

FROM PLAN TO ACTION

Implementing the Plan

This chapter focuses on making the plan a reality. It identifies: existing processes that can be strengthened to improve the way memorials and museums are built in the city; mechanisms and regulatory tools that can be used to reserve key sites for future commemorative activities; and ideas for assisting memorial or museum sponsors as they go about addressing their individual site-related commemorative needs, including major efforts the city and federal government should undertake to enhance the settings for commemorative resources and promote new commemorative activities. In order to ensure that future commemorative resources continue to be successful forms of commemoration while also serving as tools to promote broader federal and local objectives, several planning issues must be resolved or processes strengthened. These are organized under the following four headings.

- ***Commemorative Proposal Process or the practices and procedures by which review bodies select the location and design of new commemorative resources in the Nation's Capital.***
- ***Commemorative Site Acquisition or the actions necessary to preserve key lands in the city for future memorial and/or museum uses.***
- ***Site Infrastructure Improvements or the major physical changes and enhancements to the built environment that are needed at key locations around the city to enhance the settings for commemorative resources and promote new commemorative activities.***
- ***Community Linkages or ways commemorative resources can help local revitalization. This includes opportunities for strengthening the cultural and historic associations between commemorative resources and neighborhoods.***

The following section contains a summary of master plan implementation measures. A fuller discussion of each measure is contained within the technical document, which can be obtained from NCPC. While each recommended site would have its own unique set of implementation tools, the following provides a general overview of the effort required to encourage and advance the goals of the master plan. Where possible, the master plan identifies the public entity responsible for a particular action.

Commemorative Proposal Process

Like most long-range plans, realization of the vision is expected to occur over many years. One overriding concern of the Task Force is the extent to which federal and District of Columbia agencies and other affected parties take into consideration the new inventory of recommended commemorative sites as they consider individual development proposals on or near recommended sites. NCPC intends to revise the federal elements of the Comprehensive Plan to include the adopted Commemorative Zone Policy. NCPC and the District government, working with the NCMC, should also provide regular reports on the progress being made in implementing the master plan. This collaboration can provide an opportunity to suggest priority locations for memorials and for additions or revisions to the master plan that may advance local planning objectives. The following action should be undertaken.

- ***NCPC and the District government should encourage the redistribution of new memorials and museums throughout the city through changes in the Comprehensive Plan for the National Capital.***

Unlike today, however, where an inventory of potential memorial and/or museum locations is not available to the public or prospective sponsors until after a proposal is being considered by review bodies, such information and other siting considerations will be publicly available in advance of the site selection process. By providing data on the constraints and/or opportunities that the review agencies have identified for 100 recommended locations around the city, the master plan represents public agency consensus on sites that are considered to be appropriate for commemorative resources.

- ***NCMC, NCPC, CFA, and the District and Arlington County governments should provide guidance and support for commemorative proposals by directing prospective sponsors to sites that reinforce the master plan urban design framework.***

Amendments to the Commemorative Works Act, suggested by NCPC, CFA, and NCMC and passed by the Senate in July 2000, also provide improved guidance and direction for the process of establishing commemorative works in the Nation's Capital. The following actions are additional opportunities for advancing the master plan through process changes and other proposals:

- ***NCMC should improve its notice procedures to local residents, ANCs, District***

elected officials, and officials from affected suburban jurisdictions of upcoming meetings to consider sites for commemorative works. This could include circulation of the proposal for comment to affected and interested agencies, the general public, and professional and civic groups and organizations.

- *NCMC and the District of Columbia should identify and coordinate existing federal and District of Columbia commemorative works policies and planning actions to develop a more uniform and coordinated approach to locating new memorials and museums in the city and to better distinguish between national and local commemoration needs and interests.*

Commemorative Site Acquisition

The following actions are aimed at either advancing acquisition of key commemorative lands that are not presently under federal control or facilitating the *reservation* of key parcels of land as non-federal properties are redeveloped. Only the degree of restriction required to achieve the objective of safeguarding critical lands for future commemoration is envisioned. Unless acquired by the federal government, development of commemorative features on private lands should be arranged with the consent of property owners and development of commemorative features on lands under the jurisdiction of the District government should be arranged with the agreement of the District.

- *The federal and District governments should identify key parcels at recommended master plan locations that should be reserved for significant new commemorative features.*
- *The federal and District governments should utilize existing land management programs and regulatory controls (e.g. project planning/review authorities, zoning, planned unit development process, etc.) to preserve lands for commemorative resources at recommended master plan sites while also furthering desired redevelopment objectives.*
- *The National Park Service, NCPC, and/or General Services Administration (to the extent permitted by law) should purchase parcels located within the urban fabric of the District of Columbia for national commemorative action, if necessary. Only eight of the recommended master plan sites, seven in the District and one in Virginia, are privately-owned and are potential candidates for acquisition. The federal government should also identify government lands in its inventory to surplus or exchange or provide some other compensation to the District to account for potential loss of property tax and other revenue from possible federal purchases.*

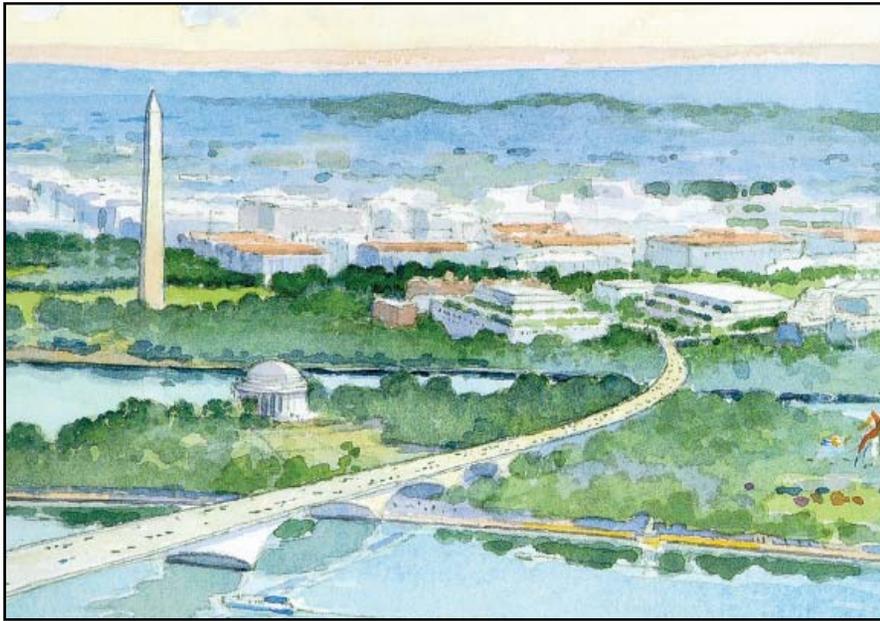
Site Infrastructure Improvements

This section recommends strategies that build on the District's tradition of using public/private partnerships to undertake bold revitalization efforts to shape the city's appearance. A fairly recent example of effective government and private partnerships is the redevelopment record of the Pennsylvania Avenue Development Corporation. This agency successfully advanced redevelopment of America's Main Street, Pennsylvania Avenue, from the U.S. Capitol to the White House. Several new and reconfigured national commemorative features were developed in the Pennsylvania Avenue corridor through this partnership.

The following are several ways the public sector could support large-scale redevelopment and site improvements related to recommended commemorative locations:

- *In order to advance infrastructure improvements at potential memorial sites, the Secretary of the Interior should be authorized to seek appropriated funds for grants or loans to approved commemorative sponsors in order to defray the cost of correcting or improving extraordinary site conditions associated with potential sites within the urban fabric of the District.*
- *The District and federal governments should use existing local, regional, and federal environmental programs to improve the condition of the Anacostia and Potomac River waterfronts and advance the master plan vision.*
- *District and federal officials should work together to establish the necessary legislation and administrative authorities to revitalize and improve Monumental Corridors, Commemorative Focus Areas, and Special Streets and create within these settings areas of high visual quality, improved safety, and enhanced amenity.*

Transportation infrastructure improvements are also vital to realizing the master plan's vision. By providing better access to the city's waterfronts, monumental corridors, and communities, Washington can reduce its dependence on personal vehicles, while improving linkages to the city's commemorative features.



Possible transportation improvements include future bridge redesigns and a new water shuttle service that could improve access to memorials and museums.



The following suggested actions would provide improved transit access and circulation for Washington and its future commemorative sites:

- *As proposed in Legacy, the District and federal governments should initiate a river bridge revitalization and replacement program for the Theodore Roosevelt and 14th Street Bridges and for all bridges on the Anacostia River as they reach the end of their useful lives. Such a revitalization and replacement program could also provide opportunities to improve access to the waterfront, increase the visual prominence of selected areas of the city, and encourage opportunities for new commemorative features.*
- *The federal and District governments should support the efforts of the Downtown Business Improvement District to establish an alternative transit system (i.e., downtown circulator) that could provide greater access to central city and waterfront memorial and museum locations.*
- *The federal and District governments should ensure that sites for new memorials and museums, when selected, take maximum advantage of regional river transit and downtown circulator systems as they are established.*
- *The federal and District governments should improve bikeway and pedestrian routes along riverfronts and throughout the city to provide improved access to existing and proposed memorial and museum sites.*

More than 30 percent of the recommended commemorative sites are located along the city's waterfronts. Consequently, implementation of the plan would be benefited greatly by a river-based transit system. Similar access gains would be realized for downtown sites with the development of a downtown circulator transit system, complementing the existing Metrorail and bus systems, private vehicles, tour bus service, and taxis.

- *The federal and District governments should initiate a study of waterfront transit landing areas to identify and encourage coordinated connections to new riverside commemorative sites while promoting new community amenities.*
- *Federal and District officials should work with the private sector to establish a water-based tour vehicle system operated by a private franchise. Such a system could support improved waterfront access and tourism related to commemorative resources.*

- ***Not surprisingly, the success and expansion of public rail systems has led to a reassessment of the need for some existing and future highway projects.***
With an expanding transit system in place, access to many future national memorials and museums could be made accessible by way of Metrorail and other supporting transit systems. The planned New York Avenue Metrorail Station near Florida Avenue, NE, for example, could serve as a catalyst for community revitalization while providing access to potential nearby commemorative features.
- ***NCPC and the District government should work with WMATA to site memorials and museums at existing and planned Metrorail stations within the District of Columbia. Transit can provide improved access to the city's neighborhoods, employment centers, and waterfront areas.***

Community Linkages

The *Memorials and Museums Master Plan* identifies a number of potential commemorative sites within existing or potential neighborhood settings, including such neighborhoods as Anacostia, Shaw, Kingman Park, Brookland, and Marshall Heights. These neighborhoods are vibrant centers of residential, cultural, and commercial activity and their revitalization and linkage is crucial to the implementation of the master plan.

The following strategies address opportunities for linking the master plan to local revitalization:

- ***The federal government should work with the District to encourage ongoing community revitalization efforts in areas near Prime Sites.***
- ***The District of Columbia and NCPC's waterfront initiative should be advanced as a comprehensive strategy for revitalizing the city's principal waterfront areas and as a vehicle for furthering the master plan's urban design principles.***

Implementation of new commemorative resources within the city's neighborhoods must be closely coordinated with neighborhood plans prepared by local residents and elected officials. This coordination ensures that new features are appropriate in scale and use at each location. Local planning efforts could also help in identifying local and regional commemorative opportunities that could work well with the potential national commemorative opportunities that are described in this master plan.

The plan promotes the idea that the cultural and historic diversity of our Nation's Capital can become a focus for a broader commemorative experience, particularly within such historic locales as Anacostia, Brookland, Georgetown, Marshall Heights, and Shaw. The following implementation measures are designed to encourage the dispersal of future commemorative features (at an appropriate scale and expression) on sites beyond the core as a way of supporting and nurturing a greater appreciation of city-wide cultural and historic resources:

- ***Federal and District of Columbia historic preservation agencies should inventory the historic urban design and cultural elements of the city and its waterfront areas as an initial step in restoring or complementing the historic features of related neighborhoods and local areas.***
- ***Federal and District historic preservation agencies and the NCMC should coordinate to direct future commemorative features to sites offering supporting cultural and historic interpretive opportunities.***
- ***The federal and city governments should encourage memorial sponsorship of existing historic neighborhoods, buildings, landscapes, and features in conjunction with future commemorative actions.***
- ***The federal government should encourage the adaptive reuse of historic structures and settings, and underutilized federal properties, by integrating new memorial and museum activities within them, where appropriate.***



This concept for redesign of civic spaces at the Anacostia Metro Station area could provide potential locations for future memorials and museums (looking northwest from Martin Luther King Ave)

Policies for New Memorials and Museums

The *Memorials and Museums Master Plan* establishes policies for the siting and design of new memorials and museums throughout the District of Columbia. Review agencies will consult these policies when evaluating individual proposals for new commemorative works in the Nation's Capital. The policies are as follows:

Sites

1. Preserving the integrity of the Monumental Core—its vistas, open spaces and recreation areas—is the primary objective of limiting the number of new museums and memorials.
2. New memorials and museums are to be encouraged in all quadrants of the city as a way of reinforcing local communities and local revitalization efforts.
3. No new memorial or museum may be located within the Reserve, as defined in the *Comprehensive Plan for the National Capital*.
4. Only museums and memorials of the "highest historical and national significance" may be located in Area I; however, no museums or education centers may be located in East Potomac Park or on other parkland in Area I.
5. New memorials proposed for Area I, as defined in the Commemorative Works Act, shall be limited to sites identified in this master plan. Those proposed for areas outside Area I should locate on sites in this plan.
6. New memorials shall not be located on the U.S. Capitol grounds.
7. All new memorial and museum sites should be appropriate to their subject, and respectful of their immediate surroundings.

Design

1. Memorials and museums should reinforce key design features of the L'Enfant and McMillan Plans, including major streets and avenues, waterfronts, and scenic overlooks.

2. Special attention should be paid to locating new museums and memorials along major avenues and Special Streets.
3. Placing new memorials along the Potomac and Anacostia Rivers will promote greater use and better public understanding of Washington's rivers and should be encouraged.
4. Prominent sites, such as promontories and broad intersections, should be reserved for significant memorials.
5. New memorials must not encroach on neighboring memorials and open space.
6. Adapting older buildings or structures for new museums and memorials should be encouraged.
7. Visitor services at memorials in Area I should be limited to only small information kiosks and restroom facilities and should not contain buildings or interior spaces housing exhibits, displays, collections, or other interpretive products and programs normally found in museums, visitor centers, or education centers.

Connections

1. Whenever possible, new museums and memorials should serve as catalysts for economic development and for public and private urban design improvements.
2. Museums and memorials should enhance the image and identity of their surroundings. New museums and memorials should take advantage of existing infrastructure, especially public transportation.
3. Locating commemorative works close to other civic projects will likely increase tourism and educational opportunities.
4. Memorials and museums should support established land uses and local planning objectives.
5. The District government, appropriate Advisory Neighborhood Commissions, and neighborhood organizations must be consulted in planning museums and memorials outside the Monumental Core.