must be met before the Federal government takes on any current District functions to ensure that the takeover will be successful. We believe that city officials must confront the important home rule issues implicit in ceding parts of their current responsibilities. We also believe that adequate funding must be provided to enable federal agencies to carry out new responsibilities in a manner consistent with federal operations. We also believe that taking on District functions will require a major trade-off with the existing annual federal payment to the District.

In the past week I have met with the Mayor, the chairman of the Control Board, a majority of the City Council and Delegate Norton to test their willingness to agree to the tough conditions we might insist upon if we endorsed their recommendations regarding District functions. The Mayor, the Board Chairman, the Delegate and a majority of the Council agreed that they could endorse a takeover of District functions with tough conditions as long as the financial result was positive for the City. They agreed that they would express that support publicly should you choose to move in that direction.

In addition to the transfer of government functions we also make recommendations regarding economic development incentives and how federal programs can be better targeted to meet the needs of the District. A number of members of the Cabinet have expressed an interest in taking a leadership role in providing technical and other assistance to the District to help local officials do a better job with available federal funds.

The following recommendations will not resolve the governance, financial or management problems of the District. They amount to a renegotiation of the terms of limited home rule granted to the District almost a quarter of a century ago. If enacted, these proposals will give the Home Rule government a better chance to succeed. But the two century old conundrum of how the federal district should be governed will remain with us

Recommendations

Part I of this Section recommends that the Federal government directly assume certain governmental functions, such as pensions and criminal justice, in areas where it has a clear interest, capability and/or responsibility. In exchange, the existing Federal payment of $712 million (a general purpose payment of $660 million plus $52 million for pensions) would end, and the Federal government would give up its right to approve the District's annual budget.

For this proposed restructuring to be successful, the District will have to take some actions that may be very difficult politically, such as, legislating higher sentences for criminals convicted in the District. For this reason, our proposal would have the Federal government assume new responsibilities only after the District had met its obligations under a Memorandum of Understanding (MOU) that we propose be reached between the Administration, the Financial Authority, the Mayor, and the Council. Preliminary discussions with all of these parties, as well as Delegate Norton, indicate serious interest in this approach, together with a recognition that pursuing this path will require that further difficult decisions be made.

Part II of this section recommends the creation of an economic development corporation to provide the District with grant and tax-based economic development incentives.

Part III recommends the Executive Branch agencies provide more intense technical assistance in areas like education, procurement, housing, transportation, and Medicaid that can make a real difference in the District's success as a city. The agencies already have been engaged in this process quietly over the past two years. Their activities would be given a higher profile, perhaps with the involvement of the First Lady or the Vice President.

As shown on Table 1, the approach outlined here would cost the Federal Government about $866 million in FY98, about $154 million more than current payments to the District. Over five years, Federal costs would be $5.7 billion, about $2.1 billion more than the baseline. Budget savings to the District Government would be $818 million in FY98, or $106 million more than the current Federal payment (savings to the District exclude funding for the economic development initiative, the National Capital Infrastructure Fund, and one-time capital-improvement and construction costs at Lorton); five-year budget savings to the District would be $4.483 billion ($923 million more than with current payments).

The restructuring plan proposed in this memo would relieve the District of significant budget costs and administrative responsibilities, and end Congressional micromanagement of the District's budget. Such actions are necessary, but not sufficient, to make the District a safe, attractive and prosperous city. In the end, the District's success will depend on it own actions to improve the management of its resources, business climate, and quality of residential life.

I. Federal Assumption of Certain Governmental Functions

Current law requires the District to balance its $5 billion annual budget by FY 1999. In September, Congress approved an FY 1997 budget and multi-year financial plan that reflected a consensus among the Authority, the Mayor, and the District Council. The plan provides a good start at improving the District's fiscal condition, but lacks some of the hard choices that will be needed to achieve sustainable budget balance and improve the District's long-term fiscal outlook. The District now projects its FY 1997 deficit at $85 million. Absent further measures, this deficit will likely grow in the out-years.

The District currently must discharge it responsibilities with scarce budget and management resources and in the presence of an unusual degree of Congressional intervention. To remedy this, we recommend that the Federal government directly assume certain governmental functions, such as pensions and criminal justice, in areas where it has a clear interest, capability and/or responsibility. In exchange, the existing Federal payment would end, and the Federal government would no longer approve the District's annual budget. Elements of this proposal could include:

Option 1: Have the Federal government take over the District's pension plans for law enforcement officers and firefighters, teachers and judges. Prior to 1979, the Federal Government was responsible for these three pension plans and financed them on a pay-as-you-go basis. In 1979, the District of Columbia Retirement Act (Act) transferred to the District responsibility for both the plans and their associated $2.7 billion in accrued unfunded liability. The Act authorized the Federal Government to pay the District's retirement system $52 million annually for 25 years. In 1979, the estimated present value of this payment stream was $646 million, well below the $2.7 billion unfunded liability.

Since 1979, the District government and participants have made contributions to the retirement system that have more than covered the costs of benefits that accrued in each year, but that have not been enough to prevent the unfunded liability from growing to its current level of about $5.4 billion. When the Federal payments authorized by the Act end in 2004, the District will be required to cover the full cost of the remaining unfunded liability.

What about merging w/ fed system?

Under this option, the Federal government would assume both financial and administrative responsibility for these pension plans. These plans have an accrued liability of $8.8 billion; the District government would transfer to the Federal Government or its designee $3.4 billion in associated pension assets, leaving the Federal Government to assume the $5.4 billion unfunded liability. The existing assets will be used first to make benefit payments. Actual Federal outlays would not be required for many years. This would be done by having the District transfer the existing assets and responsibility for plan administration to a third party trustee. Fees of the trustee would come from the earnings on the assets.

While the details of this option still must be worked out, we expect that the MOU would require that (1) the existing pension plans would close upon assumption by the Federal Government and that the District would establish new plans for its current and future employees; (2) a third-party Trustee, likely an independent contractor, be appointed to administer the plan and invest the pensions assets; (3) there be a determination of how to treat current employees who are partially vested under the old system; and (4) adequate employment records be provided by the District Government to the third-party trustee.

___ Approve option 1 ___ Disapprove option 1 ___ Discuss

Option 2. Have the Federal government assume responsibility for parts of the District's criminal justice system. There is a long precedent for special Federal involvement in the District's criminal justice system, including having the U.S. attorney prosecute all serious crimes in the city. Under this option, the Federal government would provide full funding for the District's Court System, take over the District's Lorton facility, and assume responsibility for setting the standard for sentences for crimes in the District and incarcerating its sentenced felons. Through these actions the Federal Government would help to improve the District's criminal justice system and thereby would enhance the effectiveness of the District as the Nation's capital.

Option 2a. Have the Federal Government fund the District Court System. Given the budget limitations under which it operates, the District Court System works well. The Department of Justice believes that the System would work better, however, if it were given adequate resources. Under this option, the Federal government would assume responsibility for funding the District Court System through the Administrative Office of the Courts (the Judiciary branch).

✓ Approve option 2a ____Disapprove option 2a ____Discuss

Option 2b: Have the Bureau of Prisons (BOP) assume responsibility for Lorton and for incarcerating the District's sentenced felons. Under this option the Federal government would take on the responsibility for incarcerating the District's sentenced felons (a responsibility that elsewhere is borne by States). DOJ believes that this option could be successful only under the following conditions: that the Federal government would set the standards for sentences for District crimes, that there be a 3-5 year phase-in period and that the DOJ's Bureau of Prisons (BOP) be given sufficient management flexibility. In addition, legislation must address issues of parole and community corrections.

immediately on in 3-5 yr?

- *Renovate Lorton and Provide New Facilities to House Inmates Adequately.* Absorbing Lorton prisoners would increase the BOP population by roughly 10 percent. The BOP system is already seriously overcrowded in its high and medium security facilities like Lorton. Accordingly, it could absorb Lorton inmates only after Lorton had been renovated and new capacity had been constructed (partially on Lorton's extensive unused property and partially at other locations). One-time renovations at Lorton and the new prison construction would cost $300 million in 1998 and $900 million over 3-5 years.

!

- *Hiring Flexibility.* Current Lorton staff would have to reapply for positions and meet BOP standards.

- *BOP Flexibility in Absorbing District Inmates.* BOP's general goal is to house inmates as close to home as is operationally possible. However, to maintain order, to meet the security needs of inmates, and to disperse District gangs and "crews," the BOP will need the ability to transfer a significant number of inmates to BOP prisons throughout the nation. No commitments would be made regarding maximum distances from the District or the concentration of District inmates in specific Federal prisons.

- *Sentencing Conformity.* D.C. inmates receive significantly shorter sentences than similarly situated Federal inmates, and are eligible for parole after serving only one-third of their sentences. Federal inmates generally serve 85 percent of their sentences. There are two possible approaches that could be taken to avoid tensions between similarly-situated inmates facing different sentences and parole standards. Under the first, the Federal government would accept responsibility only for those District felons sentenced and paroled in accordance with statutes and legislation applicable to Federal prisons. Alternately, the District could achieve conformity by ceding to the Federal government its sentencing authority over felons.

The ones already in would be bound by laws at time of confinement right? —

→ prospective

- *Rely on Federal Community Corrections Operations.* The District's Community Corrections operations, reportedly fraught with mismanagement and employee misconduct, would be phased out. As District felons become the responsibility of BOP, they would be released through Federally controlled community corrections programs.

good - could make a Nat'l model

- *Absorb District Parole Board Functions into the U.S. Parole Commission.* The U.S. Parole Commission would be responsible for all District felons with sentences subject to provisions of parole. This would mean an extension of the U.S. Parole Commission (and its approximately 50 employees) beyond scheduled termination date (2002 unless terminated earlier by the Attorney General).

- *Use phase-in period to keep responsibility for outstanding lawsuits and court orders with the District.* A number of lawsuits are pending against the District's Department of Corrections (DOC) regarding, among other things, conditions of confinement, medical treatment and sexual harassment. There are also court-directed population caps. The District must maintain responsibility for the defense of and liability from these lawsuits. Federal liability should be based only upon actions taken after the Federal government takes responsibility for the inmates.

Yes

- *Until all of the above changes are made, Lorton will continue to have major problems, which will become Federal government problems under this plan unless a separation is maintained during the transition period. Accordingly, it is essential to appoint a receiver responsible to the Control Board to oversee the D.C. Department of Corrections during a transition period of capital construction and renovations, changes in sentencing systems, and resolution of lawsuits and court orders.*

✓ Approve option 2b ____Disapprove option 2b ____Discuss

Option 3. Decrease to 30 percent the District's share of costs associated with its Medicaid

program. Total FY98 costs for the District's Medicaid program will be roughly $880 million. Under current law, the District will pay 50 percent of these costs, the maximum amount that any State must pay. Like many States, the District believes that the Medicaid matching rate does not take into account its high poverty rate and the health needs of its urban population. Unlike States, however, the District cannot spread the cost of an urban Medicaid program across a broader economic region.

Current law allows States to require that localities pay up to 60 percent of the non-Federal share of Medicaid expenditures. Thus, in States with a 50 percent share of Medicaid costs, localities can pay up to 30 percent of total Medicaid expenditures. Currently, 14 States, including California and New York, require local funding of at least some portion of the State's share of Medicaid payments. New York City, for example, pays 25 percent of the cost of Medicaid expenditures in the City; non-city residents subsidize roughly half of the non-Federal share of New York City's Medicaid program (note, however, that New York State does collect a portion of State revenue from the city--part of which may implicitly pay for the State contribution). The District does not have access to such State subsidies.

Under this option, the Federal Government would take on the role of both the Federal and "State" governments for the District, and pay a total of 70 percent of total Medicaid expenditures in the District (compared to the current 50 percent Federal share). Changes in the Federal share would be conditioned on the District improving the management of its Medicaid program. Other options for controlling costs and assisting the District with its Medicaid program could also be explored. This option would cost $176 million in 1998 and approximately $1 billion over five years.

✓ Approve option 3 ____Disapprove option 3 ____Discuss

Option 4. Ease taxpayer burdens and improve collection by having IRS collect D.C. income taxes. Having the IRS collect District income taxes benefits the District by reducing its costs and by increasing its collections through more efficient administration. It would also reduce burdens on District residents by reducing the number of forms that need to be filed. Having the IRS collect these taxes would require both new statutory authority (at both the Federal and DC level), and added budget resources for the IRS. The IRS has indicated that it is willing to assist in this way.

✓ Approve option 4 ____Disapprove option 4 ____Discuss

Option 5. Have the Federal Government make available financing for some or all of the District of Columbia accumulated deficit. This financing of $400 to $500 million would carry standard Treasury interest rates and would be repaid by the District over no more than ten years from District resources. The Treasury is currently financing the deficit on a short-term basis. Some means must be found to refinance those loans over a longer period of time. Charging the District standard Treasury interest rates will provide the city an incentive to refinance the loans as soon as practicable at lower tax-exempt interest rates.

✓ Approve option 5 ____Disapprove option 5 ____Discuss

Option 6. Create a National Capital Infrastructure Fund (NCIF). The NCIF would pay for infrastructure projects that benefit not only District residents, but also commuters. Eligible projects would include: 1) road and bridge capital costs (including local roads and bridges and the local match for Federal-aid road and bridge capital projects) and 2) transit capital expenses. The District would determine from the list of eligible expenditures how best to spend the funds.

The NCIF would receive funds from two sources. First, the NCIF would receive an annual appropriation from the federal surface transportation trust funds (in addition to the formula funds now going to the District). In addition, the NCIF would be authorized to accept payments from nontaxpayers (e.g., payments in lieu of taxes from universities, hospitals, nonprofit organizations and other non-taxpaying entities in the city that benefit from District services; or payments from regional entities that might wish to support infrastructure projects that provide benefits to the region).

For the period of FY98-FY02, the District plans to spend approximately $42 million per year to support local road and bridge capital costs (including the local match for federal-aid road and bridge projects) and $51 million per year for its share of the Washington Metropolitan Area Transit Authority's (WMATA) capital expenditures. (The District will also spend $123 million annually for its portion of WMATA's operating expenses, however, the NCIF would not cover these costs). It should be noted that the States and Congressional authorizing committees will likely oppose funding the NCIF from the Highway Trust Fund (HTF) because it would increase the District's share of funds and enable HTF funds to be used for local roads.

_✓_ Approve option 6 ____Disapprove option 6 ____Discuss

II. An Economic Development Incentive Program

Option 7. Create an economic development program to improve the economic viability of the City. Under this option, the Administration would propose legislation to establish an economic development corporation (EDC) for the District. The EDC initially would be autonomous from both the District and the Federal government, and would operate like a public authority. The Board of the EDC would be appointed jointly by The President and the Mayor.

The EDC would formulate a strategic economic development plan for the District, and would make recommendations for the use of various financial incentives that would be provided by the Federal government. The goals of the EDC would include building local economic markets, developing strategies to link District residents to job creation, and assisting the District in fostering regional economic strategies.

We are currently developing the list of incentives that would be available to the EDC. ~~These will require new legislation and will be similar in nature to those available in empowerment zones.~~ In

1998, these incentives would cost $25 million in discretionary funds, and $60 million in tax benefits. The five year cost would be $125 million in discretionary funds and $260 in mandatory tax benefits.

___Approve option 7 ____Disapprove option 7 ____Discuss

III. Technical Assistance by Federal Departments

Option 8. Increase the intensity and raise the profile of technical assistance to the District Government (and non-profit groups, etc.) provided by Federal departments in areas like education, procurement, housing, transportation, and Medicaid that can make a real difference in the District's success as a city. The agencies have been engaged in this process quietly over the past two years. We recommend that this activity be increased in intensity and given a higher profile, perhaps even with involvement of the First Lady and the Vice President.

Examples of activities that could be undertaken are:

- The Department of Education would continue efforts to help the District account for and manage Federal and local education funds, support reform efforts to raise achievement, and help the District utilize the substantial programmatic flexibility allowed in use of Federal funds.
- The Department of Defense and OMB's Office of Federal Procurement Policy could improve the District's procurement operations.
- The Department of Transportation could provide technical assistance to improve transportation planning and management of the District's highway construction program.
- HHS could assist with the apparent major managerial and cost problems in the District's Medicaid program.
- HUD could continue its assistance in the areas of public housing and home ownership. Homelessness
- Labor could provide assistance in implementing its training and other programs.

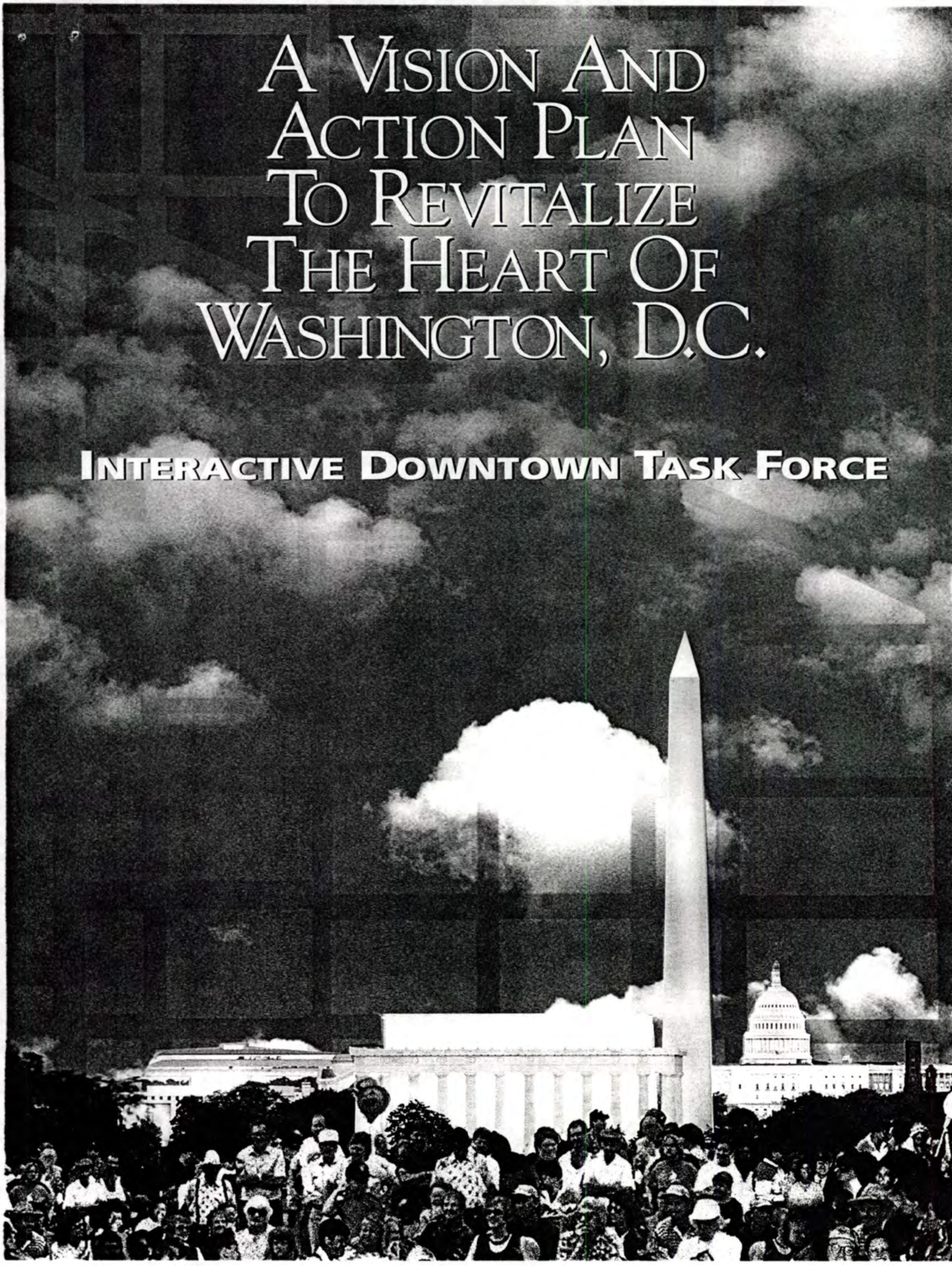
The main downside from raising the profile of our activities in this area is that Federal leverage and authority in these areas will, by definition, be limited. There will be some successes and probably also some failures. On the other hand, there is a strong argument for getting credit for what we are doing. And, the added attention that the assisted areas would receive from the press and public may raise the likelihood for success over vested interests.

___Approve option 8 ____Disapprove option 8 ____Discuss

→ I would have Econ. targeted
upfront investment program

A Vision And Action Plan To Revitalize The Heart Of Washington, D.C.

Interactive Downtown Task Force



THE DISTRICT OF COLUMBIA
WASHINGTON, D.C. 20001

MARION BARRY, JR
MAYOR

Dear Citizen:

Downtown Washington, D.C. is at an exciting turning point and 1997 will be an especially noteworthy year. The opening of the MCI Center next fall, as well as the opening of the new Ronald Reagan Building and World Trade Center on Pennsylvania Avenue, will bring major new activity. Meanwhile, plans are moving forward for the new home of the Washington Opera in the former Woodward and Lothrop building and for our major new convention center. Renovation is underway in Chinatown and there is new activity in Pennsylvania Quarter. A number of other projects, both large and small, are under construction or poised to move ahead.

With these key opportunities in mind, I asked Herb Miller to chair the Interactive Downtown Task Force to see how even more energy could be brought to Downtown in terms of new retail/entertainment uses, information technology, housing and the arts. We need to transform Downtown as we work to transform our city and our government. the Task Force, appointed last May, includes over 100 members from the Washington community and experts from around the country who have devoted thousands of hours of their time to outline a new vision for the center of Downtown. I want to thank Herb Miller for his imagination and energy, and to commend all of the task force members for a tremendous amount of innovative work in a short seven month period.

The Task Force's summary report, A Vision and Action Plan To Revitalize the Heart of Washington, D.C. outlines new dimensions which can be added to our Downtown and suggests a series of implementation steps. The summary report is augmented by detailed reports from the nine committees of the Task Force. I am excited about the recommendations and call for the Washington community to examine these proposals and move forward with the transformation process.

In 1979, I called for the creation of a "Living Downtown" for Washington, D.C. Since then, we have seen tremendous progress but there is still much to do. This report dramatically outlines what the future of Downtown Washington can become. Now is the time for all of us to work together to create a dynamic Downtown. One that reflects Washington, D.C. as a world capital in the 21st century.

Sincerely,

Marion Barry Jr.

Mayor

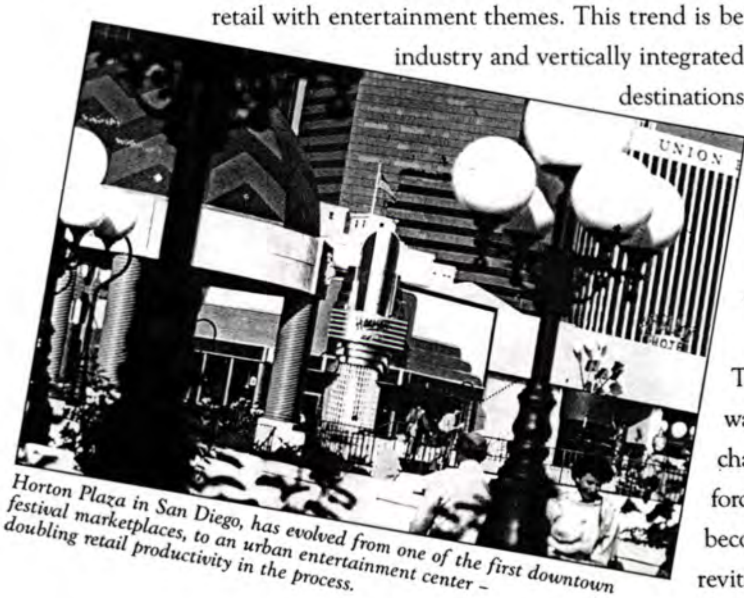
DOWNTOWNS ACROSS AMERICA ARE BEING REBORN

THE VISION AND GOALS

1. The Vision for Downtown Washington

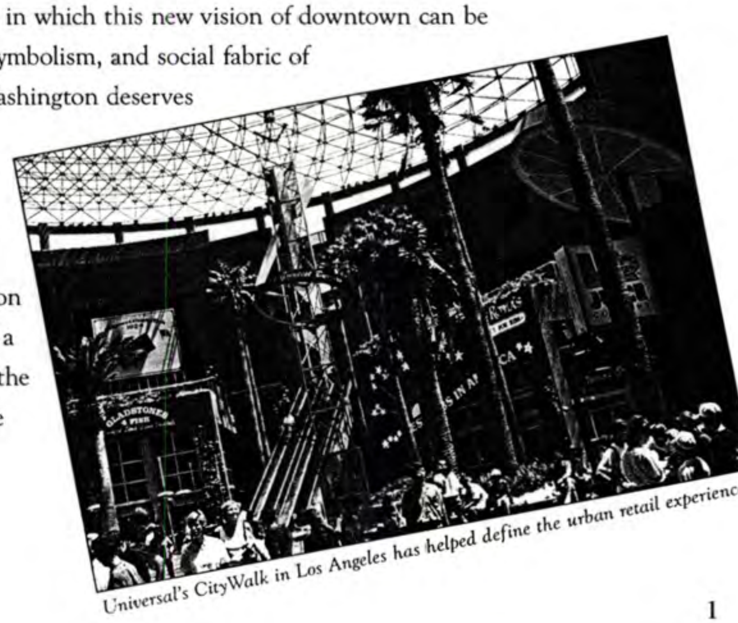
Downtown Washington is poised to capture a dramatically changing tourist and urban entertainment market evolving to meet the economic, social, and civic needs of the new information age. As Washington enters this new era, the Interactive Downtown Task Force has sought to build on what is uniquely Washington and on the means of converting its existing assets to achieve maximum return, while repositioning our city as a true world capital.

All over America – all over the world – a new set of economic forces is helping to shape and revitalize city centers. Increasingly, major urban downtowns, benefitting from changes in technology and demographics, are becoming magnets for arts, entertainment, sports, and information venues. A new generation of "urban entertainment retail" such as Planet Hollywood, Niketown Superstores, and Virgin Record Megastores is just the beginning of a trend integrating retail with entertainment themes. This trend is being embraced by the Hollywood motion picture industry and vertically integrated retailers, creating major urban entertainment destinations which will become the focal attractions of downtown in the next century. In cities like Baltimore, Cleveland, and Phoenix recently built facilities have brought millions of people downtown while creating new forms of civic pride.



Horton Plaza in San Diego, has evolved from one of the first downtown festival marketplaces, to an urban entertainment center – doubling retail productivity in the process.

The Mayor's Interactive Downtown Task Force was established to explore the complexities of change and opportunity represented by these new forces and to recommend ways in which they can become an integral part of our local urban revitalization efforts. National leaders from business, government, retail, entertainment, and civic groups have joined together to focus on the practical ways in which this new vision of downtown can be adapted to the unique history, plan, architecture, symbolism, and social fabric of Washington, D.C. The Task Force believes that Washington deserves such a vital center to restore a strong and steady heartbeat to downtown, and deserves the prominent place on the national and international stage that such a living center would bring. The Task Force also realizes that Washington, in addition to being our home, is also the nation's capital and a leader of world democracy; therefore the center of the city should capture and radiate this reality in more than purely monumental or symbolic ways.


Universal's CityWalk in Los Angeles has helped define the urban retail experience.

2. Market Forces: Leading The Vision

Downtowns are on the leading edge of the major economic change of the 21st century in which information and knowledge will become primary commodities, replacing labor and industry as central organizing forces. Within this context are three key economic forces propelling and expanding downtown economies: entertainment, tourism, and information.

A dramatic example of Washington's potential is the observation that comparable world class cities enjoy 12-16 million square feet of retail development; D.C. presently supports only approximately 4 million square feet of retail.

The entertainment marketplace includes a variety of participation forms, many of which are becoming increasingly integrated with each other as the definition of leisure changes. The result in retail is a convergence of experience as arts, culture, libraries, sports, and family attractions share common features. The term "interactive" best describes the qualities of these evolving experiences of shopping, participation, and enjoyment.

Tourism is the second force shaping downtowns that will continue to grow and expand to satisfy the demands of the new consumer. Already, tourism is one of the leading economic forces in the world. There are many dimensions to the tourism market, including visitors who come for meetings and conferences. Among the most important aspects of tourism is the cultural segment. Washington's many national, political, and cultural institutions make it ideally suited to this market.

Well designed and managed parks and public plazas are a proven public draw and result in reliable economic anchors.

The information and knowledge-based economy is the third economic force which is changing center cities. In downtowns, this force takes many shapes, including business activities which provide both knowledge-based and value-added service to customers. Today new kinds of businesses are being created especially to harness the new forms of information and to shape the way it is used. Downtowns are now homes to an innovative category of business called "the new media" which supports software development and Internet-based services and products. The number of new media workers in New York City, for example, has tripled to 75,000 in the last three years. Washington, for both regulatory and entrepreneurial reasons, has become one of the world centers of the telecommunications industry, but must act to maintain that position.

After 20 years Boston's Fanieul Hall is still very much alive and vibrant.

3. The Setting for the Vision

In all of the cities in which dramatic rebirth has taken place, that rebirth has occurred in the cities' historic centers and traditional retail marketplaces. The old downtown of Washington has perhaps the most dramatic and historic urban fabric of any American city – a perfect setting for the new vision. L'Enfant's famous plan, on which Washington is built, encouraged a retail core halfway between the White House and the Capitol at Market Square. The area between 7th and 9th Streets, which still contains some of the most attractive and delightful historic structures in the city, is the focus of the Task Force recommendations.

D.C.'s renovated Union Station proves there is a great demand for new urban entertainment retailing.

Today, the mixed cultural restaurant, residential, and entertainment uses on lower 7th Street, a neighborhood asset achieved through a concerted planning and investment effort, portend the renaissance of people living, shopping, and visiting downtown on an 18-hour-a-day, seven-day-a-week basis. All of the great cities have, as a key component, large numbers of people living downtown. The attractiveness of downtown living has caused dramatic growth in other cities. In Toronto, over 2 million square feet of vacant office space is being converted to residential use. In the Wall Street area of New York City the number of residences has doubled as the result of efforts to expand this sector of the community. One of the goals of the Task Force is to identify opportunities and incentives to expand downtown living in Washington.

Great cities have also benefited from the use of efficient transportation. Washington has one of America's best downtown transportation assets in the Metro system, which is designed to bring the surrounding population into the heart of downtown. This great system also reinforces L'Enfant's plan of a north-south retail core by providing stops at Market Square, Gallery Place, and the New Convention Center site, as well as in the heart of the city at Metro Center. Other assets that will serve as the physical framework for growth are now being put in place. The Task Force has focused its energies on the area between Market Square and Mount Vernon Square, which is ready to achieve maximum benefit from these major investments. The new MCI Center to the immediate east follows the lead of several other American cities which have recently placed major sports venues in the heart of downtown and have reaped substantial rewards in the form of spin-off development resulting from increased visitors downtown. The new Convention Center, and the redevelopment of the old Convention Center, to the immediate north and west, respectively, will spur major redevelopment activity in the vicinity of Mount Vernon Square.

The state-of-the-art MCI Center is slated to open in late 1997 and will host some 200 sports and entertainment events annually, serving as a major draw of visitors through the core of our city.

The construction of the Washington Opera at Metro Center will establish a western arts anchor with direct access via Metro. It is the nature of downtowns to create and take advantage of the dynamic effect resulting from the proximity of such great attractions.

The Task Force also recognizes one of the greatest assets around which to grow its vision: The Mall and the great institutions of the Smithsonian. While two of the Smithsonian's museums are located in the downtown (The National Portrait Gallery and the National Museum of American Arts), the core of the Smithsonian activities is located on the Mall immediately adjoining downtown to the south. Over time the Smithsonian will continue to grow and to become more important nationally and internationally. A new set of major activities, properly positioned along the 8th Street Pedestrian Precinct but linked broadly to the purposes of the Smithsonian through connections to the American spirit, could fulfill a broader purpose and draw upon a larger market.

In the areas bordering the downtown to the east and the west are several buildings which symbolize the essence of Washington to national and international visitors: the Capitol and the White House. The center of Washington can draw upon these connections just as it does with the Smithsonian to create a place and a space in which the civic and political life of the city and the country can be affirmed.

With all of these assets at its heart, Washington is one of the few cities in the world poised to capture the defining market forces of the 21st century. By doing so it will fulfill its long-standing dream for a world class "living downtown." Failure to act now to seize these market forces will allow them to be captured by our region's suburbs and edge cities, undermining the development of downtown Washington, and the city as a whole, for generations to come. The time is right for action.

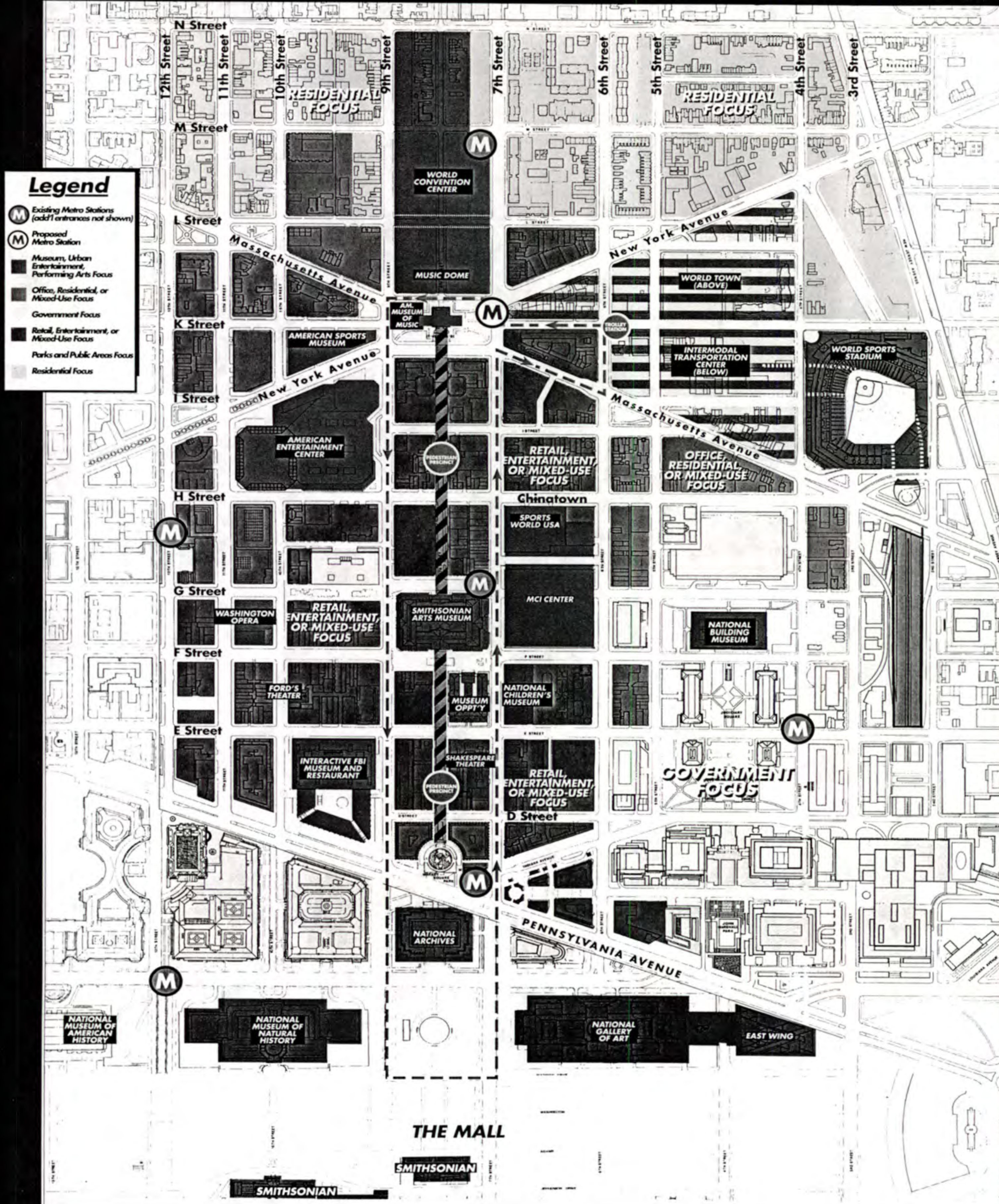
Above, left and below: Scenes of the Smithsonian and the Mall, a concentrated area of our nation's capitol that hosts over 20 million visitors annually.

4. Goals and Plans

The Task Force has set the following goals as the minimum required action objectives to create a living core for Washington, D.C.:

- **Develop 7 million square feet of entertainment/retail**
- **Increase consumer spending by $2 billion annually**
- **Create 25,000 new jobs, with at least one half to District residents**
- **Restart the office building economy**
- **Build 5,000 new housing units**
- **Increase tax and revenue base for the city**
- **Create shared prosperity**
- **Reaffirm the nation's capital as one of the leading cities of the world**
- **Establish an identifiable arts and cultural district in downtown**

The Planning Concept



THE CONCEPTUAL PLAN

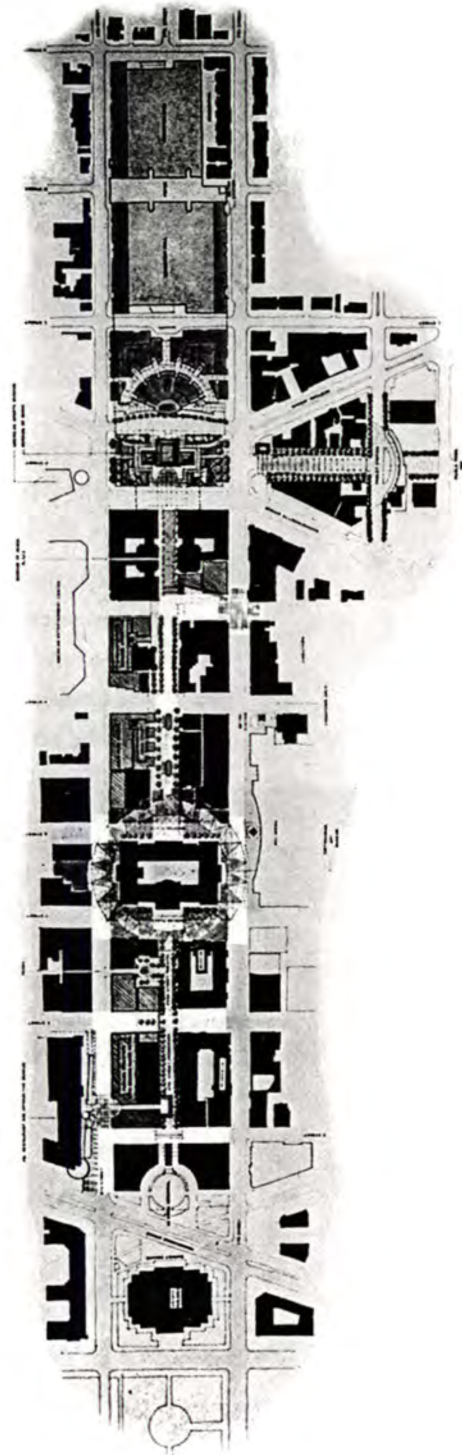
The Committee Reports of the Task Force set out a broad menu of projects and development objectives. The Task Force has affirmed the core values of the existing Downtown Plan which call for the creation of a "living downtown." The Task Force recommendations do not change existing zoning, but rather illustrate an effective land use pattern accomplished through integrated incentives for development.

1. The 8th Street Pedestrian Precinct

The Task Force efforts have been focused on the area of downtown between 7th and 9th Streets. There has been substantial development over the last decade of a 7th Street Arts Corridor in general, and of the Pennsylvania Quarter in particular, but it stops at the National Museum of American Arts. Viewing such attempts to "push" development and pedestrian activity northward from Pennsylvania Avenue as a precursor, the Task Force has concentrated on ways to "pull" activity up through the traditional retail heart of the city by developing a northern anchor for the new center of Washington, D.C. along a reinvigorated pedestrian corridor.

This will be achieved by the interaction of three significant elements:

- **The development of new retail/ entertainment venues celebrating the strength of American popular culture**
- **The development of new international communication and trade facilities reflecting America's impact on the world (World Town)**
- **The development of an Intermodal Transportation Center bringing tourists and residents swiftly and safely into the center of Washington, D.C.**



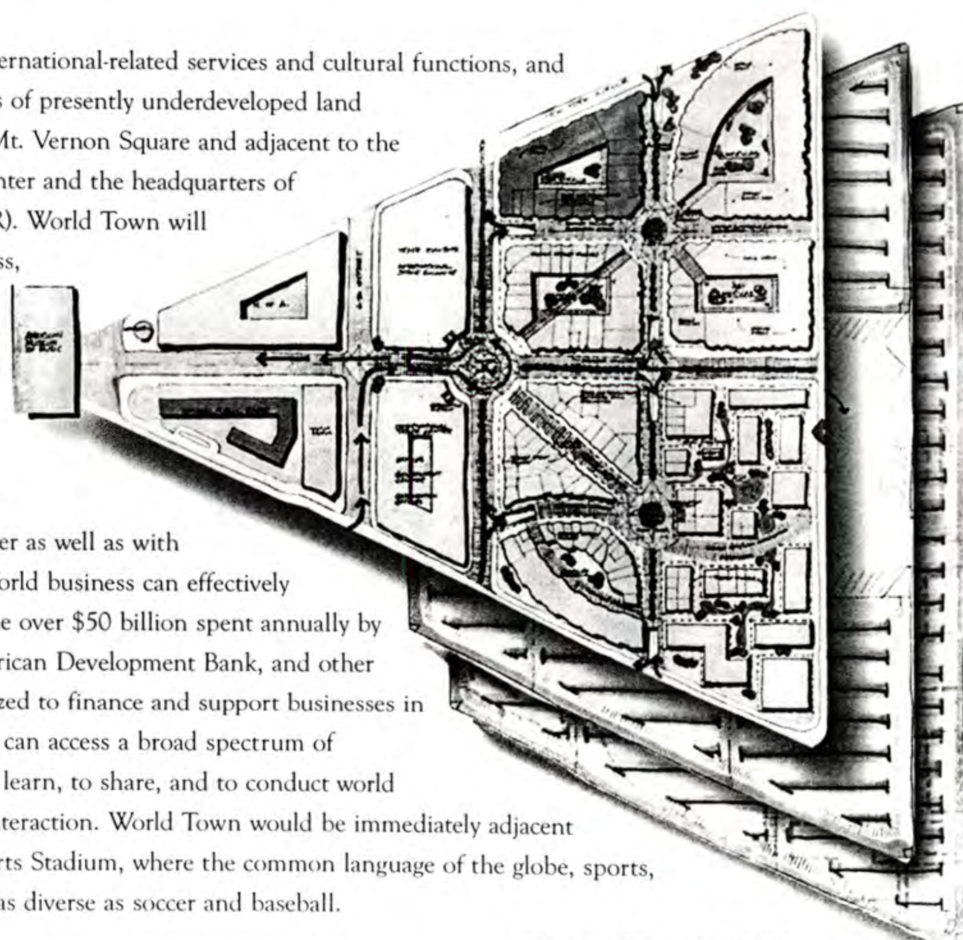
This proposed development plan for the 8th Street Pedestrian Precinct keeps all streets open but allows strong pedestrian utilization.

Retail/Entertainment Venues

New interactive museums and urban entertainment destinations (UEDs) celebrating America's contribution to global culture will be developed in Washington, many in adapted facilities that are evocative of and ideally suited to movies, sports, or musical entertainment. Among potential uses for these sites are an American Museum of Music and a Music Dome possibly located in the Mt. Vernon Library/World Convention Center complex, an American Entertainment Center located in the existing Convention Center, sports-related retailing and dining immediately adjacent to the new MCI Center, and the American Sports Museum located in space to be constructed on an undeveloped parcel north of the American Entertainment Center. The total development of these major venues would be approximately two million square feet. Together they would form a set of magnet attractions, built around the celebration of modern American popular culture, intended to anchor the northern end of the proposed precinct while complementing the celebration of American culture which is on display at the many Smithsonian Institution locations along the Mall. These magnet attractions are discussed in more detail in Section 2, The Projects.

International and Trade Facilities (World Town)

World Town focuses on international-related services and cultural functions, and would occupy several blocks of presently underdeveloped land immediately to the east of Mt. Vernon Square and adjacent to the new World Convention Center and the headquarters of National Public Radio (NPR). World Town will unite governmental, business, tourism, and trade elements from major nations focusing on every continent in a single interactive site where governments can efficiently communicate with each other as well as with our Federal government. World business can effectively be conducted by utilizing the over $50 billion spent annually by the World Bank, Inter-American Development Bank, and other financial institutions organized to finance and support businesses in developing nations. Visitors can access a broad spectrum of information and services to learn, to share, and to conduct world business and government interaction. World Town would be immediately adjacent to the proposed World Sports Stadium, where the common language of the globe, sports, will find its voice in games as diverse as soccer and baseball.



A proposed design for World Town.

The Intermodal Transportation Center

Visitors and commuters to the celebration of American popular culture and World Town will be encouraged to visit the center of Washington because of the new Intermodal Transportation Center beneath World Town. Easily accessible and secure underground parking for up to 10,000 cars and tour buses will be developed at the northern terminus of Interstate 395 adjacent to New York Avenue, and will serve the two most heavily traveled automobile entrance corridors impacted by the closing of Pennsylvania Avenue. From this location, tourists can easily reach the Metro subway system and public transportation, as well as a new light rail trolley linking the Mall with the new Convention Center, the MCI Center, and the interactive museums and shops of the new center of Washington along 7th, 8th, and 9th Streets.

Many cities have developed attractive and convenient transportation systems to connect downtown destinations.

2. The Projects

The 8th Street Pedestrian Precinct, World Town, and the Intermodal Transportation Center are the foundation which supports and nourishes the actual economic muscle of the Plan. A cameo of each of the major potential development sites follows.

Existing D.C. Convention Center (American Entertainment Center)

D.C.'s existing convention center provides an excellent opportunity for major interactive retail development.

The existing structure represents one of the most significant assets possessed by Washington in its pursuit of new-generation entertainment/retail providers. This site creates unique opportunities for visionary development firms to create very large scale interactive retail complexes. The flexibility to locate 20 or more movie theaters within an existing column-free structure, to construct total environments within the 39-foot clear height interior volume on the second level, and the street accessibility for destination retailers makes this building a significant asset worth preserving and re-using. Accordingly, the Task Force has identified this site as the possible location of the American Entertainment Center along with the addition of 500 new residential housing units.

D.C.'s Le Droit building has the potential to become a retail and residential site – a perfect example of re-use co-existing with historic fabric.

National Music Dome

The Music Dome is a profit-oriented performance venue providing studio quality audio and video facilities for live performances in a 21st century setting. Besides serving as a venue for "live" events, it would also be operated by a national entertainment production company to produce events for telecommunications consumption. There are a number of similar smaller venues in cities like Nashville, Tennessee, home of Country & Western music. This transmission capability would be ideally suited to linking Convention Center events to a global audience, and to linking governmental or World Town events and data through the "Smart Downtown", described on page 15, to a global audience. The kinds of events produced in such a facility are intended to complement and not compete with events at other nearby venues such as the MCI Center.

Carnegie Library (American Museum of Music)

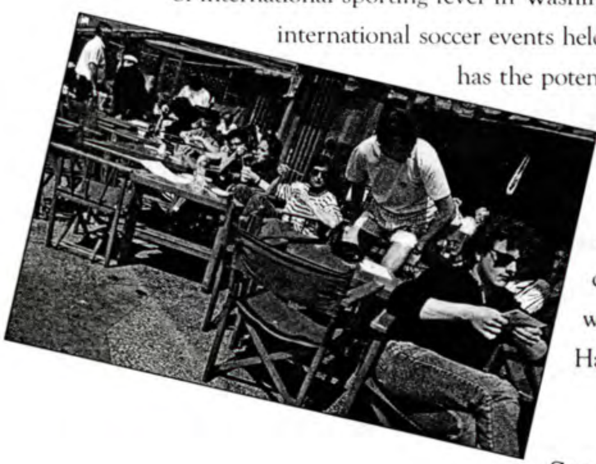
One of the prettiest but least accessible buildings in downtown, the Carnegie Library is proposed as the site of a new interactive museum, in this case, the American Museum of Music including potentially the Grammy Awards Museum. A preliminary plan, which would preserve the integrity of the building, explores the possibility of a pedestrian connection through Tech World underneath K Street, linking the Library, and the Convention Center north of it, to the 8th Street Pedestrian Precinct. By excavating the remainder of the block on which the Library sits, up to 100,000 square feet of museum space for a variety of unique American music forms such as jazz, musicals, and pop, would be developed without altering the exterior of the existing Library building.

New Convention Center

Envisioned by the Task Force as a World Convention Center recognizing Washington D.C. as the world's capital, this major development just north of Mount Vernon Square has the potential to be more than a traditional large, free-standing box-like structure. The Task Force has recommended that the National Music Dome be incorporated in the Center through a slight realignment of the Center's physical program, without changing its proposed envelope. This redefined project could allow for 21st century virtual conventions broadcast from the Music Dome along with digital technology transmitting convention displays worldwide. Altogether the World Convention Center could become an integral part of World Town, the "Smart Downtown" linking public and private sectors through communications, and the proposed Museum of American Music, thereby contributing to the economic success of the neighborhood while generating income for itself. The Convention Center Authority Board has begun selecting architects to start the design of this key facility, and the Task Force hopes its vision will help guide the planners of this site to think in even more creative ways.

This new Convention Center is just one project that contributed to Denver's 10,000 net additional jobs in the last three years.

American Sports Museum



Sports are a major element in American life, especially in Washington. There are untapped reserves of international sporting fever in Washington demonstrated by the record attendance at international soccer events held locally. An American Sports Museum, properly executed, has the potential to become as significant an attraction as the Air and Space Museum, drawing all ages and economic groups. Different floors could feature different kinds of sports and could be jointly developed with national sports associations. No other city has such a museum on the scale contemplated; it could be a true "home run." This museum would do for sports and Washington what the Rock & Roll Hall of Fame has done for music and Cleveland.

Sports-Related Retailing And Dining

Thematically related to both the MCI Center and the American Sports Museum, but providing retail opportunities afforded by neither, a sports-related retail development near the MCI Center would attract some of the best entertainment/retail providers. Retailers such as Niketown, Dick's Sporting Goods, The Original All Star Cafe, and Dave and Buster's consistently create some of the most visually interesting and successful retail/entertainment environments. A development incorporating these uses, convenient to the 8th Street precinct, would provide street activity during the day as well as into the late evening hours.

World Sports Stadium

Also sports related, and obviously more speculative, is the possibility of constructing a new baseball stadium downtown over I-395. Such downtown stadia as Jacobs Field in Cleveland, Coors Stadium in Denver, and Oriole Park at Camden Yards in Baltimore, convincingly demonstrate the positive economic return and heightened civic pride that such developments engender. The move of the Orioles from Memorial Stadium to Camden Yards netted an additional $57 million of economic activity for the City of Baltimore in its first year of operation, demonstrating the value of co-locating sports immediately near other dynamic downtown activity generators. The Task Force recommends that this concept be studied in greater detail.

National Children's Museum

The success in other cities of Children's Museums and "Exploratorium"-style venues indicates that such a venture would find great vitality in downtown. Baltimore is building a new Children's Museum which is a joint venture with the Disney Company and The Rouse Company. It may be possible to relocate and upgrade the National Capital Children's Museum from its current location to create a similar attraction. Washington could pursue such a venture, possibly in conjunction with a 30,000 square foot Camp Disney attraction or the new Toys 'R' Us "Kids World" department store. Properly executed, such a museum would attract not only day trips from local schools but also the thousands of families that visit Washington annually.

Maurice Sendak, renowned author of the childhood favorite, "Where the Wild Things Are" is the creative force for the primary family area at Sony's Yerba Buena Gardens in San Francisco. Each area and attraction flows naturally – from the themes of Sendak's wilderness world to the many other entertainment, retail and dining experiences throughout this cutting-edge example of location-based entertainment.

Smithsonian Arts Museum

The Patent Office Building, which currently houses the National Portrait Gallery and the National Museum of American Arts (both operated by the Smithsonian Institution), occupies a central site on the 8th Street Pedestrian Precinct. Both museums are reservoirs of untapped future potential, but in their current form the elevated entrances and forbidding street level discourage use and access from 7th, 8th and 9th Streets. As part of the plan to create a vital pedestrian linkage along 8th Street, the Task Force recommends that the Smithsonian investigate opening the lower level of this building to an interactive pedestrian space, similar to the walkway between the East and West Wings of the National Gallery, enclosing the central court into an atrium for arts activities, and installing an Americana collection on the street level, presenting on a permanent basis a portion of the crafts, arts, and folklife celebrated annually on the Mall. In this way, this site would become a more dynamic attraction and a portal for pedestrian activity up the 8th Street Pedestrian Precinct, as well as create new street level display areas on 7th and 9th streets.

Well planned festivals and events can attract millions of people to downtown destinations.

Other Retailing and Museum Opportunities

The Task Force has not yet fully identified all of the kinds of projects which are possible. Instead, it has focused on several key or catalytic projects which could total more than four million square feet of new activity. There are other intriguing proposals: an American Culinary Museum, an American Intelligence (Spy) Museum, an American Museum of Health and Medicine, and an American Auto Museum. Arts-related projects, with the highest priority on a dance theater, would also be included. There are other major retail outlets and theme restaurants which could also establish a presence in the downtown. The Task Force recognizes that the marketplace, once excited by possibility, will create its own momentum as it has done recently around Times Square and Grand Central Station in New York City, and in the Central City District in Philadelphia where 400 new retail establishments have opened in the last 5 years. Together these new investments would create the remaining three million square feet of retail and entertainment developments.

In addition to a state-of-the-art, 12-screen multiplex, Sony Theatres' Lincoln Square project in New York City included one of the first commercial 3-D IMAX auditoriums in the country.

3. Housing

As important as all of the museums and retail projects combined is the need for residential development downtown. It is central to the concept of a living downtown, not only in Washington but in every world class city. The Task Force strongly embraces all previous and existing efforts to create a range of housing options. It believes that calls for more housing should be raised to the level of imperative. It also recognizes that translating the need and demand for residential development into reality requires economic incentives, such as tax abatements and use of revenue bonds and other dedicated funding. The Task Force views housing as a special project category, and has devoted an entire Committee to study ways to construct 5,000 residential units downtown, of which approximately 2,000 are between Massachusetts Avenue and Pennsylvania Avenue. Of the 5,000 units, approximately 1,000 to 2,000 could be built on currently under-utilized Federal and District properties.

The Heritage on the Garden, a mixed-use residential, retail and hotel site developed in Boston, Massachusetts.

4. Office Development and Hospitality

While not immediately addressing the office market in the center of Washington, the Task Force believes that there are opportunities for future growth and development in this sector. In the last three years, downtown Denver added 10,000 net new jobs to its economy, many of which require commercial office space. The proposal to create a World Town envisions a considerable amount of office space. The Task Force believes that the office market in this area of downtown will be strengthened and enhanced by focusing on new retail and housing products, and that it will easily become the premier office destination of the region.

Baltimore's light rail solution for inner city transportation.

5. Planning for the Transportation Infrastructure

Many of the new projects proposed in the Planning Concept will place greater demands not only on the Metro system but on the street and parking system downtown as well. While the Task Force recommends taking advantage of the great asset of Metro and expects to utilize this asset to the fullest, there is also a need for dramatically increased parking as well as new pedestrian and surface mobility services to help offset the closing of Pennsylvania Avenue in front of the White House.

Members of the Task Force estimate that in order to handle future demands of all of the possible proposed development, in excess of 15,000 additional parking spaces will be necessary in the downtown area to serve the seven million square feet of new retail/entertainment venues, especially the new MCI Center and proposed World Sports Stadium. Additionally, it would be necessary to transform the pedestrian environment along 8th Street into a pedestrian way, similar to major pedestrian concourses around the world, to serve as the northern extension of the Mall. In order to move people from the major activities along the Mall and up this corridor, the Task Force proposes that a light rail trolley system be instituted along 7th and 9th Streets. Further study is essential.

6. Creating Economic Linkages

One of the primary goals listed in the vision is the creation of shared prosperity. Task Force members believe that the generation of new economic activity must contribute to both the revitalization of the city in general and to the many social and economic demands of the residents of the city. While an increased tax base created both by improved property values as well as growth of a middle-class residential base resulting from the proposed developments will have positive and dramatic effects on the economy of the city, creating new jobs and business opportunities, the Task Force recognizes that such an indirect approach is not sufficient. Direct and explicit ways need to be developed to link development directly with the broader needs of the community.

An "interactive" fountain.

7. Smart Downtown

As Washington evolves into a 21st century downtown with many kinds of businesses and activities depending on computer-based information technologies, it will be essential for the entire downtown to have the appropriate infrastructure to support these technologies. The center of Washington will become a Smart Downtown, taking advantage of innovations which will inform pedestrians where to go, motorists where to park, and tourists where to stay and what to enjoy when they make their next trip.

In order to make this happen, the Task Force recommends that a study be undertaken of the present economy of the downtown, managed cooperatively with an organization like the D.C. Agenda Project, to determine job and business development opportunities for the residents of the city and to establish a set of policies and practices to guide both present and future development in the downtown. Washington needs approaches to these issues which provide meaningful participation in wealth generation but go beyond a policy of regulation and constraints on development to achieve the desired end.

Many downtowns have begun to market themselves just like businesses. Local and national tourists are drawn to events and everyday attractions by multi-million dollar marketing budgets. Most of these dollars are generated through well-managed cooperative advertising programs.

THE BUILDING BLOCKS

1. Washington Center Alliance

Following in the footsteps of other cities whose downtown leaders have formed strong and effective partnerships among all important interests, a new organization will be established in Washington to shepherd the vision developed by the Task Force into a dynamic reality of future development, businesses, and new jobs. The organization will be called the Washington Center Alliance, and it will bring together the leadership of many key public, private, and civic sectors in the downtown, to provide a mechanism for combining their efforts through a set of coordinated commitments of physical and human capital. The objectives of the Alliance will be:

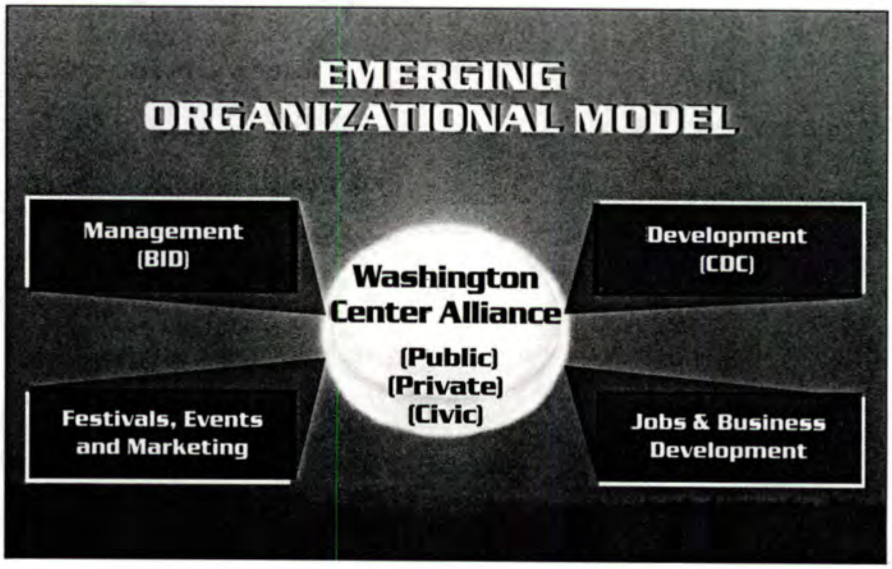
- **To assume the stewardship and legacy of the Task Force's work**
- **To shape the broad vision for the center of the city and integrate it into the region**
- **To promote and sustain arts and culture in the downtown**
- **To help generate new wealth for the city**
- **To ensure that wealth is shared wisely and broadly**

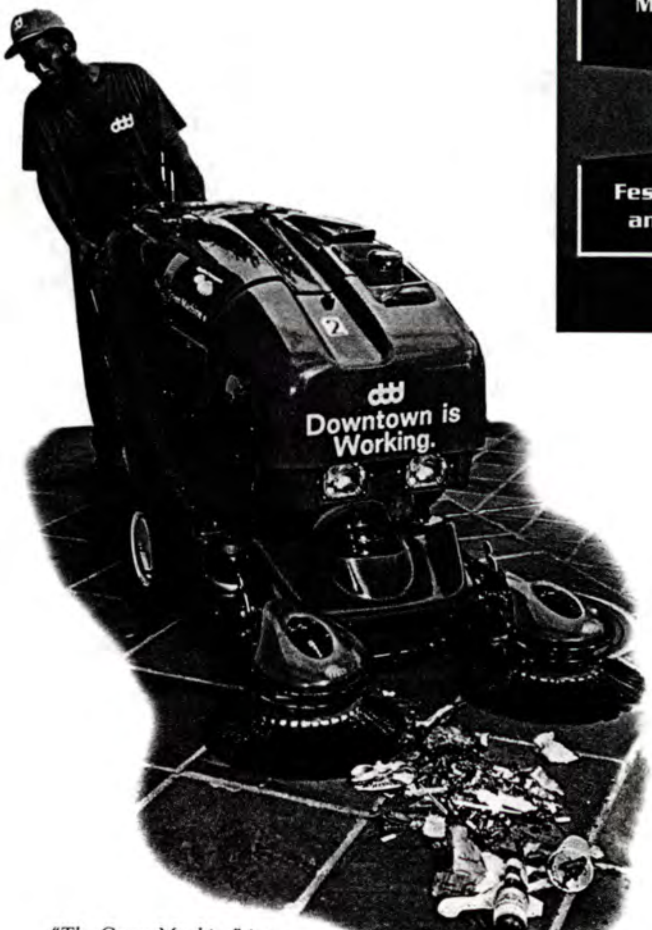
The Alliance will be modeled on similar organizations like The Alliance For Lower Manhattan, The Downtown Partnership of Baltimore, The Denver Partnership, The Association For Portland (Oregon), and The Central Houston Association, whose efforts have led to dramatic improvements in their center cities' environment and economy. Immediately, the focus of the Alliance will be to:

- **Develop an action plan to catalyze the major projects**
- **Guide the transportation and access planning**
- **Assist in downtown development creation**
- **Create new economic linkages between the downtown and the city's neighborhoods**
- **Champion the establishment of a tax increment finance district to provide financial assistance for new retail/entertainment, housing and area-wide improvements**
- **Launch new efforts to build more downtown housing**
- **Interface with federal agencies to achieve optimum use of federal financial, building and operational assets**

Over time it is expected that the Alliance will develop the kind of organizational structure typical of its companion organizations in other cities, which will allow it to both provide leadership as well as direct services, usually through subsidiary corporations. The Alliance will be similar in many respects to private sector organizations which manage mixed-use suburban developments. These private sector organizations have management corporations (equivalent to a Business Improvement District), development assistance organizations (equivalent to a Community Development Corporation), marketing organizations, transportation management organizations, and business and job development corporations.

Creating this constellation of organizations under a single umbrella organization will ensure integration of diverse federal, local, international, civic and private interests in a cohesive unit dedicated to delivering programs and services to enhance the social and economic environment of the center city. A future model for the Alliance may look like the following:





"The Green Machine" is a powerful weapon in New Orleans' "War on Grime" campaign.

Baltimore's "Clean and Safe" teams have transformed downtown areas into an inviting destination for visitors.

2. The Business Improvement District (BID)

One of the keys in other cities' revival of the downtown has been establishing an organization to provide a high level of operational management services for the downtown area. These services, provided through a Business Improvement District (BID), enhance existing public services and provide amenities which make the downtown area competitive with the best shopping centers in the region. Leaders of downtown organizations throughout the country realize that center city areas now compete against such managed environments. The need now is to provide comparable services downtown and to build on the competitive strengths of the city center.

BIDs have even more immediate impact. They help to reduce crime (up to 47% in some cities), improve physical appearances, provide high levels of street and public space maintenance, and address street disorder and aggressive panhandling. The BID will accomplish these tasks principally through a specially trained work force, which augments but does not supplant existing municipal workers, who act as "hospitality guides" to ensure the area is clean, safe, and friendly. There are over 400 such districts in North America.

Taking advantage of legislation passed by the District of Columbia government in the spring, the District of Columbia Business Industry Association (DCBIA) is assuming the leadership role in formulating the establishment of a BID in the downtown area of Washington. Taking a lead from other cities, the planning effort will look at ways to:

- **Enhance security**
- **Improve cleanliness and maintenance**
- **Deal with aggressive panhandling and other street disorder**
- **Provide new marketing and promotional resources**
- **Enhance the physical environment by improving streetscape and signage**
- **Help to improve transportation and parking management**

The recent policy decision announced by the U.S. General Services Administration Administrator, affirms that GSA can "contract for services" of BIDs where its buildings are located, thus creating new partnerships with center cities and opening the possibility of a direct contribution from the Federal real estate presence toward operating a vibrant downtown.

Philadelphia's world renowned safe and clean programs share some of the credit for attracting over 350 new retail establishments to the city over the last five years.

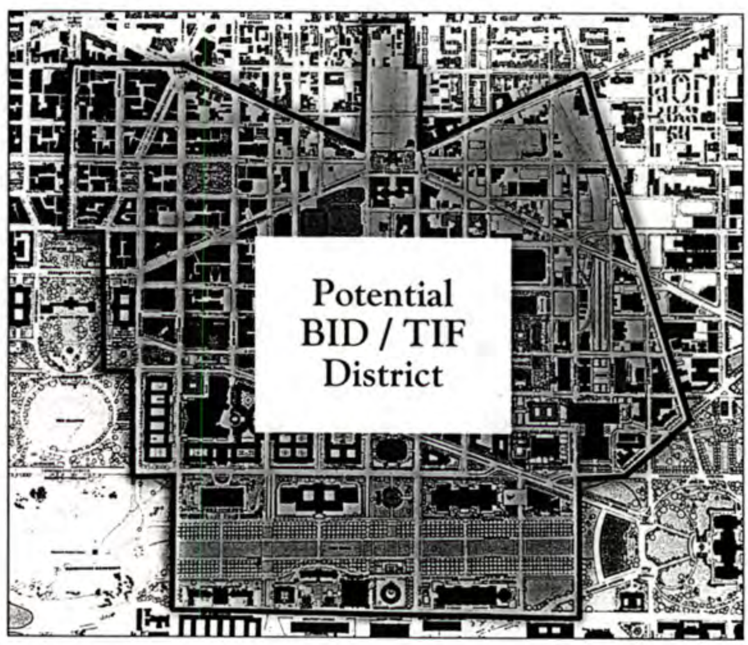
3. Tax Increment Financing District

In order to implement many of the plans and projects which underpin the Task Force vision for the downtown, there is a need to create supplementary fiscal resources and incentives to help stimulate its development. Because of its needs to meet many other social and economic objectives throughout the District of Columbia, the city's overall business tax burden downtown is greater than its suburban and regional competitors. The Task Force proposes the use of Tax Increment Financing (TIF), a tool which has been used in 34 other states (including Maryland and Virginia) to provide financial incentives for development without creating new taxes, and without decreasing or redirecting existing tax revenue.

The District of Columbia, acting under legislation which is being introduced, can create a designated area in which a portion of future taxes resulting from new development are used to pay off bonds which are issued in anticipation of these new developments. This creates a funding source for the infrastructure improvements required for the projects to happen in the first place. In most communities, the city still gains a portion of the new tax revenue as well as other ancillary economic benefits: more jobs, businesses, visitors, residents, and increased earnings.

In general, this procedure takes advantage of tax free bonding capacity allowed under I.R.S. regulations and is very attractive to potential bondholders. The bonds are secured by future taxes only, generated by proposed development within the designated district. The taxes to support the TIF bonds include property and sales taxes. Cities in a majority of the other states routinely issue non-taxable TIF bonds to finance public sector aspects of development, such as property acquisition, relocation of employees and construction of public infrastructure such as sidewalks, utilities, parking, and streetscaping improvements.

By adopting this financing technique the District would merely be catching up with other jurisdictions, like Montgomery and Fairfax Counties, which are in direct competition with downtown. Preliminary estimates, based on projections of sales tax and incremental property taxes resulting from the creation of seven million square feet of additional retail/entertainment, are that a TIF could create an additional $1 billion of development funding over 10 to 15 years. A fund of this magnitude is vital to support the scope of infrastructure investment needed for new development.



CONCLUSION

This report lays out a new vision, a conceptual plan, and a set of actions which will launch a major revitalization of the center of one of the world's great cities.

It invites collaboration and cooperative action.
It is the start of a new day for Washington.

THE PROCESS

In April of 1996, Mayor Marion Barry Jr. convened the Interactive Downtown Task Force to study and recommend a plan to revitalize the core of our city. Barry invited renowned Washington-based developer Herbert S. Miller to head the Task Force. Over 100 local community leaders, government officials, as well as developers, and business representatives from around the country, were appointed to the Task Force.

The Task Force was organized into nine committees: User Friendly, Information Technology, USArts, North Area/Mixed Use Residential, Economic/Tax, Streetscape/Parking, Interactive Museum, World Town/International Trade, and Land Use/Zoning. Over a seven month period, through three full committee meetings, numerous committee sessions, and two press conferences, a vision and plan of action was developed.

This publication is a summary of the nearly 300 pages that comprise the final reports from each committee. These complete reports are available. Call 202-727-6600 or fax 202-727-3787.

This report was created by Cyphers, Wood, Weinberg & Lambird, Inc., Annapolis, Maryland
"The Planning Concept" was designed by Development Design Group, Inc., Baltimore, Maryland
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"World Town" Plan was designed by Gensler, Los Angeles Division, Santa Monica, California

Photo Acknowledgments

Concord Partners, L.L.C., Development Design Group, Inc., Downtown Partnership of Baltimore & Maryland Department of Transportation, Grand Central Partnership, Carol Highsmith, International Downtown Association, MCI Center, National Capital Planning Commission, Sony Development Corporation, Urban Land Institute and Williams, Jackson, Ewing, Inc.

Special Thanks to

Kathleen A. Carney, Development Design Group, Inc. and Rich Bradley, International Downtown Association

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Lehr Jackson, Williams, Jackson, Ewing
Ellen Sigal, Sigal Environmental, Inc.

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EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

THE DIRECTOR

NOVEMBER 19, 1997

MEMORANDUM FOR THE FIRST LADY

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Regarding the Photography Museum, a financial feasibility study is underway and Bob Burkett, the agent for Mr. Gillman, has expressed an interest in both the Tariff Commission building and the former Hecht's flagship store as possible sites for the museum.

Overarching Issues:

There are at least three issues that are not geographically specific but will have an impact on the entire downtown and all three will be part of the agenda for the Downtown Alliance. A housing subcommittee will be formed to explore the possibility of emulating Philadelphia, New York, and Baltimore by converting to housing functionally obsolete Class B and Class C office buildings. This subcommittee also will explore what kinds of financial incentives might be required to induce the development community to produce market rate housing in downtown. There will be a transportation subcommittee that will focus on issues such as parking, signage and way finding, and transportation access to and around downtown. Finally, the Federal City Council, working with members of the arts community will be hosting a one-day conference* in late January or early February to attempt to define with more precision the role of the arts in a revitalized downtown.

* Specific projects/issues that will be addressed in the First Lady's Briefing on November 20, 1997.

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Regarding the Photography Museum, a financial feasibility study is underway and Bob Burkett, the agent for Mr. Gillman, has expressed an interest in both the Tariff Commission building and the former Hecht's flagship store as possible sites for the museum.

Overarching Issues:

There are at least three issues that are not geographically specific but will have an impact on the entire downtown and all three will be part of the agenda for the Downtown Alliance. A housing subcommittee will be formed to explore the possibility of emulating Philadelphia, New York, and Baltimore by converting to housing functionally obsolete Class B and Class C office buildings. This subcommittee also will explore what kinds of financial incentives might be required to induce the development community to produce market rate housing in downtown. There will be a transportation subcommittee that will focus on issues such as parking, signage and way finding, and transportation access to and around downtown. Finally, the Federal City Council, working with members of the arts community will be hosting a one-day conference* in late January or early February to attempt to define with more precision the role of the arts in a revitalized downtown.

* Specific projects/issues that will be addressed in the First Lady's Briefing on November 20, 1997.

UPDATE ON DOWNTOWN WASHINGTON ACTIVITIES

Opening Remarks
Frank Raines
Chairman, DC Interagency Task Force

Planning Washington's Monumental Core: L'Enfant to Legacy
Reginald Griffith
Executive Director, National Capital Planning Commission

New Washington Convention Center
Lewis Dawley
General Manager, WCC Authority

Smithsonian Institution in Downtown
J. Dennis O'Connor, Provost
Smithsonian

MCI Center
Abe Pollin, Chairman & CEO
and
Susan O'Malley, President
Washington Sports and Entertainment

Downtown Interactive Task Force and Washington Center Alliance
Herbert Miller
Chairman, Interactive Downtown Task Force
and
President and Chairman, Western Development Corp.

Downtown Business Improvement District
William Vose, President
Downtown BID Corporation

Arts in the Downtown
Douglas Wheeler
President, Washington, Performing Arts Society

Response
Hillary Rodham Clinton

General Discussion

White House Meeting on Downtown DC

- **Points of Emphasis for meeting with the First Lady and OMB Director Frank Raines**

- We should seek a Presidential endorsement of the Gateway America downtown redevelopment plan. Emphasis should be placed on the nation's capital as an attraction visited by every American, the importance of a Presidential pronouncement on the subject (with comparison to JFK's efforts regarding Pennsylvania Avenue) and the historic possibilities created by the confluence of the upcoming millennium with the opportunity for a lasting Clinton imprimatur and legacy to the country.

- The Intermodal Transportation Center (ITC) is the backbone of any redevelopment plan connecting downtown to I-395 and providing needed parking for cars and buses. The President must endorse the ITC as a priority/demo project in upcoming legislation to reauthorize ISTEA.

- There may be a need for some federal assistance to renovate downtown sites to make the National Photographic Museum, the National Museum of American Music and the renovated National Portrait Gallery a reality.

- It would also be helpful if the President could work with the Smithsonian Institution to make these museum projects an example of successful public/private partnerships.

- Assist the city with the transfer of unused federal land to support components of the Gateway America project with an emphasis on creating a living downtown (retail housing, cultural, and entertainment).

- Also, provide priority GSA leasing for projects that will have a major retail, housing, cultural and entertainment emphasis.

- Emphasize the need to establish a designated staff person at the White House to work with the Washington Center Alliance on the project.

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General Discussion

BRIEFING PACKAGE
NEW WASHINGTON CONVENTION CENTER

NOVEMBER 10, 1997

Prepared for: Washington Convention Center Authority
By: TVS - D&P - Mariani, PLLC

EXECUTIVE SUMMARY

The new Washington National Convention Center is the largest municipal economic development project in the history of the District of Columbia. The facility contemplated in the planning of this project is a functional and architectural icon, on par with other national buildings, that give the nation's capital its unique status, not only as the center of the federal government, but as a tourist and business destination.

The success of the new Washington National Convention Center is vital to the revitalization of the District's economy. The new Center will generate over $1 billion in spending each year, and create nearly 3,300 construction-related jobs, and 2,600 permanent full-time jobs, mostly in the hospitality industry.

Further, the new Convention Center will add significantly to the District's tourism industry, second only to the federal government in terms of economic impact and employment. At least five new hotels are in the works, adding well over 1,000 hotel rooms to the Washington market. It is estimated that conventioneers generate $1,400 in spending per stay.

The current Washington Convention Center opened in 1983 as the fourth largest facility in the US with 380,000 square feet of exhibit space. With the explosion of the convention and tradeshow industry in the mid-1980's, new convention centers sprang-up and old facilities were expanded. Today, our facility ranks 30th in size and can only compete for 54 percent of large national shows and meetings. The economic impact associated with these lost events is estimated to be over $90 million annually in lost revenue.

Scheduled for completion in 2002, the new Washington National Convention Center will be 2.1 million gross square feet, with 725,000 square feet of exhibit space, 150,000 square feet of meeting space, and a 60,000 square foot ballroom—the largest on the east coast. The facility will be the sixth largest when opened and will produce more than twice the economic output of the current center. This output would, in turn, support more than twice the number of District jobs and generate more than twice as much tax revenue.

The award-winning design team has created a building with a dramatic curved facade, ground level cafes and restaurants, generous use of glass, massive open skylights and a grand atrium. With a $4 million art installation, the Washington National Convention Center will be a tourist destination in its own right.

The new facility site, Mount Vernon Square, lies in the heart of the Shaw neighborhood, an area that has never fully recovered from the riots in the 1960s. The convention center will not only bring new jobs to the Shaw area, but will serve as an attraction for new stores, restaurants and shops both in and around the building

EXECUTIVE SUMMARY - Continued

The planned facility will re-establish the District as a premier national convention and meetings destination and generate the economic development necessary for the city's prosperity. The Washington National Convention Center will be a convention center that makes the nation proud.

ECONOMIC IMPACT

What is the economic impact of a new center for the District of Columbia?
The economic impact of the proposed convention center is $521 million in the initial years after the building is complete. This impact would increase to $1.2 billion once the building is fully operational. Approximately 3,300 construction related jobs and 2,600 full-time permanent positions will be created (*Financial Feasibility Study of a New Convention Center in the District of Columbia, 1993, Deloitte & Touche*).

What is the Financing Plan?

Funding Sources:	
Net Bond Proceeds*	$550 million
WCCA Equity	$ 30 million
Construction Fund Earnings	$ 66 million
Debt Service Reserve	$ 4 million
TOTAL	$650 million

* *Assumes approval of amended legislation, including option of 40-year debt and total reallocation of Hotel Occupancy Tax (HOT Tax).*

Why does the New Convention Center cost $650 million?

Pre-Development	$ 47 million
Construction	$470 million
Equipment	$ 34 million
Other (legal services, Memorandum of Agreement, transportation, etc.)	$ 39 million
Contingency	$ 60 million
TOTAL	$650 million

What are the major benchmarks for the financing plan?

- January 1998 — Bid and Award Construction Manager Contract Complete
- April 1998 — Negotiate and Approve Guaranteed Maximum Price
- May 1998 — Price and Close Bonds
- May 2002 — 44-Month Construction Program Complete

Why has the cost increased since estimates were originally developed in 1993?

- Initial estimates were developed as part of a preliminary feasibility study conducted to determine the need and justification for a new convention center in the District of Columbia. This study did not include additional costs associated with meeting the many requirements of the Memorandum of Agreement, community interests and historic preservation concerns.

- The building was lowered so that the main exhibit hall is below grade. This reduced the massing concerns of the community, and the building now blends nicely with the surrounding residential structures.

- Additional costs are associated with meeting the requirements of the negotiated Memorandum of Agreement on mitigation measures, including historic preservation and community revitalization activities and concerns.

How do we know that we won't go over budget like so many other government projects?

- We are mandated by law to not exceed the construction guaranteed maximum price before bonds are issued.

- The building will be built with an at risk construction manager so that the burden of staying within the budget is shifted to the contractor.

- Because we are an independent Authority, our costs will have no impact on the District Government's general fund.

What taxes will pay for the new convention center?

- The project is funded by six dedicated taxes, including a small percentage of business taxes:
    1. Use tax (car rentals, etc.);
    2. Hotel sales tax;
    3. Food and beverage sales tax;
    4. 40% of the HOT;
    5. Corporate franchise; and
    6. Un-incorporated franchise tax.

- It is important to understand that all of the dedicated taxes are to build and operate the new Center.

There will be no new taxes to businesses or residents.

How does new Center help the community?

- The new center will provide at least 3,300 construction-related jobs and 2,600 new permanent, full-time jobs, mostly in the hospitality industry.
- The Greater Washington Hospitality Foundation was formed in 1996 and developed the Hospitality High School Charter School concept. The Authority will partner with the Foundation to provide hands-on hospitality experience for high school-aged students in the District of Columbia. The purpose of this school is to provide District youth a four-year academic degree with strong preparation for careers in our growing industry. The school is scheduled to open in the fall of 1998.
- With the cooperation of the AFL-CIO DC Building Trades Council, we will implement an apprenticeship program which will train residents on specific building trades to ensure their employability beyond the construction phase of the new center.
- The Authority has implemented an ongoing computer training program for Shaw residents. To date, we have successfully trained over 100 residents.
- We expect the new center to attract new stores, restaurants, and shops in and around the building. In fact, the Authority has procured the services of Smithy Braedon to conduct a market analysis and action plan for retail, both within the center and the impacted area. We estimate that approximately 14 new retail opportunities will exist inside the building.
- The Authority has established a Community Development Fund of approximately $1 million to promote economic opportunities in the Shaw Community. This Fund will be managed by the community once approved by the Council.
- The Authority has also agreed to fund several historic preservation efforts, in tandem with the DC Preservation League and the National Trust for Historic Preservation. A $1 million fund will be used to renovate historic facades and the Authority will bear the cost of preparing applications for certain sites and historic districts to be listed on the National Register of Historic Places.

How has the Authority dealt with community recommendations?

- As part of the legislation that created the Authority, an Advisory Committee was also established that allowed for community input and recommendations on the project.

- The Authority worked tirelessly with the federal authorities at the National Capital Planning Commission and the Advisory Council on Historic Preservation, our Advisory Committee, Advisory Neighborhood Commissions, and various civic associations to reach the Memorandum of Agreement mentioned earlier. The Memorandum of Agreement protects historic resources and ensures neighborhood revitalization efforts will be undertaken. The Memorandum of Agreement was vitally critical to Advisory Council on Historic Preservation approval.

- We have held ongoing public meetings with area businesses and religious leaders in the impacted area.

- We have responded to a substantive list of design concerns from the community, Advisory Committee, clients and others.

THE BUILDING AND THE SITE

What does the building look like?

- The briefing package includes a series of floor plans and further description of the site and architecture.

- After numerous meetings, planning sessions, review by clients/show managers, community groups, and the inspired design from our award-winning design team, the new Washington National Convention Center features:
  A dramatic curved facade
  Ground level cafes and restaurants
  Generous use of glass to allow a view into the facility
  Massive open skylights
  A grand atrium space

- The design creatively uses granite, limestone and brick to deliver a structure that blends with the architectural elements of the historic districts and homes adjacent to the site.

- Additionally, the facility will feature a $4 million arts installation, making the new Center a tourist destination in its own right.

- More specific building information includes:
  2.1 million square feet of total gross area
  725,000 square feet of exhibit space
  70 meeting rooms equaling 150,000 square feet
  60,000 square foot ballroom -- the largest on the East-Coast

Why is the approved Mount Vernon site the best site?
Convention centers exist to attract out-of-town visitors. Consequently, the site works for a variety of reasons:

- The new center will be located in the downtown area with the new MCI Center and Opera House to help attract those visitors.

- The downtown area currently has 24,000 hotel rooms within a five mile radius of the Center. The new facility will remain close to the downtown area and the hotels so important to our appeal as a convention destination.

- The District already owns 87% of the Mt. Vernon Square property. The remaining parcels are being acquired through eminent domain proceedings.

- The new center will include the only on-site subway stop in the country.

- The Mt. Vernon site will give us the opportunity to revitalize the Shaw area.

- Since 1993, the Mount Vernon Square site, just two blocks north of the existing convention center, has been noted as the preferred site by DC Council Legislation, the District Comprehensive Plan, and the National Capital Planning Commission.

Since the present facility is now obsolete, will the new facility become obsolete soon after opening?

- The new Washington National Convention Center will be sixth largest US convention center when opened.

- With most associations headquartered in the Washington, DC metropolitan area, our proximity to Congress and the Executive Branch, the new Center's primary market is professional associations. These shows tend to generate a higher number of event attendees, but do not require as much exhibit space as the large tradeshows. Consequently, the size of the new Center meets our primary market's needs.

- The new Washington National Convention Center will be among the most flexible, technologically advanced facilities of its kind. With 66 loading bays and the ability to accommodate simultaneous shows, the new building is expected to be marketable for the next 30-40 years.

Doesn't there have to be more parking at the new convention center?

- Our mission is to attract out-of-town visitors that stay in our hotels. The overwhelming majority of these visitors travel to the city by plane or train. Once they are in Washington, DC, they primarily travel by shuttle bus or taxi-cab.

- When we do have "gate shows" such as the Car or Boat shows which do attract local residents, the on-site metro will be the primary mode of transportation.

- For those visitors who do travel by car, the convention center is working closely with area parking lot companies on a parking plan to accommodate our visitors' needs.

- The Pennsylvania Convention Center in Philadelphia was constructed with no new parking in an urban setting similar to the proposed site for the new Center. The Pennsylvania Center has successfully implemented a coordinated parking program similar to the plan contemplated for Washington. In fact, Philadelphia hosts an annual flower show which attracts 400,000 visitors to the heart of downtown.

- It is important to not mix apples with oranges when comparing parking with other convention centers. Centers located in the central core of a downtown area cannot be compared to centers located in a more isolated area. Centers most like the proposed Washington National Convention Center are Philadelphia, Boston and New York City, and each has little or no on-site parking.

- Centers in isolated areas do not have access to public transportation and have no choice but to provide parking.

- Multi-use facilities, such as the Georgia Dome and the Georgia World Congress Center, use their facilities as entertainment venues which require more parking. The Washington National Convention Center, and other stand-alone centers in the Northeast, do not provide substantial parking, if any.

- Additionally, the District of Columbia has convened a Downtown Parking Task Force that is currently studying an Intermodal Transportation Facility. If such a project comes to fruition, the new convention center will be able to take advantage of its services.

THE PROCESS OF BUILDING A CONVENTION CENTER

Why do convention centers exist?

- Convention centers exist for one reason-- to serve as municipal economic generators, magnates if you will, for attracting out-of-town conventioneers and visitors who will book hotel rooms, eat at the city's restaurants, visit our tourist attractions… and, add significantly to the city's bottom line.

Why are we building a new center?

- The current Washington Convention Center was designed in the early 1970s and was completed in 1983. It opened as the fourth largest center in the nation, with 300,000 square feet of prime exhibit space.

- Designed before the explosion of the tradeshow industry, the facility has served the District well, and over the years has operated in the 90% occupancy range.

- With the aggressive expansion of convention facilities in the late 1980s and 1990s, our size ranking has dropped to 30th in size. We can currently accommodate less than 50% of the country's national shows.

- In fact, we have lost a significant number of shows due to our space constraints including: the American Dental Association, American Heart Association, American Booksellers Association, American Bankers' Association, and Society of Human Resource Development.

Where are we now?

- In 1994 the District of Columbia enacted, the "Washington Convention Center Authority Authorization Act," for the purpose of operating the current center and building a new center. That legislation identified the Mount Vernon Square site as the preferred site for the new building.

- In 1995 President Clinton signed into law HR 2108, the "Convention Center and Sports Arena Authorization Act, " which allows the Authority to spend funds on pre-construction costs.

- Since 1995 we have been working on three critical approvals achieved this year:
    1. In June, the federal Commission of Fine Arts approved our preliminary design;
    2. In early September, the federal Advisory Council on Historic Preservation approved the mitigation measures as called for under Section 106 of the Historic Preservation Act; and,
    3. Finally, on September 25, 1997, the federal National Capital Planning Commission approved the site at Mount Vernon Square and the preliminary design. Before the National Capital Planning Commission could act, the approvals from the Fine Arts Commission and the Advisory Council had to be in place.

See complete list of Legislation and Studies in Additional Information.

WASHINGTON NATIONAL CONVENTION CENTER LEGISLATION AND STUDIES

The proposed Washington National Convention Center has been studied and planned for almost five years. As of October 1997, the project has cleared every regulatory and legislative process.

- **April 1993** - Financial Feasibility Study for a new convention center conducted by Deloitte & Touche for District Government, the Washington Convention and Visitors Association and the Hotel Association of Washington. This report confirmed the need and justification for a new and expanded convention center in the District based on a market assessment. Of eight possible locations, the Mount Vernon Square site was determined to be the best on the basis of the site evaluation methodology employed.

- **December 1993** - Economic Impact Analysis of proposed new convention center conducted by Deloitte & Touche for District Government, the Washington Convention and Visitors Association and the Hotel Association of Washington. This report determined that a new convention center in the District would produce nearly $600 million in increased economic activity each year.

- **July 1994** - Bill 10-527, the "Washington Convention Center Authority Act" approved by the DC City Council. Bill specifically identified Mount Vernon Square site as the preferred site for development of the proposed new convention center.

- **August 1995** - H.R. 2108, the "District of Columbia Convention Center and Sports Arena Authorization Act of 1995" signed into law by President Clinton. Final law carries same language as DC Bill 10-527 which identified Mount Vernon Square site as the preferred site for development of the proposed new convention center.

- **March 1997** - Market Value Appraisal of "Potential Convention Center Site Known as the Northeast #1 Site" conducted by Carol J. Mitten, MAI, DC Certified General Real Property Appraiser #10021 and Desmond P. Foynes, MAI, DC Certified Real Property Appraiser #10071.

- **April 1997** - Final Environmental Impact Statement, as required by the National Environmental Policy Act for the New Washington Convention Center, conducted by EDAW for the National Capital Planning Commission. Study rates Mount Vernon Square site "more acceptable" in two out of three ranking criteria over alternative Northeast #1 site.

- **June 1997** - Preliminary Approval of design granted by federal Commission of Fine Arts.

- **September 1997** - Federally appointed Advisory Council on Historic Preservation (ACHP) approves preservation/neighborhood revitalization plan. Memorandum of Agreement, which outlines specific historic preservation mitigation measures, signed by the Mayor of the District of Columbia, DC City Council, DC State Historic Preservation Officer, the National Capital Planning Commission and the Washington Convention Center Authority.

- **September 1997** - Site and building footprint, as well as preliminary design approval granted by the federal National Capital Planning Commission.

COMMUNITY SUPPORT

Shaw Area Groups

Advisory Neighborhood Commission 2C (Four of five Commissioners approved a convention center support resolution)
Advisory Neighborhood 2F
The Greater Shaw Consensus Group (A coalition of over 90-percent of the civic, business and community organizations in the Shaw/Mt. Vernon Square area)
Mount Vernon Square Neighborhood Association
The Mount Vernon Square Neighborhood Association
The Mount Vernon Business Alliance, Inc.
The Mount Vernon Business and Property Owners Association
O Street Neighborhood Association
Rhode Island Avenue and P Street Association
Blagden Alley Civic Association
Shaw Neighborhood Improvement Association
L Street CoOp Association
Chinatown Community Benevolent Society

Additional Support

The Washington Board of Trade
The DC Chamber of Commerce
The Metropolitan Washington Restaurant Association
The Hotel Association of Washington
The Greater Washington IBERO American Chamber of Commerce
Capital Hill Association of Merchants and Professionals

INTRODUCTION

The following is the content of the design narrative submitted to the National Capital Planning Commission in support of the application for Preliminary Design Approval. It describes the design objectives and proposed solution for the new Washington Convention Center and includes descriptions of the context of the site, the primary design objectives, urban design considerations the design addresses, the facility's functional organization, and its architectural expression.

Following the narrative are copies of the plans, a longitudinal section, and a rendering of the project looking northwest across Mt. Vernon Square.

CONTEXT

Existing Urban Context

The proposed Convention Center site is located in the District of Columbia commercial district. It is bounded by Seventh and Ninth Streets NW on the east and west, by Mt. Vernon Square to the south, and N Street NW to the north. Encompassing six existing blocks, the majority of the site is currently used for on grade parking, with some residential structures at its northern end. These existing residential structures are being demolished under contracts being let by the District government. The existing land uses on adjacent properties is as follows:

- **Mount Vernon Square-** The square is occupied by the National Register listed Carnegie Library, presently used by the University of the District of Columbia for its architecture school. The building is a two story classical revival structure set on the park-like square. The square itself extends from Seventh to Ninth Streets with heavy traffic flows on all sides from New York Avenue and Massachusetts Avenue.

- **Seventh Street-** The site has direct street frontage on two blocks along Seventh street, from Mt. Vernon Place to M Street, and steps back one half block to the west between M and N Street. The properties on the east side of Seventh Street between Mt. Vernon Place and L Street are two to three story commercial buildings which have been designated historic structures. Any future development on this block could only occur behind these structures. The properties between M Street and N Street on the east side of Seventh Street house three story masonry apartment buildings built in the mid 1980's. There is a ground floor retail component in the apartment buildings between L and M Streets. A series of four story brick apartment buildings occupy the west side of Seventh Street between M and N Streets. The area to the rear of these structures faces an alley adjacent to the convention center site and is used for parking and recreational space for the apartment residents.

- **Ninth Street-** The majority of the properties along Ninth Street are one to three story commercial buildings, some of which have residences above the street level storefronts. On the corner of Massachusetts Avenue and Ninth Street is a nine story historically significant masonry office building. The remainder of the street frontage on this block is vacant.

- **N Street-** North of N Street is a residential neighborhood. On the block between Seventh and Eighth Streets is the Immaculate Conception Church with a steeple rising approximately six stories in height.

Development Potential on Surrounding Sites

The condition of existing buildings surrounding the Convention Center site varies widely. Many of these properties may become prime targets for future development after completion of the Convention Center. It is unlikely that there will be any change in use of the apartment buildings on the east side of the site along Seventh Street since they are in good condition, fully occupied, and relatively new. Development could occur behind the existing commercial structures on Seventh Street between New York Avenue and L Street. The blocks along Ninth Street between Massachusetts Avenue and M Street provide the best opportunities for future development because the zoning guidelines would allow building up to one hundred thirty feet above the street level, and because of their closer proximity to the existing commercial properties to the south and southwest.

The existing stock of row houses is very attractive to buyers and investors as can be seen by the renovation trends which have occurred nearby in the Logan Circle area. Potential future development could enhance the value of the existing residential properties, making financing for renovations and restoration more readily available to current and future residents and developers.

The blocks north and west of Ninth and M Streets have been designated as the Blagdon Alley historic district, and future development within this zone that changes its physical character will be legally limited. Future development to the north of the site at N Street is less likely and this area will most likely remain residential in nature.

DESIGN

In the design of the New Washington Convention Center, the following are the three primary objectives:

1. To create a piece of architecture with the appropriate dignity and quality demanded by the prominence of its site in the Nation's Capital, while maintaining a warmth and sense of welcome representative of the District of Columbia's hospitality to visitors.

2. To provide the Washington Convention Center Authority with a functionally efficient, marketable facility meeting the Building Program which will afford Washington, DC the opportunity to reclaim its position of national prominence in the meeting and convention industry.

3. To integrate the resulting building into the surrounding neighborhood, creating a facility which is as friendly to its neighbors as it is to visitors.

To accomplish these objectives, three aspects of the design must be considered, each with its own set of specific issues. These three items are Urban Design Considerations, Functional Organization, and Architectural Expression. In the sections which follow, each of these is discussed with respect to these three primary objectives.

URBAN DESIGN CONSIDERATIONS

In keeping with the first of the three primary objectives, the Concept Design addresses four specific issues: the L'Enfant Plan; Mt. Vernon Square and Carnegie Library; the Building Massing; and the Landscape Design. Each of these issues and the way the Concept Design responds to them is addressed in this section.

L'Enfant Plan

Within his plan for Washington, DC, L'Enfant used a variety of design strategies to create the city of grand vistas linking monuments and the series of open spaces which make the nation's capital a memorable city. The key components of the plan are the network of diagonal boulevards superimposed on a grid of streets, and open spaces located at the major intersections used as sites for monuments, green spaces, and public buildings. In addition to the boulevards, certain streets within the grid are used to create vista corridors visually linking the monuments or public buildings together.

The L'Enfant street grid is functionally maintained in the Concept Design by organizing the program elements to allow L and M Streets to remain open in the East-West direction. The space needed to accommodate the building's program requires that M Street be mostly covered by the building, however the street is acknowledged by a recess in the west facade at the intersection with Ninth Street, by the stepping back of the plan west of Seventh Street, and by the interruption of the vaulted roof over of the building in this area. L Street is open to the sky with the exception of the concourse bridge crossing on the Eighth Street axis. This produces a building composed of three individually defined massing elements each located between Seventh and Ninth Streets, sitting within the blocks defined by Mt. Vernon Place, L, M, and N Streets, preserving the spirit of the L'Enfant grid.

The major entrance to the Convention Center faces Mt. Vernon Square, one of the principal urban spaces in Washington, and connects with the primary internal circulation concourse extending along the alignment of Eighth Street, on axis with the historic Carnegie Library. The transparency of the facade allows the central circulation spine on the Eighth Street axis to be visible from the exterior. Entrance to this circulation element is defined by a major portal within the Main Lobby and provides the primary path via a grand staircase for movement through the southern block of the site to functions across L Street.

Mt. Vernon Square and Carnegie Library

Mt. Vernon Square is one of the District's open spaces located at a major intersection in the L'Enfant plan, occurring at the crossings of Massachusetts Avenue, New York Avenue and the convergence of Seventh, Ninth, and K Streets. Buildings adjacent to these squares should provide reinforcement and definition to the open space.

Extending to the property lines east to west, the building provides an edge to the northern side of the Square. The south elevation of the Convention Center provides both a backdrop for the Carnegie

Library and the primary entry facade for the building itself. Set back a minimum of approximately 25 feet from the property line over its entire width on the south, the Convention Center is pulled back from the Library to provide it with "breathing room" and to leave space at the street for sidewalks of a width appropriate for accommodating crowds of people visiting the building. The central portion of the facade, corresponding with the width of the Library, is recessed an additional approximately 25 feet for a total of approximately 50 feet. This recess is slightly longer than the Library, framing the historic structure.

The Convention Center Concept Design provides for a large lobby facing the square, providing visitors the opportunity to look into the square and experience the open space from inside as well as outside.

Building Massing
The block between Mt. Vernon Square and L Street containing the Ballroom is the largest of the three elements of the building and anticipates the scale of future development on adjacent blocks. As the facility extends north, the building height continues to decrease in order to more appropriately relate to the small commercial and residential structures that exist around the site's east, west and north sides.

A 26 foot high element parallels the property line and maintains a relationship to the traditional orthogonal building lines of the blocks directly north of Mt. Vernon Square. Above this, a concave facade recedes away from the library providing an embracing gesture to the historic building.

Landscape Design
Since the size of the site requires construction essentially to the property lines in order to accommodate the Building Program, the landscape design focuses on integrating the public spaces around the building into the larger context of the District of Columbia's street scape. This includes providing street trees and street furnishings which are, at a minimum, compatible with the District of Columbia standard. Included within the design are light standards, trash containers as well as the possibility of benches and other amenities where appropriate and feasible given the sidewalk space available.

Mt. Vernon Square is considered the "front yard" for the Convention Center, and funds have been allocated in the Project Budget to enhance the landscaping of this area. This will be executed in conjunction with the National Park Service, which is responsible for the maintenance of this space. Along with the landscape enhancement, funds have also been allocated in the Project Budget to perform cleaning and repair work on the exterior of the Carnegie Library building owned by the University of the District of Columbia.

FUNCTIONAL ORGANIZATION

In order to capture the target market in the meeting/convention industry, market studies have indicated that the new Convention Center will need to provide approximately 725,000 square feet of exhibit hall space and 210,000 square feet of meeting room space, including a 60,000 square foot Ballroom. Supporting these marketable spaces are approximately 1,265,000 square feet of Circulation, Service, Food Service, and Administrative spaces, for a total gross area of 2,200,000 square feet.

Building Organization

The primary entrance to the facility occurs at Mt. Vernon Square on the Eighth Street axis. From this point, the visitor can move both vertically and horizontally to all other spaces in the Convention Center.

Exhibit halls, due to their size and functional requirements, are the major spaces in the facility which determine its plan and sectional organization. In the Concept Design, approximately two-thirds of the exhibit space is located 50 feet below street level and the remaining one-third is one level above the street on the blocks north of L Street. Directly associated with both of these spaces are truck dock and apron areas required to unload and load display materials and other items used during convention and meeting events.

Meeting rooms are located at street level vertically between the two exhibit spaces, and on the upper levels of the block between the Square and L Street. This location allows the meeting rooms to be equally accessible from either exhibit hall, providing greater flexibility in usage patterns and shortening walking distances for visitors using the facility when moving from event to event. In its location at the uppermost level of the southern block, the Ballroom is placed in a location that allows it to be used separately for evening events without having to open the entire facility. It also has the opportunity for spectacular views of the city's primary monuments from its Prefunction space facing the Square.

In addition to the functional benefits of this vertical organization, there are three other positive results. First, both L Street and M Street can remain open through the site, functionally maintaining the L'Enfant street plan as has been previously discussed. Second, the most open and active spaces in the facility such as concourses, lobbies, and prefunction areas are directly adjacent to the street, providing visibility to and from the sidewalk and presenting the most friendly face to the pedestrian. Third, a large portion of the building is placed below ground, significantly reducing its mass.

In addition to the placement of public circulation elements along the exterior edge of the Convention Center at the street level, space is provided for potential leasable space for retail and community uses. The center's food service components are located at approximately street elevation at Mt. Vernon Square with their exterior dining terraces extending from the building's corners at Seventh and Ninth Streets. Possible retail locations occur in the blocks between M and N Streets along Ninth Street, between L and M Streets along Seventh Street, and along N Street on the site's northern edge.

Wayfinding
Convention Center buildings need to be organized with clear paths for public circulation. In order to work well, the spaces should give the basic clues to the visitor about how to move through the building, supplemented with more specific information from the graphics system. The Concept Design is organized around three primary circulation elements. The Eighth Street Vista Concourse provides the primary circulation from the main entrance north across L Street. It connects two lobby spaces which run east to west for the full width of the site, the Main Lobby at Mt. Vernon Square and the L Street Lobby just north of L Street. These two lobbies connect to the Ninth Street Concourse which connects the marketable spaces on all levels of the facility from south to north along the west edge of the building.

Marketable Spaces
Exhibit Halls and Meeting Rooms are the spaces that are marketed to users of convention centers. These spaces have specific characteristics which have a significant influence on their design.

First class Exhibit Halls must have a minimum column spacing of 90 feet. In addition, they must have at least 30 feet clear to the bottom of the ceiling or roof structure. Floors must be capable of supporting 350 pounds per square foot of live load. All of these requirements lead to spaces with large volumes and footprints. Truck service must be located on the same level and directly adjacent to exhibit hall spaces as well.

Meeting Rooms, and especially the Ballroom, are now being provided with the qualities of hospitality spaces. Ceilings must be high enough to accommodate audio-visual programs and to create a comfortable space. If natural light is introduced, it must be carefully controlled. Rooms must have the flexibility to be subdivided into a variety of combinations to allow for varying sizes and types of events. Separate back-of-house service spaces need to be provided to facilitate efficient service to these spaces interconnected with the various food service and other support functions.

Service Areas
Truck access to the loading docks serving the two exhibit hall levels is completely internalized. Street level access to the service area on M Street leads to two ramp systems which carry truck traffic up to the upper Exhibit level and down to the lower Exhibit level. The ramp lengths required to reach the proper floor level in combination with the use of an off site marshaling yard provide sufficient stacking space to avoid the need to queue trucks outside the building.

Although the northern block of the site is the location for many of the service and support functions of the building, it has been organized and designed to avoid the "back of the house" image. The loading dock for the lower exhibit hall is located below Ninth Street while the dock for the upper hall is one level above the street. This placement of truck docks avoids at-grade loading areas, allowing the building to avoid an obvious "back side."

The main kitchen is adjacent to the Ballroom at the top level of the "entry structure" and a continuous service corridor "spine" reaches northward to the other two "blocks," providing vertical back-of-house circulation connecting the Exhibit Halls, Meeting Rooms and central service areas. This vertical interconnection provides a continuous internal loop of back-of-house service corridors that functions both vertically and horizontally, and is located on the non-public side of the marketable elements.

ARCHITECTURAL EXPRESSION

In its architectural expression, the goal of the Convention Center design is to create a structure with the appropriate dignity and quality for a grand civic meeting facility, while maintaining its warmth and sense of welcome. In addition, the building should be legible as a Convention facility while balancing the large scale of the building type with the relatively small scale of the surrounding neighborhood context.

The design attempts to create a series of forms which honestly express the spaces inside, with facades that mediate between the expansive scale of the function spaces and that of the surrounding city. Through appropriate articulation and detailing, the forms and facades should express the full range of scale elements, from that of the entire city to that of an individual person. In order to reach this goal, several objectives were established and have guided the design process.

- Create singular project with a memorable, handsome appearance.
- Complement the scale of the immediate context with the degree of massing and facade articulation.
- Express the public gathering function, giving expression to the characteristics of accessibility, openness, and visual clarity.
- Enhance the emergence of the uniqueness of the spaces within, evidencing them upon the massing and facades.
- Locate the public circulation spaces within the layers of the facades to provide views of the city beyond for those inside, and to maximize the awareness of their activities inside from the street.
- Create a sense of permanence appropriate for a major public building balanced by a sense of openness, hospitality, and festivity appropriate for the activities of convention and meeting events to be held in the facility.

Overall Expression

The largest scale facade elements are associated with the public space of Mt Vernon Square. As the design expression is continued around the two corners and subsequently up Seventh and Ninth Streets, the articulation quickly breaks down in scale to that of the facades which comprise the neighborhood.

The materials proposed for the street facades are: limestone with granite accents; precast concrete made to resemble limestone; brick masonry; and clear glass and metal glazing systems. Granite is used in entrance portals and in details associated with the pedestrian experience. The limestone, and precast concrete are intended to be the primary solid materials which will define the form of the facades. Brick masonry will be introduced into the Seventh, Ninth, L, M and N Street facades as a complementary solid material for the smaller scale details which this material can achieve. Glass and glazing systems will be introduced into the solid forms in varying degrees depending upon the nature of the spaces behind. On the Mt. Vernon Place elevation, the predominance of glass area reverses the ratio of solid to glass found on the other facades of the facility.

Mt. Vernon Facade

The Mt. Vernon facade is conceived as a series of layers ultimately reaching 120 feet into the building and culminating at the Ballroom facade and the concave Main Lobby wall. Each of these surfaces are bathed in daylight from above. The intention is to draw the visitor's eye inward to sense the civic grandeur of the spaces within while approaching from the exterior or merely passing by. The transparency of this elevation should give glimpses of the grand stair inside and routes of movement the visitor will encounter upon entering.

As noted previously, the large window embraces the Carnegie Library within the square. The window is defined by two large limestone forms which also reinforce the symmetry of the facade about the Eighth Street axis. As mentioned in an earlier section, the form steps back from the Square at the South Meeting and Ballroom levels.

At the center of the curving south facade is an element set apart from its adjacent glass walls by deep reveals representing the Eighth Street right of way. This element marks both the location of the Eighth Street corridor and the building's main entrance. A pair of sculptural pylons flank the entry element at the south property line, creating a portal recalling the Eighth Street corridor. The pylons, which are visible from all the streets converging on Mt. Vernon Square, will be constructed of limestone topped by glass elements which will be lit at night.

The curving glass wall is composed of a series of bays following a 30 foot module creating a faceted surface, further articulating the building's 500 foot facade. The varied roof heights of the building mass on the southern block both minimize its horizontality and break down its scale as well as creating an interesting silhouette.

Ninth Street Facade

Each of the three major blocks are clearly defined by recesses at L and M Streets. M Street is accented by a focal element expressed as large picture window above the slightly arched structure spanning the road below, and visible when approaching the building along M Street from the east or west. The facade is interrupted at L Street with the Eighth Street Vista Concourse bridge visible beyond. This bridge will also contain a focal element similarly visible to approaches along L Street. Adjacent to both streets, the flanking forms on both sides are designed to create a balanced frame for the street openings.

The facade is organized along its length with vertical layering which suggests a base-like zone, middle, and articulation of the building face against the sky. The elevation is shaped in plan with the introduction of indented corners, and an overall plan modulation of 30 feet in keeping with the rhythms of the existing structures on the opposite side of the street on the block between L and M Streets. Within the 30 foot modulations, a variety of internal activities are expressed. These include a large window opening related to the volume of the Ninth Street Concourse space with the 30 foot articulation as a screen-like layer, projecting windows within punched openings in scale with the Exhibit Hall space behind, and openings at street level for the potential retail spaces. At the northern end of the facade, glazed openings are replaced by a layered screen wall with additional retail modules at the base.

N Street Facade

Acknowledgment of the Eighth Street vista corridor looking south highlights the design of the N Street facade. The elevation is comprised of a series of community leasable spaces with an articulated screen wall above. This facade is accentuated with a large portal into the leasable space and several flanking solid elements and glazed openings to highlight the symmetry of the facade relative to Eighth Street. Rising beyond the screen wall, the asymmetrical vault of the upper exhibit hall has its peak on axis with Eighth Street, subtly recalling its alignment.

Seventh Street Facade

This facade is broken into two major blocks by L Street. The portions of the facade flanking L Street and the bridge beyond are the mirror image of the view described for Ninth Street. The same strategies applied to Ninth Street are used to create the facade on Seventh Street, including the openings in the base-like zone for the retail spaces provided between L and M Streets.

The significant difference from the Ninth Street side lies in the facade north of L Street. In this area, composition is a layered screen wall above the base similar to N Street. Moving northward on this elevation, a special element is introduced into the facade at the corner with M Street to provide shelter for and announce the location of the Metro Station.

The building steps back at M Street around the site of the residential buildings on the west side of Seventh Street north of M Street. The view on axis with M Street from the east is a large window to the Exhibit Hall beyond. North of M Street the building fronts on the alley west of the residences. This portion of the facade will be an articulated wall with planting to soften it and to create a more residential feeling adjacent to the apartment buildings.

L Street Facades

The primary component of the two L Street facades is the Eighth Street Vista Concourse bridge which spans the street at the center of the building. The Eighth Street axis is further reinforced with street level entrances and a daylit lobby on the North side. The stepped back corners containing granite entrance portals mark the ends of both facades.

The tripartite vertical subdivision similar to the Seventh and Ninth Street elevations turns the corner and is used to articulate the facades vertically. A 30 foot module is used horizontally, also linking the L street facades to the adjacent Seventh and Ninth Street facades in character.

M Street Facades

The M Street facades occur beneath the mass of the upper exhibit hall reaching across the street. On the south side, a corner entrance at the intersection with Ninth Street, and the Metro entrance at Seventh Street are highlights. This facade may also be an opportunity for a piece of public art. On the north side of the street, glazed openings into the employee services spaces are introduced to achieve transparency in the elevation. The materials complement those designed for the Seventh and Ninth Street facades.

The Roof or "Ninth Facade"

Although restrictions on height of construction in Washington would largely prohibit views of the Convention Center's roof, it has been organized, ordered, and closely coordinated with the street facades. Low barrel vaults are used to accomplish the long spans of the major assembly areas of upper Exhibit Halls and Ballroom. The vault form rises to the center of the space with cornices cutting off sight lines from vantage points close to the building. The largest of the building's mechanical components to be placed on the roof, the cooling towers, are recessed within the form of the northern vault to eliminate any silhouette of this equipment against the sky. There will be no rooftop mounted equipment other than very low exhaust fans, which will be essentially lower than building parapets.

SUMMARY

This narrative has outlined the objectives that the Concept Design seeks to achieve and the direction the design has taken to respond to them. These objectives have been based on principles established by the design team, the Washington Convention Center Authority staff, and the Program Management team as well as the comments of the community and regulatory agencies. As the design process continues, additional refinements will be made to fully realize the objectives set forth in this submission, and to attain the overriding objectives of creating a piece of architecture appropriate for the City, meeting the Authority's program, and relating well to the surrounding community.

Withdrawal/Redaction Marker
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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. diagram	re: Washington Convention Center floors (9 pages)	08/26/1997	b(7)(E)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20029

FOLDER TITLE:

D.C. (More) [Folder 1] [1]

2013-0534-S
rc1551

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
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- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

- C. Closed in accordance with restrictions contained in donor's deed of gift.
- PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
- RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
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- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
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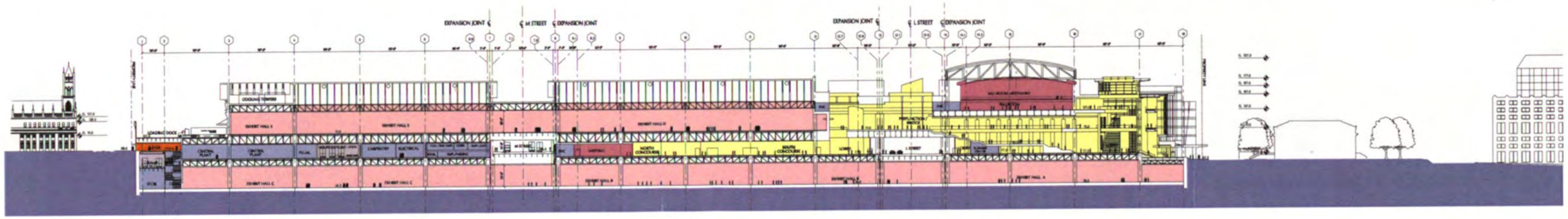

LONGITUDINAL SECTION - 1/30"= 1'-0"

AUGUST 26, 1997

WASHINGTON CONVENTION CENTER
WASHINGTON CONVENTION CENTER AUTHORITY
WASHINGTON D.C.

NATIONAL CAPITAL PLANNING COMMISSION
801 PENNSYLVANIA AVENUE, N.W., SUITE 301
WASHINGTON, D.C. 20576

EXTENDING THE LEGACY
PLANNING AMERICA'S CAPITAL FOR THE 21ST CENTURY

What is the Legacy Framework Plan?
Washington is our national capital and should reflect the finest planning and design that America can provide. The capital's unique look is the result of a 200-year planning tradition that began when George Washington challenged Pierre L'Enfant to create a capital truly worthy of a nation. 100 years later, the McMillan Plan defined today's Mall. Now that 100-year cycle has come around again, and with the last Mall museum site assigned, it is time for a plan for the 21st century.

Why Do We Need a Plan?
The projected demands for museums, memorials, public space and improved transportation in the next century cannot be met by embracing the status quo. Washington cannot accommodate 40 million visitors a year (double the current number) without better public transit, or preserve the Mall without finding homes for new museums and memorials elsewhere in the city. The plan is a framework that will guide future decision makers in planning the city. It is an opportunity to link individual building decisions to larger civic visions.

What Does the Plan Do?
The Legacy Plan is anchored in five key ideas:

- building on the legacy of the historic L'Enfant and McMillan Plans;
- centering the Monumental Core at the Capitol, revitalizing North, South and East Capitol Streets;
- encouraging District revitalization and local economic development by locating museums, memorials and other public buildings in neglected parts of the city;
- preserving open spaces and the Mall from future overbuilding and reclaiming the Potomac and Anacostia waterfronts for recreation, environmental preservation and economic development; and
- developing a flexible transportation system that eliminates barriers, eases movement within the city, and includes transit centers, water taxis and new rail lines.

Who Developed the Plan?
The National Capital Planning Commission (NCPC) is the planning authority for the federal government in Washington and surrounding region. The Commission is

responsible for preserving the unique beauty of the city while ensuring its orderly growth and development. As part of its long-range planning responsibilities, NCPC developed the Legacy plan over the past several years in partnership with scores of District and regional governments, neighborhood, civic and professional organizations and a team of America's leading planning experts. It is a collaborative effort in every respect.

In March 1996 the plan was released in draft for a nine-month public comment period. Through museum exhibitions, presentations and briefings, brochures and questionnaires, NCPC solicited national public comment on the plan. More than 5,000 Americans – ordinary citizens and professional planners – told us what they thought and offered their suggestions. We took their best ideas and incorporated them into the final plan.

Who Supports the Plan?
During the public comment period, the plan received bipartisan support from President Clinton, Speaker Gingrich, Representative Tom Davis, Delegate Eleanor Holmes Norton and Senator Patrick Moynihan. The plan has also won wide approval in the professional planning and design community.

What Does the Plan Do for the District?
The plan directly addresses the two engines that drive the Washington economy: the federal government and tourism. The Legacy Plan is a dramatic departure from past federal planning that directed facilities and investment into established enclaves on and around the Mall. The Legacy plan re-centers the heart of monumental Washington on the Capitol, bringing mixed-use development into the four quadrants of the city. Using federal resources to leverage local activity and private investment, the plan offers real opportunities for local community revitalization and infrastructure rebuilding.

How Does This Plan Relate to Other Plans for Washington?
Washington is currently the subject of a flurry of planning activities. The District government and private and public groups have recognized the city's urgent need for economic revitalization and have offered valuable and imaginative proposals. As a long-range vision plan that encompasses all four quadrants of the city, Legacy provides the comprehensive and flexible armature for these more detailed plans. For example, the Interactive Downtown Task Force proposals further Legacy objectives for a revived downtown with a concentration of mixed-use activities and federal development. The Legacy plan does not compete with these planning efforts, rather it provides the conceptual and physical framework to accommodate them.

How Will the Plan Be Implemented?
Like the L'Enfant and McMillan Plans, the most ambitious Legacy proposals will be implemented by future generations. While some projects may be completed within a few years, others could take 20, 40, even 80 years. The plan is called a framework because it is meant to guide, not prescribe, development over the next 50 to 100 years. It is designed to be flexible enough to meet the unforeseen needs of the next century.

The plan's concepts will requires billions of dollars to implement. However, future development and infrastructure replacement will require vast sums, regardless of this plan or any other. The federal government will not implement the entire plan. Through public/private ventures and partnerships with local and regional authorities, all stakeholders will participate and share the costs. The Legacy Plan simply recommends that public and private funds be devoted to a coordinated development effort that avoids the pitfalls of a piecemeal approach.

How Do We Get Started?
Legacy's ***First Initiatives*** are immediate steps that federal, District and private sector stakeholders can take to produce short-term, tangible benefits. They include:

- **Revitalization of the South Capitol Street/M Street, SE Corridors** that builds on the current expansion and renovation of the Washington Navy Yard and the Southeast Federal Center. It is estimated that together these two facilities could create 6,200 construction jobs and another 15,000 permanent jobs and attract significant related private office development. The Legacy plan proposes to locate future federal activities in the South Capitol Street neighborhood as part of a vibrant, mixed-use area of residential and commercial development and open public space.

- **Coordinated Visitor Orientation Program** that will improve maps and signs and establish a network of information kiosks to direct visitors to museums, subways and historic sites and events.

- **Detailed Planning Studies** that will identify first-step infrastructure, waterfront remediation, economic and urban design measures.

Legacy calls for the establishment of an **economic development corporation** to carry out its most ambitious proposals. This development corporation would pool the resources and programs of federal and District governments, private business, foundations and neighborhood groups.

The Cost of Doing Nothing
The cost to realize the Legacy vision will be substantial; the cost of doing nothing will be overwhelming. If we defer or abandon long-range planning, Washington will face:

- lost revenue from potential tourism opportunities, such as waterfront development;
- loss of precious open space;
- an overcrowded Mall dominated by buildings rather than people;
- pollution from increased traffic congestion; and
- continued economic decline in neglected city neighborhoods.

The Legacy Plan is anchored in the needs of our time -- ecology, mobility, diversity and opportunity -- and redefines how government should participate in the renewal of Washington.

Downtown DC - It's Time to Introduce a New Era for Downtown DC

IT'S TIME TO INTRODUCE A NEW ERA FOR DOWNTOWN DC

Downtown DC Business Improvement District

DOWNTOWN DC
Business Improvement District
1250 H STREET, NW
WASHINGTON, DC 20001

Imagine

*A Vibrant Downtown
Full Of Excitement,
With Safe Streets
And Clean Sidewalks.*

Stop Imagining.