

Barry Farm | Park Chester | Wade Road
Redevelopment Plan

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Executive Summary

The Redevelopment Plan for the Barry Farm/ Park Chester/Wade Road community (“the Neighborhood”) consists of three elements – a Human Capital Plan, a Physical Plan and a Development and Finance Strategy. Founded on the principles of the New Communities Initiative, the redevelopment of this important southeast community shall to include the “human architecture” along with the physical architecture. Current families shall be supported and have the tools necessary to prosper and flourish as their neighborhood is transformed.

Background

In November of 2005, the District of Columbia, in conjunction with the Barry Farm Advisory Committee, initiated a public planning process to create a revitalization plan for their southeast community. The goal of the plan was straightforward – to create a vibrant mixed-income neighborhood where residents have quality housing options, real economic opportunities and access to appropriate human services for children and adults.

Goals

The goal for the Redevelopment Plan is to improve the residents’ quality of life by addressing both the physical and human architecture of the community. Shaped by the residents, community stakeholders, city agencies, and public officials this vision for the future aims to protect and expand affordable housing, empower families with the tools to become self-sufficient, and preserve existing community assets and provide for those needed. The Neighborhood is at the heart of a series of planned developments which will transform Anacostia. Eliminating the neighborhood’s current isolation and becoming an integral part of Anacostia’s transformation were early and important goals.

The Redevelopment Plan serves as a road map for the creation of a socially and economically integrated community with new housing, roads, public facilities, and community amenities. The vision and principles were developed through a process that involved residents and community stakeholders, city agencies and public leaders.

Vision and Principles

The vision for the Barry Farm/Park Chester/Wade Road (“the Neighborhood”) community includes a vibrant mixed-income, mixed-use community where residents have quality housing options, real economic opportunity and access to human services. It is a community where all families have the tools and skills to sustain themselves and prosper in their new environment.

The key guiding principles developed in partnership between the District of Columbia and the Barry Farm Advisory Committee include:

- Affordable Housing – Ensure that there is the replacement of the 654 low-income units contained in the Barry Farm and Park Chester communities and that they are matched by additional affordable and market-rate units to create a mixed-income community.
- Human Capital – Build, strengthen, and leverage the human capital of the community. Develop and implement a comprehensive supportive services plan.
- Economic Opportunity – Provide “real” economic opportunities for all residents and neighborhood businesses, especially through job training and development, asset building, career development, homeownership, etc.
- Culture and Heritage – Honor the history of the people and the places in the community and respect its rich African-American heritage.


BARRY FARM NEW COMMUNITY REVITALIZATION INITIATIVE

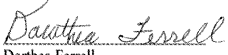
GUIDING PRINCIPLES

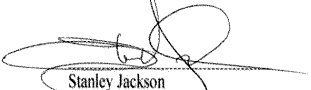
The following ideas for the guiding principles for the Barry Farm New Community Revitalization Initiative grew out of committee discussion with residents of the area and were based on previously discussed expected outcomes. The principles are to inform and guide the public planning process and the implementation of the plan for the area:

1. **Affordable Housing:** The Barry Farm New Community initiative will provide quality appropriate and affordable housing in a new mixed income community. There will be a one for one replacement of deeply subsidized housing units in the redevelopment area. This will be based on an agreed upon survey of the number and type of units completed during the planning process. There will be a mix of housing tenures, including opportunities for low and moderate income homeownership.
2. **Human Capital:** The initiative will also build, strengthen and leverage the Human Capital of the community. As part of the master plan, a comprehensive supportive services plan will be developed and implemented with case management and individual development plans for each family. The plan will describe in detail committed financial supports for this program.
3. **Economic Opportunity:** The initiative will provide “real” economic opportunities for all residents, and neighborhood businesses, especially through job training and development, asset building, career development, homeownership, etc., for future and current residents.
4. **Education and Human Services:** The Barry Farm New Community places a critical emphasis on access and linkage to high quality education and human services opportunities for all adults and children in the community.
5. **Recreation:** The initiative will provide access and linkage to recreational opportunities for a variety of age groups. Recreational opportunities will also help achieve health, environmental and safety goals of the initiative.
6. **Culture and Heritage:** The initiative will honor the history of the people and the places in our community and will respect our rich African American heritage.
7. **Public Safety:** The initiative will focus on public safety. It will ensure partnership with MPD and HAP, provide integrated and comprehensive strategies that deal with existing safety issues as well as plan for safety in the new community.
8. **Partnership:** The initiative values the existing relationships with residents and community organizations and strives to maintain a strong partnership to carry out the initiative. The partnership will finalize project boundaries, assist in securing funding, provide leadership, advise on critical decision making, value input from all participants, including residents and organizations, and build on local assets.


In witness hereof this 27th day of July 2006:

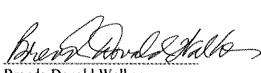

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Human Capital Plan

The Barry Farm and Park Chester Human Capital Plan describes and formalizes priorities essential for residents to achieve self sufficiency and success in the newly revitalized mixed-income community, and was developed in the context of the current revitalization efforts taking place throughout the District. It responds directly to residents' needs identified through a household survey, targeted focus groups, stakeholder interviews, and additional data from the District of Columbia's public agencies. The Plan addresses four priority areas including adult education and employment, child and youth development, community physical and mental health, and public safety and security. It is tailored to maximize the community's strengths, address current family challenges, and build upon existing community assets and public resources currently supporting the neighborhood.

Physical Revitalization Plan and Concepts

The Physical Plan makes detailed recommendations for improving the area's housing, public facilities, neighborhood design, open space and transportation. Key elements of the Physical Plan for the neighborhood include:

- Creating a mixed-income community of mid-rise apartments and low-rise family housing on the Neighborhood site which includes 373 replacement units together with new affordable and market-rate units for a total of 1110 units
- Partnering with local property owners, the Anacostia Waterfront Corporation, private developers at St. Elizabeth's East and others to create an additional 281 replacement units in mixed-income neighborhoods
- Creating a vibrant-mixed use main street at Firth Sterling Avenue that capitalizes on transportation improvements and new development at St. Elizabeth's West and provides new neighborhood retail
- Creating a new grid of residential streets linking Sumner Road and Martin Luther King Jr. Avenue eliminating the isolation of the existing neighborhood and providing addresses for new residential units
- Proposing the reconstruction of a new K-5 Elementary School on the existing Birney Elementary School site and the rebuilding the existing Recreation Center
- Creating a new linear park and community open space which provides views of the District's skyline
- Utilizing sustainable practices in the urban and architectural design of the new neighborhood to preserve existing natural site features and minimize the developments impact on the environment

Redevelopment and Finance Strategies

The Development and Finance Strategy outlines the development program and phasing, tests the financial feasibility, and quantifies the need for "gap" financing to fund costs that the project's revenue and private investment will not support. The gap results from the high cost of construction, the need for expensive parking solutions (e.g., parking garages), the gap between the rents that low-income and workforce households can pay as compared with the rents required to fund new construction, and the added cost of subsidizing replacement units off-site on properties not owned by the District. The Redevelopment Plan requires both public and private investment in each of the four phases of development. The development strategy recommends leveraging several public sector financing tools including Tax Increment Financing (TIF), Low-Income Housing Tax Credits, Payment In Lieu of Taxes (PILOT), Community Development Block Grant (CDBG) and New Market Tax Credits, in addition to the cross-subsidy provided by the market-rate residential and commercial development located on-site. The inclusion of these revenues reduces the unmet financial gap to \$128 million (constant 2006 dollars). Potential sources to fund that gap include the Housing Production Trust Fund (HPTF), Community Development Block Grant funds and grants from the Fannie Mae Foundation and/or other foundations.

An additional \$58 million will be needed for public capital projects, including new streets and utilities, a new recreation center, and an expanded Birney Elementary School.





Introduction





Introduction

The New Communities Initiative

New Communities are District-supported redevelopment projects which address the physical and human architecture of neighborhoods troubled by concentrations of violent crime and poverty. A New Community seeks to create a healthy mixed-income community with integrated public facilities and services that offer families better housing, employment and educational opportunities.

A New Community:

- Protects and expands affordable housing
- Improves economic integration
- Creates opportunity through better jobs, education, training, human services and other programs
- Decreases crime through proven crime reduction strategies
- Rebuilds community anchors such as schools, libraries and recreation centers
- Engages residents in community decision making

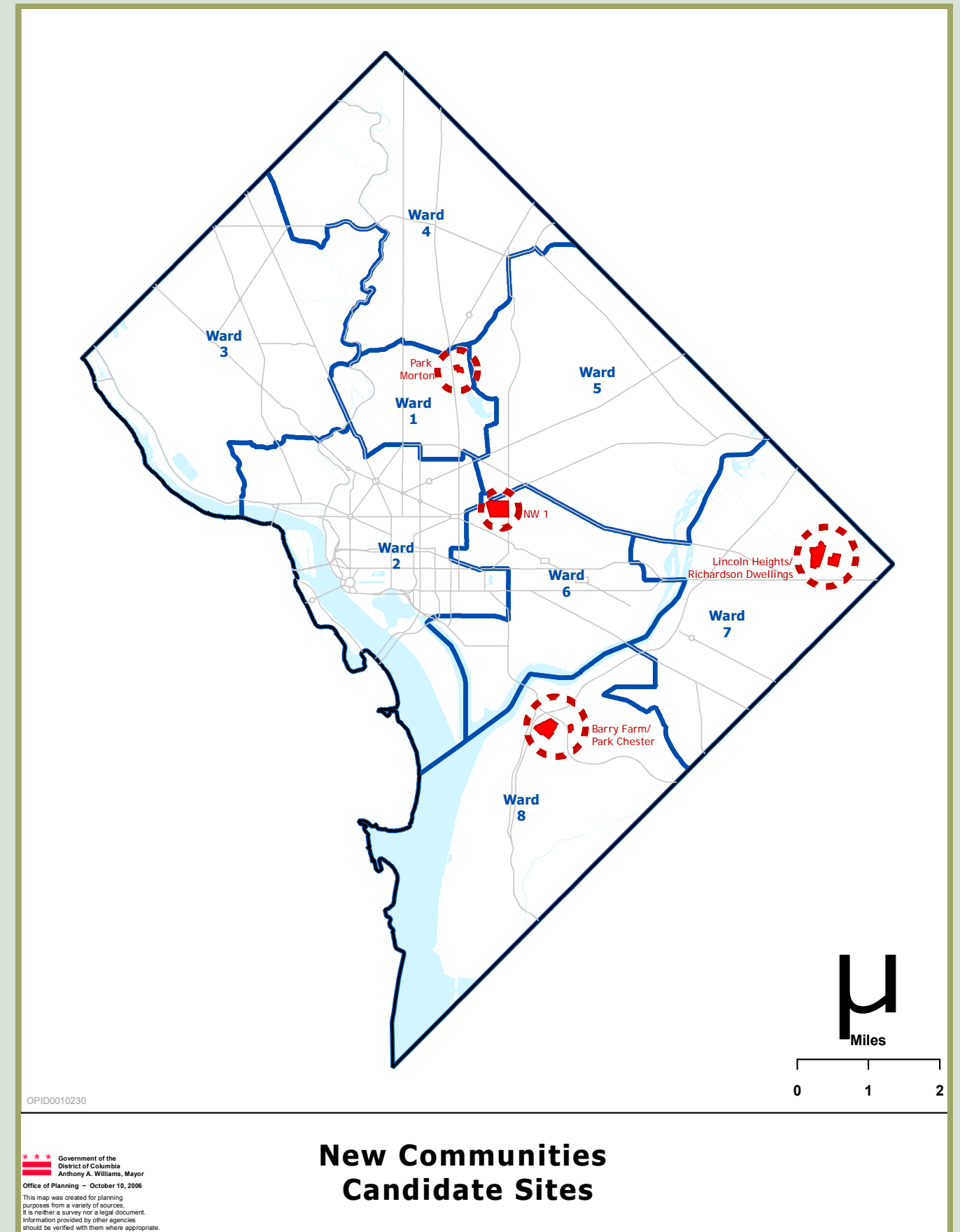
A key principle of the New Communities Initiative is the one-for-one replacement of existing affordable housing. By protecting existing affordable housing and building more affordable and market-rate units, New Communities reduces economic segregation. A hallmark of the New Communities Initiative is a focus on the redevelopment of human architecture through linkages to job training, asset building training and other support services.

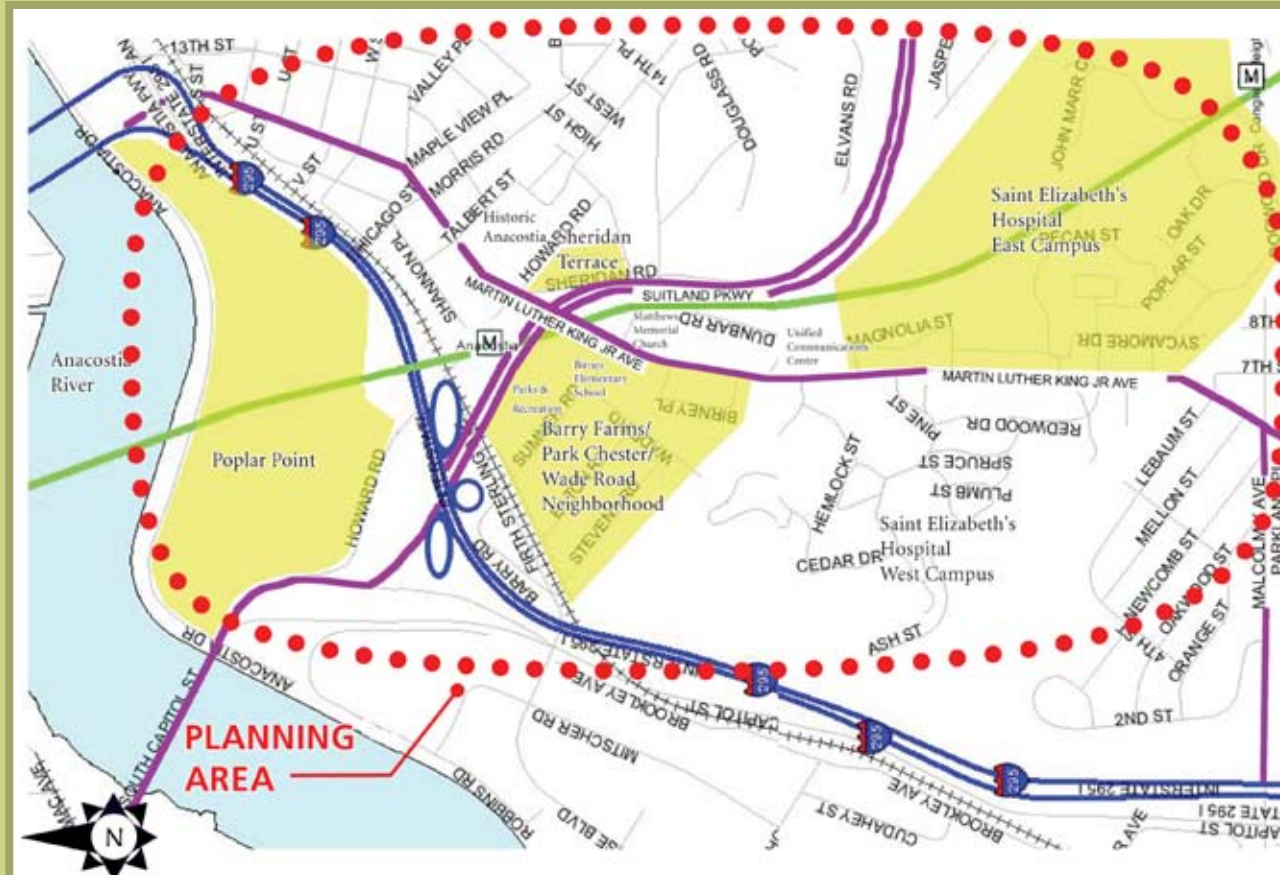
A candidate site for the New Communities Initiative must meet the following criteria:

- A neighborhood affected by concentrations of violent crime and poverty
- Community recognition of an immediate need for affordable housing
- Potential to protect and expand affordable housing on a large scale
- A neighborhood faced with many social challenges, such as poor education, insufficient job training, high unemployment rates, and an inability to support businesses and institutions needed to sustain the community

Other factors that make a New Community successful include:

- Targeted public investments (Home Again, Great Streets, Tax Increment Financing, PILOT Financing, etc.)
- Favorable development conditions (land availability, market factors)
- Availability of funding and financing





Why Barry Farm?

The Barry Farm/Park Chester/Wade Road community ('the Neighborhood') was selected as the third New Communities Initiative site because of its visible location in Anacostia and the need to bring the promise and opportunities provided with this Initiative east of the Anacostia River. A community with a high concentration of crime and poverty, the Neighborhood is in pressing need of the services and opportunities presented by the New Communities Initiative. The site area is bounded by Firth Sterling Avenue on the west, Martin Luther King Jr. Avenue on the east, St. Elizabeth's West on the south and Suitland Parkway on the north.

Surrounded by a number of planned future developments, the revitalization of the broader Barry Farm neighborhood will also capitalize on the opportunities created by these other projects. These projects include:

- The Anacostia Waterfront Corporation's redevelopment plans for Poplar Point and the Anacostia Metro Station
- The new Anacostia Streetcar line, the first phase of which will begin construction in Spring 2007
- The transformation of St. Elizabeth's West by the U.S. General Services Administration which will provide several million square feet of federal office space
- The forthcoming plan from the District's Office of Planning for new mixed-use development at St. Elizabeth's East
- The redevelopment of Sheridan Terrace into a mixed-income community by the District of Columbia Housing Authority (DCHA)
- The improvement of the Martin Luther King Jr. Avenue commercial corridor as part of the District's Great Streets Initiative

The Neighborhood's planning area was defined with the assistance of the Resident Advisory Committee. The boundary includes development projects that may offer important off-site housing opportunities.

Planning Process

The process for the transformation of the Neighborhood began in earnest in November of 2005. An Advisory Committee was created to work with the District to develop the Redevelopment Plan. The Advisory Committee is comprised of thirty-six members and includes residents of all the developments within the site area, community stakeholders, clergy and youth.

The Advisory Committee has conducted bi-weekly meetings throughout the planning process. Over the course of the summer, subcommittees of the larger group were established to focus on specific issues. Four subcommittees exist – Design, Human Capital, Relocation Protocol and Safety and Security – and they likewise have been meeting on a bi-weekly basis.

In addition to the Advisory Committee meetings, one-on-one meetings, focus groups, walking and bus tours have also been conducted to establish a working knowledge of the neighborhood and to inform the Advisory Committee on other similar redevelopment projects. A series of five resident training sessions, lead by the project's consultants, were also held to focus on specific aspects of the planning process. The goal is to establish an informed and articulate Advisory Committee that can lead the community through this planning process and the later implementation of the Redevelopment Plan.





Kick-Off and Charrette

An official kick-off for the project occurred in late August with a Back-to-School community picnic. This community event was held at the Barry Farm Recreation Center and allowed residents to meet with the consultant team, learn about the New Communities Initiative and the upcoming Design Workshop.

A five-day Design Workshop was held at Campbell AME Church in early September. This intensive workshop was open to the public from morning until early evening, allowing residents to provide input into the development of the Neighborhood’s Physical and Human Capital plans. The planners, architects, development advisors and District representatives were present throughout the five days. Focus groups, drop-in sessions, meetings with city agencies and leaders occurred throughout – two evening and one Saturday afternoon public meetings were held to provide opportunities for focused public comment.

Public input throughout the planning process has been critical to shaping the vision for the New Community. The input helped to create the Guiding Principles, identify priority issues and establish the essential components of the Physical and Human Capital plans. The partnership between the Advisory Committee and the District will continue during the implementation and development phases to ensure the same high level of coordinated input and decision making through the redevelopment’s duration.



The Human Capital Plan





HUMAN CAPITAL PLAN

MASTER PLANNING PROCESS

Community Based Planning Process

Active participation by neighborhood residents, community leaders and stakeholders is central to the human capital planning process. Key channels for this participation are the Barry Farm New Community Resident Advisory Group and the Human Capital Subcommittee. Other opportunities for community participation and input have also included:

- A household survey conducted with Barry Farm and Park Chester residents between July and September 2006
- Focus groups conducted with clergy, service providers, seniors, children, youth and young adults, parents, men, and employed and unemployed adults to gather qualitative information on the community’s desires and needs
- Interviews conducted with local service providers, clergy and resident leadership groups to gain a better understanding of community resources and programming
- Resident and stakeholder engagement through town hall meetings, community-wide events and the urban design/charrette workshop

Comprehensive and Integrated Approaches

The New Communities Initiative guarantees the one-for-one replacement of the existing number of low-income housing units in a newly revitalized mixed-income community. The early integration of the Human Capital Plan and physical plan is necessary to ensure that residents take advantage of this guarantee.

Household Characteristics

There are currently 432 families residing in Barry Farm, and 222 in the Park Chester Cooperative and Apartments. Between July and September 2006, a household survey was conducted with 28% of Barry Farm and Park Chester residents. Table 1 presents the completion rate for those surveys.

Table 1. Survey Completion Rate

	Barry Farm	Park Chester
Total # of households	432	222
Total surveys completed	152	29
% completed	35%	13%

Survey findings showed that heads of household are predominantly single, African American females between the ages of 41 and 49. A large proportion (64%) of households have school aged children, and at least one-third have three or more children. Households tend to be large with an average household size of 3.2 persons. Residents also have significant roots in the community; the average resident has lived in the neighborhood for 12 years.

Community Assets: The major community strengths reported by residents include public transportation (55%), schools (31%), location (30%), places of worship (30%) and affordability (30%). Focus group participants echoed these strengths and added that the neighborhood has a sense of community where residents watch out for one another.

HUMAN CAPITAL FINDINGS

Four service priority areas emerged from the formal (survey data) and informal (focus groups and resident meetings) data gathered from the community. The four priority areas identified are adult education and employment, child and youth development, community health and mental health, and public safety and security.

Adult Education and Employment

Employment Characteristics: Barry Farm and Park Chester residents have high unemployment rates. Currently, a third of heads of household are currently employed, half are unemployed and 13 percent are retired. Of those employed, 15 percent have a part-time job and 85 percent work full-time. The main barriers to employment cited by the residents include disabilities (26%), family members in need of assistance (19%), and the absence of full time child care (13%). A larger proportion of employed adults have a high school diploma/GED, but more than half of unemployed adults also have a high school diploma/GED. Table 2 presents characteristics of the community’s unemployed and employed population.

Table 2. Employment/Unemployment Characteristics

Characteristic	Unemployed	Employed
Average Age	48	41
Have a high school diploma/ GED or higher	57%	78%
Percent with children	64%	66%
Average income	\$6,919	\$20,604
Over 60	23%	2%

Employment Interests and Service Needs: Residents report that they are interested in jobs in the food industry, health care arena, and child care. A little more than a third of residents reported that job skills training and more job opportunities would help them find jobs. Additionally, almost one-third of residents report that child care with non-traditional hours would help residents obtain jobs.

In focus groups, men and the unemployed added that the completion of job training programs developed for the Neighborhood must lead to guaranteed living wage jobs. Participants report frustration with training that does not end with employment. As a result of these experiences, participants are hesitant to enroll in other job training opportunities, even when encouraged by others. Additionally, residents want job counseling and coaching. Residents view this as an important resource for matching appropriate jobs with skills, as well as connecting them to better job training opportunities. Young people view career counseling as a support to identifying their strengths, or as a service that could assist them in determining a career path.

Barriers to Employment: Residents report that the greatest barriers to employment are criminal records and the lack of education opportunities and transportation. While 29 percent of residents report that a criminal record is a barrier for residents, only 8 percent actually report having a felony background that prevents successful employment. Even fewer (5%) report that a member of their household has a felony background. This may indicate that members of this community are not reporting a criminal record, not clear about what could be in a police background check, and/or have a non-felony criminal background that is a barrier to employment. Participants also state that literacy/numeracy is an obstacle to accessing jobs – even for those with a diploma/GED.

As stated above, transportation is also seen as a barrier to living wage employment opportunities. Residents have the perception that better paying jobs are in Virginia and Maryland, but not in the District. Reliable transportation posed a significant barrier to keeping jobs in distant areas or jobs with odd hours (late evenings or early mornings) when public transportation is unavailable or too expensive.

Child and Youth Development

Child and Youth Characteristics: Of the 654 households in Barry Farm and Park Chester, 67% (or 437) have children under the age of 18, representing approximately 960 children in total. Of these, 156 are under the age of five, 390 are between 6 and 12 years, and 414 are between 13 and 18 years.

Data shows that 8 percent of the Neighborhood’s youth between 15 and 17 years have dropped out of school. Additionally, 19 percent of 6 to 19 year olds have been held back one or more times. Twenty-three (23) surveyed households report pre-K aged children. Seventy percent of these children are enrolled in an early childhood program while the remainder are not enrolled in a program, but are cared for by the mother or grandmother.

The Neighborhood’s school-aged children attend more than 35 schools in the District. However, a large proportion attend a public school in the area including Birney Elementary (25% of elementary aged children), Johnson Jr. High (24% of middle school children), and Anacostia High School (14% of high school aged youth).

Youth Perceptions of the Community: Neighborhood youth are extremely committed to their community and its identity. Many youth have heard a great deal of misinformation about the New Communities Initiative; thus, gentrification is a real fear for the youth. They question whether they will be allowed or welcome to stay in the New Community. The majority of youth, however, want to stay in the redeveloped neighborhood.

Enrichment Programs: More than half of households with children state that their children are involved in after school or summer enrichment activities. Parents would like to see recreation and sports, job training, job opportunities, after school programs, life skills/financial literacy, and tutoring programs for area youth. Focus group participants expressed similar needs for enrichment activities such as academic programs, recreational activities, social events, year round job opportunities, music, and entrepreneurial opportunities.

Youth Aspirations: Both youth and young adults have great aspirations for their futures. The majority of youth and young adults want to go to college, but see cost as a significant barrier. Young adults desire careers in health and education, while youth are more varied, with career interests in law, health, or entrepreneurship. Young adults suggest career counseling to help youth navigate the college entry system, scholarships, and even choosing a career. Youth also want offerings and opportunities that could help guide their career aspirations (e.g., mentoring), as well as employment opportunities during the school year.

Parent Needs: Participants in the parent focus group want support in homework assistance, quality education, and additional childcare opportunities. Residents recommend the development of a support group for parents that also involves their children, and provides opportunities to talk about schools, nutrition, health and other issues of concern. Parents express that they need advocacy training to navigate the school system and teachers, especially to obtain critical information about their children. Many parents want Parent Teacher Associations (PTA) to return to their schools because the program was a great way to stay involved. Parents that need childcare report that there are not enough quality sites that truly nurture their children.

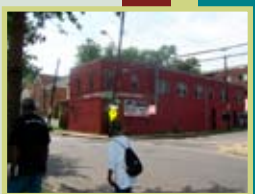
Future School Changes: In September 2006, the District’s public school system announced several recommendations for school closures and consolidations as part of their Master Facilities Plan. Birney and Savoy Elementary Schools situated near Barry Farms and Park Chester will undergo major changes. The school system will begin modernizing Savoy in 2008. During this period students who attend Savoy will be transferred to Birney. Upon completion of the Savoy modernization, all students will be transferred to Savoy and Birney will close. Current school data shows that Birney enrollment will increase by 58 percent, from 359 to 619 students during Savoy’s temporary closure. It will be important for parents to make sure that the quality of education is not impaired by this change.

Community Physical and Mental Health

Physical Health Characteristics: While some residents have significant health issues, more than half describe their health as good or excellent. A few (12%), however, say their health is poor or horrible. The majority (92%) of residents currently has health insurance, and 72 percent of heads of household or their children have been to the doctor in the last six months – primarily for check ups. While families seem to be well connected to health services, the opposite was true for men, with many reporting that they are concerned about their inability to qualify and obtain health insurance. Of the 18 participants in the men’s focus group, 12 reported using the emergency room as their primary health care provider.

Serious Medical Conditions: Approximately one-third of households report that a household member suffers from a serious medical condition, which is not unreasonable given that two-thirds of these households also have seniors and children.

The most significant health issues reported include hypertension (46%), arthritis (37%), diabetes (21%), pediatric asthma (8%), adult asthma (8%), and seizure disorder (6%). Although Ward 8 has a high incidence of HIV/AIDS only 5 percent of residents say they have the disease. Illness forced 22 percent of household heads to stay in bed for one to seven days within the last month, while 5 percent were forced to stay in bed for more than one week during the same time period.





Almost half of the residents participate in fitness activities, and 18 percent exercise on a daily basis. To the contrary, residents also reported that obesity is a serious health condition affecting the neighborhood. The high rate of adult diabetes suggests a possible link to obesity issues.

It is important to note that many heads of household seem reluctant to report some health issues. Seniors were more willing to report their health conditions than parents. Furthermore, 28 percent of residents who report a household member with a serious health condition did not identify the condition. For these reasons, data may show under-reporting of serious health issues such as disabilities or asthma.

Environmental Health: The greatest health needs seniors identified includes amenities to address mobility issues (i.e., bath bar, high toilet seats, fewer steps and single floor housing). For parents, the greatest health issues involve current poor housing conditions that include rodent and insect infestation due to lack of maintenance. Young adults and youth complained about serious overcrowding issues affecting physical and mental health.

Community Mental Health Characteristics: Mental health is also a Neighborhood issue with 10 to 24 percent of residents reporting that they were sad, anxious/worried, or depressed within the last month. Table 3 describes the mental health status of residents over the past month.

Table 3. Mental Health Status

Frequency	How much in the past month have you felt...		
	Sad or Downhearted?	Anxious or Worried?	Depressed?
All of the time	9%	12%	10%
Most of the time	13%	17%	9%
Some of the time	24%	17%	22%
A little of the time	18%	16%	18%
None of the time	31%	33%	35%
Did not respond	5%	5%	6%

Substance Abuse: Young adults report that substance abuse among their peers differs significantly from that of adults, but claim that both are a problem for the neighborhood. Young adults state that the primary drugs of choice for their peers include marijuana, tobacco and PCP. Primary drugs among adults include cocaine, crack and heroin (or as they called it “the needle drugs”). Additionally, focus group participants report there are not enough in-patient substance abuse programs in the community to serve the area’s need.

Public Safety: Many residents report living in a fearful and hostile environment, with seniors, men and parents reporting crime and safety as one of their top three stressors. For example, seniors report that they rarely come out of the house for fear of shootings, and youth say neighborhood shootings are common. As a result, some parents do not allow their children to participate in after school programs because of crime.

Ward Data: Relevant data from the Department of Health (DOH) was used to confirm information received from residents, especially in the areas of disabilities and serious conditions which are generally under-reported. General health data for Ward 8 mirrors data from the Barry Farm/Park Chester survey data.

The Department of Health’s most recent (1998-2002) health assessment data shows that the area’s zip code consistently ranks high in the following pediatric areas:

- Rates for asthma inpatient hospital admissions
- Incidences of hospital admissions due to epilepsy and seizure disorders
- Incidences of hospital admissions for sickle cell

Public Safety and Security

Sense of Safety: Perceptions of crime in the neighborhood vary, with 36 percent of residents expressing that crime has increased in the neighborhood over the past three years. Nearly 20% of residents said crime had stayed the same and 34% thought it had decreased. Fifty-six percent of residents feel somewhat to very unsafe walking alone after dark in the neighborhood, and 38 percent feel somewhat or very safe. Seventy-five percent of residents say the community has an open air drug market. While 5 percent of residents report that the police are doing something about the drug sales, 27 percent say that nothing is being done to address the issue, and the remainder did not respond. Some residents (17%) report being victims of crime in the last year, but 34 percent of crime victims did not report the crime because they felt nothing would be done. Most youth express serious concerns about safety in the community, primarily stemming from turf issues with their peers from other housing developments and neighborhoods. Youth are concerned about how the New Community will affect current conflicts between their peers from various neighborhoods. Youth state that they feel safe walking at night in their neighborhood, although they also state that the neighborhood is affected by gun shootings and assault crimes. Parents add that they do not allow their children to play or walk too far from home due to the shootings.

Perception of Police: While more than half of residents have some sense of confidence in the Metropolitan Police (MPD) and DCHA Public Safety Officers, a significant (41%) proportion do not feel the police care about their community. Residents report that they see MPD on most days, but rarely see DCHA police. Residents have the perception that police only come to the neighborhood for events or after a shooting takes place, but rarely see them conducting prevention activities (e.g., walking the beat). Parents, youth and young adults want to see the police build better relationships in the neighborhood, especially with young people. Residents feel that the police unnecessarily harass neighborhood youth and assume that everyone in the neighborhood is a thief or drug user.

Crime Prevention Activities: Half of residents surveyed would like to see increased police presence and foot patrols. However, almost half (49%) of residents stated that they would not participate in a neighborhood watch, primarily due to fear. Young adults and youth want to see private security hired for the community. Similarly, seniors want increased security in the new community with security guards in the buildings, private security throughout the neighborhood, and intercom systems.

RECOMMENDED PRIORITIES, STRATEGIES AND OUTCOMES

The following Human Capital recommendations and strategies are a critical part of the overall strategy for residents to benefit from the New Communities Initiative. The recommendations are presented by the individual priority areas described above. The recommended investments are organized into short (6 months to a year), mid (1 to 3 years) and long term (3 to 5 years) strategies. The Human Capital plan includes better coordination of existing city resources, expansion of existing programs, development of new programs and public/private partnerships to fill critical gaps, and the development of community facilities that can support residents over the long term.

In addition to the area specific strategies, the city will work with community partners to identify providers and conduct individualized household assessments and case management. This service will be designed to help residents establish and implement a self-sufficiency plan that can help them meet their personal goals. Lastly, the District government will continue to fully partner with the Barry Farm and Park Chester New Community Advisory Group and Human Capital Subcommittee to solicit feedback on future human capital planning and all aspects of implementation, including the case management process.

Priority 1: Adult Education and Employment

Adult education and employment is best achieved through an innovative adult community-based job education and training model that assesses the individual's skills and interests, and integrates appropriate hard (e.g., computer training, construction training) and soft (e.g., life skills, communication skills) career skills. The city proposes to use the Building Bridges concept to improve residents' educational and training skills of individuals in order to prepare them for entry-level high paying jobs that can lead to a true career path (e.g., building engineers, computer technology, health services). These programs will be connected to employers that can provide individuals with on-the-job training and/or a guaranteed position once they complete the program. For example, a building engineer's program may partner with a building services company that guarantees program graduates positions after training. Finally, the city will require that any funded program also provide wrap around services to address training and employment barriers, thus maximizing participants' chances for success. Wrap around services will include linkages to the case management services described above, as well as to on site or affiliated child care, transportation assistance, individualized tutoring, and crisis supports.

Investment Strategies

Short-term: Partner with existing schools, churches, and/or organizations to provide contextualized learning opportunities, including technology-based instruction. Use existing library resources to provide adult and child programming, potentially through mobile units or at local community-based organizations. Work with case managers to address immediate resource needs to minimize barriers before entering training or an educational program.

Mid-term: Partner with an existing community based organization or charter school to plan and develop an adult education center (i.e., charter school) that integrates education, training, job opportunities, linkages to higher education, and support services to meet resident's needs.

Long-term: Develop a sustainable community learning center organized as a charter school that maximizes public and private resources, and offers a continuum of state-of-the-art adult learning opportunities that lead to real economic success.

Outcome Goals

- Train and place half of the formerly unemployed adults in full-time entry level positions with livable wage options
- Move half of the formerly underemployed residents into full-time jobs with livable wages
- Increase average wages and salaries by a minimum of twenty-five percent for presently full time employed residents
- Half of the adults without a high school diploma/GED to receive their GED

Priority 2: Meaningful Child and Youth Programming

Meaningful child and youth programming is a concern not only for parents, but for many of community's ambitious youth. As more parents enter the workforce or benefit from training programs, the city will work to ensure that the community has enough high-quality, standards-based early childhood development opportunities that prepare young children for school and contribute to their future educational success. Similarly, the city will work to expand opportunities for the community's young people. The current recreation center is a popular venue for youth and must be expanded to accommodate additional physical space and programming. In the meantime, programs available to the community should be maximized as much as possible. Activities for school-aged youth will be expanded and reprogrammed to promote school achievement with the assistance of tutoring and technology learning opportunities. Program opportunities for older youth will be expanded to include a deeper focus on education and employment preparation. The city will partner with the Children Youth Investment Trust to support educational services, workforce experience programs, and mentoring, to assist young people in reaching their educational/career goals. Lastly, programming for all youth will include a focus on violence prevention and healthy lifestyles.

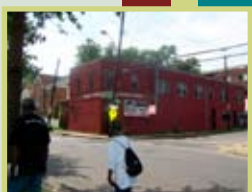
Investment Strategies

Short and Mid-term: Use existing human services and recreation resources and/or partner with area community organizations and churches, to increase access to standards-based early childhood development and pre-K programming. Use the existing recreation center and neighborhood community organizations to provide meaningful after school programs that increase youth school achievement. Work with case managers to support and train parents to advocate on behalf of their children's education.

Long-term: Redevelop or renovate the physical space of the recreation center to a full range of youth and adult educational and recreational programming.

Outcome Goals

- Decrease the number of youth who drop out of high school by seventy-five percent
- Prepare and place seventy-five percent of graduating youth into college or job training programs
- Increase the number of youth that perform at grade level, as shown by standardized tests by a minimum of fifteen percent





Priority 3: Improved Community Health

Improved community health is a concern for residents, especially for young children and seniors that are more apt to be sick and in need of assistance. Health insurance is not a major concern in this community, but a significant number of residents reported health concerns related to stress and anxiety, diabetes, high blood pressure, obesity, and asthma. The city will work with residents to develop an adult wellness program that integrates culturally appropriate disease prevention, exercise, and health education opportunities. The community wellness program will provide individual counseling, structured support groups and activities, and special services for seniors and the disabled in an effort to better integrate them into the community. This effort will increase mobility and reduce isolation, depression, and stress.

Case managers conducting household assessments will evaluate different household environmental conditions such as mold, rodents, insects, general housekeeping to address specific and overall health conditions. Case managers will also assess any substance abuse issues, and provide appropriate referrals for adults and young people. This assistance will be followed by ongoing monitoring and services to support recovery.

Investment Strategies

Short-term: Work with case managers to assess household health conditions, and refer/connect residents to appropriate services. Develop an adult wellness program that integrates health education, mental health, and fitness programs during school hours. Identify and coordinate the provision of existing government programs offered by the District’s health, mental health, human services and recreation agencies. Work with the Addiction Prevention and Recovery Administration (APRA) to identify substance abuse resources within and outside of the community to better meet the needs of those trying to seek treatment or stay clean.

Mid and Long-term: Support the development of a close-in health facility that houses primary, specialty and diagnostic medical services currently unavailable in the community. The Medical Homes Initiative is a way of securing funding for this type of facility. Integrate the adult wellness program with the health facility to provide a seamless health program that provides prevention and treatment.

Outcome Goals

- Fifty percent of the area’s seniors participate in community wellness activities, including exercise, support groups, and health education
- Seventy-five percent of enrolled seniors report improved health status after one year in wellness programs
- Twenty-five percent of adults enroll in adult wellness programs
- Seventy-five percent of enrolled adults report improved health status after one year in wellness programs
- Fifty percent of households with adult and/or pediatric asthma report reduction in acute asthmatic attacks

Priority 4: Safety and Security

Long term safety and security will be improved through the implementation of the overall New Communities Initiative. However, immediate safety and security needs must also be addressed. This is best achieved through a community policing program where the Metropolitan Police Department (MPD) and DHCA Office of Public Safety partner to resolve many of the community’s ongoing safety issues such as drug sales, gun shootings, and loitering. Increased patrolling by both MPD and DCHA is needed by car and foot, with short-term patrolling having worked in the past to calm crime issues. Patrols are also needed at random times and hours because perpetrators grow accustomed to scheduled policing. Youth inclusion will also be necessary for the community safety strategy to be successful, as a major barrier in the community is the negative perception of officers by youth and vice versa. Officers need to get feedback and involvement from youth and their parents, as well as provide opportunities for regular communication and meetings between the groups.

Investment Strategies

Short and Mid-term: Work with MPD to designate the area as a Hot Spot or Priority Area and increase police and other visible law enforcement resources to the area. Explore the possibility of the Neighborhood becoming a priority area for the Violence Intervention Partnership, a model community/police partnership focused on youth crime prevention.

Outcome Goals

- Increased police resources through Hot Spot/Priority Area designation
- Reduce the number of drug-related offenses by thirty-three percent
- Reduce the number of youth arrests by thirty-three percent

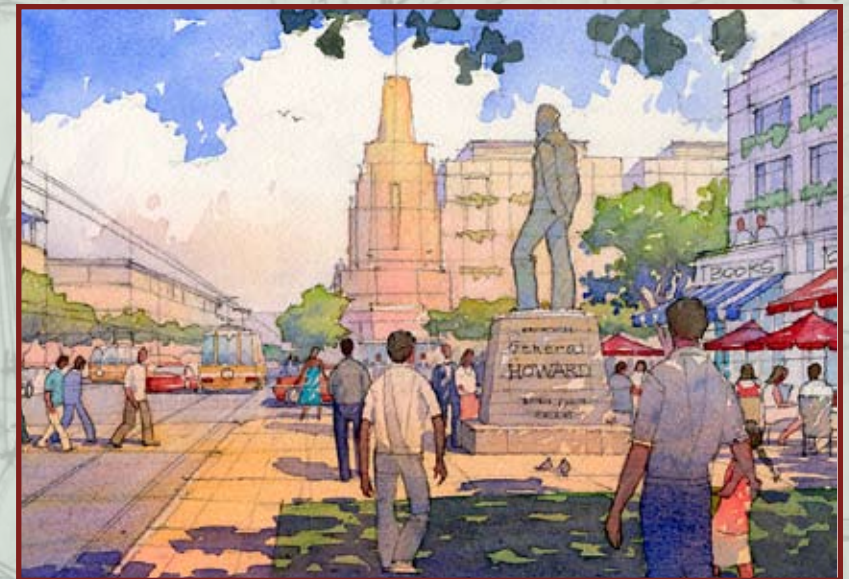
HUMAN CAPITAL BUDGET (ESTIMATED OVER FIVE YEARS)

Financing human capital investments in the community will require approximately \$14.5 million over a five-year period in programs and services and \$38 million in capital investments over a ten-year period. Investments will include :

- \$1 million for community health education programming and mental health supports
- \$6 million to support adult education and employment training programming including the development and funding of local adult charter school
- \$6.5 million in direct city investment in case management and new or expanded on-site youth programming
- \$18 million for a primary, specialty and diagnostic medical facility
- \$20 million in capital investments for expanding the Barry Farm Recreation Center

Additionally, \$1 million is needed from local and national philanthropic entities which will be leveraged as matching support for selected programming.

Physical Plan





PHYSICAL PLAN

UNDERSTANDING THE NEIGHBORHOOD

Neighborhood History

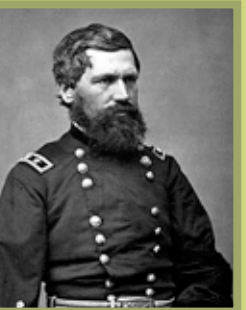
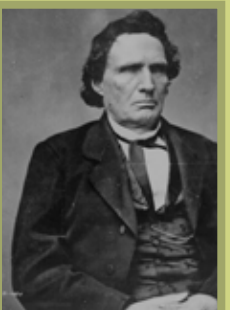
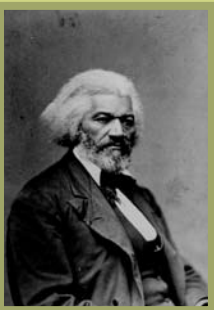
The Barry Farm/Park Chester/Wade Road neighborhood (‘the Neighborhood’) were all originally part of James Barry’s farm which extended from the Anacostia River to what is now known as Garfield Heights. In 1867, General Oliver Howard, Commissioner of the Freedmen’s Bureau, used federal funds to buy the 375-acre site and sold lots for \$125-300 per acre to families of freed slaves and refugees from the Civil War, creating the first African-American homeownership community in the District. After working all day, the families would cross the Anacostia River to work by the light of bonfires to build their homes. Over the years, the community has been known as Barry’s Farm, Potomac City, Howardstown, and Hillsdale.

By 1900, the Alexandria Branch of Baltimore & Ohio Railroad began to separate the original community from the river and Poplar Point. By mid-century, the land between the tracks and the river had been converted to military bases, and after World War II, the construction of Interstate 295 further isolated the neighborhood from the waterfront. In 1954, the Redevelopment Land Authority acquired much of the land as part of the Redevelopment Act intended to clear substandard housing, and built the public housing which makes up the neighborhood today.

Many of the streets in the neighborhood commemorate figures with central roles in abolitionism and the advancement of African-Americans in the Civil War era, including General Howard, Frederick Douglass, James Birney, Senator Charles Sumner, Representative Thaddeus Stevens, Edwin Stanton, and General Philip Sheridan.

Neighborhood Context

The Neighborhood is located off of Martin Luther King Jr. Avenue just west of historic Anacostia. The area is bounded by two arterial highways – Suitland Parkway on the east and Interstate 295 on the north. These roadways effectively cut off the community from historic Anacostia. While these highways provide convenient access, their proximity, including the volume of cut-through traffic they generate has a negative effect. To the east of the Neighborhood, across Suitland Parkway is the new Anacostia Metro Station. On the west is Firth Sterling Avenue and a small series of parcels, including the Verizon garage and its adjacent switching station next to Interstate 295. The St. Elizabeth’s West campus is to the west and at the Neighborhood edge has substantial forest and a large retaining wall. Martin Luther King Jr. Avenue on the south contains a mix of religious and residential uses. These include Campbell AME and Matthews Memorial churches, a portion of the Park Chester community and several single family houses. Just south of the Neighborhood the wall of the St. Elizabeth’s campus begins along Martin Luther King Jr. Avenue.





EXISTING CONDITIONS

As a part of the New Community master planning process, a site-specific market analysis for commercial and residential market was completed. The market analysis reviews economic and demographic trends, existing conditions for the area's housing and commercial development, and the extent and nature of competitive development. The economic and demographic characteristics of the Neighborhood compare with District-wide trends and provide a backdrop for the area's current demand. The study details the existing and planned competitive supply for development. Estimates about the potential future demand for the area are based on these existing conditions, information from comparable markets and the future growth projections.

Demographics

General Household Conditions

- Market Area Population is 41,574 in 2006
- Average Household size is 2.71 persons compared with 2.12 in the District
- Single parents dominate (32 percent of all households in Market Area)
- Primarily single female heads of households
- More than 75 percent of households rent
- Median age is 28 years, compared to the District at 35 years
- Median household income \$28,000 in 2006

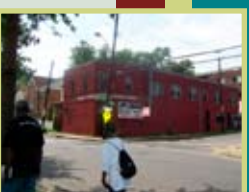
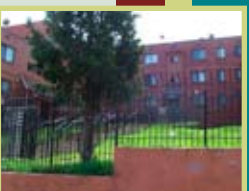
Housing Conditions

- Majority of units are multi-family (69 percent of Market Area in 2000 verses 60 percent in District)
- Aged housing stock with 47 percent of units built in 1950s to 1960s
- Only 3 percent of units built in 1990s

Residential Market

The community surrounding the Neighborhood continues to provide ample opportunity for affordable housing development for all types of incomes, including low-income families in need of additional housing subsidies. Myriad new residential developments, such as Asheford Courts and Henson Ridge, continue to expand housing opportunities for residents earning a wide range of incomes.

Based on the analysis of existing demographic and market trends and the strong potential for residential development, Table 1 details the mix of units within each product type as well as the current sales prices and rents achievable in today's market place for the Neighborhood and other sites.





Retail Market

The potential for new retail development within any neighborhood depends primarily on income levels and spending patterns of the residents to be served. Other factors include the strength of nearby existing and proposed competition and the ability to capture inflow expenditures from commuters and passers-by. There is sufficient unmet demand for basic retail development. As a result the following type of development could be supported:

- Grocery Store (50,000 to 60,000 SF)
- Drugstore (12,000 SF)
- Food and beverage establishments (7,000 SF)

Office Market

The Neighborhood site itself is unlikely to be able to compete with downtown Washington’s office market and regional locations in Prince George’s County and elsewhere for major concentrations of Class A office space.

The federal investment in new office space for the U.S. Coast Guard and other agencies of the Department of Homeland Security on St. Elizabeth’s may generate some demand for nearby contractor office space. While many of these contractors may desire to collocate with their federal clients on St. Elizabeth’s West, there may be an opportunity to develop a multi-tenant office building over the next four to six years. Attracting additional office development to the Neighborhood Market Area will depend on the ability to secure an anchor tenant and provide quality sites. The opportunity for additional office growth will increase as the neighborhood population grows.

MARKET ANALYSIS CONCLUSIONS

The Market Analysis findings support the reuse of the Barry Farm site for a variety of uses including, but not limited to, residential, retail and civic or institutional uses. While a variety of opportunities exist on site for new residential development including both single-family, mid- to high-rise buildings and low-rise residential such as townhouses, the community’s desires coupled with financial considerations informed the redevelopment alternatives. The community helped to determine the scale and type of civic use best suited to meet the community needs. This resulted in the proposed expansion of the existing recreation center and local elementary school.

Residential Activity includes a mix of product types to accommodate the three markets, i.e. households making 0-30 percent of the area median family income (AMI), 31-80 percent of AMI and 81-120 percent of AMI. The combined scheme recommends incorporating stacked townhouses, rental apartments and standard townhouses.

Table 1. Residential Product Mix and Pricing

For-Sale Market Potentials							
Condominium							
Units	Square Feet		Mix	Price Per Sq Ft		Sales Price	
1 BR	750	850	50%	\$ 232	\$ 240	\$ 174,000	\$ 197,200
2 BR	1000	1150	50%	\$ 220	\$ 230	\$ 220,000	\$ 253,000
Townhouse							
Units	Square Feet		Mix	Price Per Sq Ft		Sales Price	
2 BR/ DEN	1850	1950	35%	\$ 215	\$ 220	\$ 397,750	\$ 419,250
3 BR	2200	2300	50%	\$ 205	\$ 210	\$ 451,000	\$ 471,500
4 BR	2375	2475	15%	\$ 195	\$ 200	\$ 463,125	\$ 482,625
Rental Market Potentials							
Units	Square Feet		Mix	Rent Per Sq Ft		Rent	
Studio	535	645	20%	\$ 1.45	\$1.50	\$ 780	\$ 970
1 BR	750	950	45%	\$ 1.37	\$1.42	\$1,030	\$1,350
2 BR	990	1200	35%	\$ 1.25	\$1.35	\$1,240	\$1,620
Source: Bay Area Economics, 2006.							

Table 2. Incremental Unmet Demand for the Neighborhood Primary & Secondary Trade Area, 2016

Supportable Square Footage		Incremental Unmet Demand
Convenience Foods		
	Supermarkets	35,900
	Restaurants, eateries, etc.	26,300
	Convenience Stores	1,900
Shoppers Goods		
	General Merchandise Stores	8,700
	Furniture & Home Furnishings	3,900
	Clothing & Clothing Accessories	3,100
	Sporting goods, hobby, book & music	1,200
	Building & Hardware Stores	700
	Electronic & Appliance Stores	700
	Warehouse Clubs and Superstores	600
	Miscellaneous Store Retailers	600
Total		83,600

Source: Bay Area Economics, 2006



Housing

The existing housing stock within the neighborhood includes a range of building and tenure types.

Barry Farm Dwellings, owned and managed by the DC Housing Authority (DCHA), contains 432 units of low-income housing. All of these units are townhouses arranged in buildings of four to six units. Two hundred four (204) are one and two bedroom units; the remaining 228 are larger family units which are predominately three and four bedrooms, there are also ten (10) six bedroom units.

Park Chester is an apartment complex comprised of two distinct parts, each under separate ownership. Park Chester I, located off of Martin Luther King Jr. Avenue and a link road which connects to it, contains both rental and co-op units. Park Chester II is located along Wade Road and is entirely co-op. There are a total of 222 units in the two complexes – 128 of these units are part of the co-op and the remaining 94 are rental, all of which are project-based Section 8 units. Approximately 75 percent of the Park Chester units are three and four bedroom units and the remaining are one bedroom units.

A number of condominium and apartment complexes exist along Wade Road. These include the City View Condominiums and Wade Apartments, a recently renovated apartment building owned by DCHA. A number of privately owned single family homes exist also along Wade Avenue and along Martin Luther King Jr. Avenue, north of Park Chester.

Low-Income Units

The one-for-one replacement units include all of the low-income units at Barry Farm, and Park Chester I and II. There are a total of 654 units in the two developments – approximately 260 are smaller one and two bedrooms and the remaining are family units ranging from three to six bedrooms.

Community Assets

Community Organizations and Institutions

One of the Neighborhood's greatest assets is the number of churches and their associated community services. These include Campbell AME, Matthews Memorial, Holy Temple, United House of Prayer, and others. Others churches exist within historic Anacostia such as Bethlehem Baptist at the corner of Howard Road and Martin Luther King Jr. Avenue.

Schools

The main schools in the community include Birney Elementary, Johnson Junior High, and Anacostia High Schools, though more than 50 percent of neighborhood students attend over 35 other schools, including charter, private and other public schools. Birney Elementary School is located at the corner of Martin Luther King Jr. Avenue and Sumner Road. Its curriculum currently runs from Head Start to sixth grade and it has active before and after school, summer and adult programs. The location of the school adjacent to the Recreation Center and the ball fields is important but its entry at the corner of Sumner Road and Martin Luther King Jr. Avenue is very dangerous and should be relocated.





Shopping

Charlie's Corner store, located at Sumner and Wade Roads is the only retail use within walking distance of the community. Because of this, as well as its new ownership, it is perceived to be an important community asset. Some additional storefront retail is located along the Martin Luther King Jr. Avenue commercial corridor, either to the north in historic Anacostia or south of the neighborhood beyond St. Elizabeth's Hospital, at the intersection of Malcolm X Boulevard. Any other shopping requires transportation by car, bus or Metro. In addition to the lack of shopping opportunities, there is a lack of sit-down restaurants throughout the Anacostia neighborhood.



Recreation, Parks, and Open Space

The existing recreation fields and facilities are one of the community's most prized assets. These include ball fields, two pools, basketball courts, and a small open air theater structure which is currently in need of repair. A small Recreation Center on Sumner Road abuts the fields. These facilities are managed by the DC Department of Parks and Recreation; the use of the ball fields is shared with Birney Elementary School. The basketball courts are the site of a popular annual tournament, drawing sponsors, players, and spectators from across the city. The management and programming of the fields are well implemented; however the Recreation Center is undersized for both the programs and the population it serves. In addition to youth and adult programs the Center provides a small day care.

The majority of other open spaces within the site area are neither well-designed nor well utilized. There are virtually no exterior spaces within the Park Chester complex suitable for use by families or children. Barry Farm is laid out with a series of off-street courts, several of which contain aging playground equipment. The size, location, character and lack of security in these places prevent them from being true assets. The site contains many mature trees, especially within lawn panels adjacent to the existing streets, and these should be preserved in the future.

Transportation

Local Roadway and Access

The Neighborhood's location provides it with good access to the District's transportation systems. It also has good mobility in regard to the various elements of residential and community services and amenities. At the same time, the location provides some distinct challenges. The principal characteristics of the transportation system can be summarized as follows:

Barry Farm is served by major transportation infrastructure, notably the adjacent freeway and arterial system (i.e., the I-295, Suitland Parkway and Martin Luther King Jr. Avenue corridors). The site is in proximity to the Anacostia Metrorail Station on the WMATA regional system. Its location gives it considerable Transit Oriented Development (TOD) relevance, particularly considering the demographics of the current population, which is highly transit dependant. The Barry Farm community abuts Martin Luther King Jr. Avenue, one of the District's Great Streets Initiative which is programmed to be upgraded with significant amenities and features affecting its urban design character and its vehicular and pedestrian service function. The configuration of the adjacent interchanges and major intersections present significant "pressures" on the immediate Barry Farm area in relation to potential traffic intrusion, pedestrian connectivity, safety, noise and other potential environmental impacts.

Pedestrian connectivity to the areas public transportation facilities is constrained and deserves particular mention. The intersection of Firth Sterling Avenue at Suitland Parkway is adjacent to the community's recreational facilities, and is along the pedestrian pathway to the Metrorail Station. This intersection is recognized by the District as being safety deficient (111 accidents in the past three years) and in need of significant upgrading. The community's internal roadway network is inefficient in terms of its current directional flow patterns (i.e., one-way streets) and block lengths. Even though the community has an extensive alleyway system the roadway network present challenges for both vehicular and pedestrian circulation. This situation results in undue usage demands from the community and through-traffic particularly on Sumner Road. The existing Park Chester and Wade Road communities are cut-off from the rest of Barry Farm. Park Chester in particular has no local access routes with the community only having access to Martin Luther King Jr. Avenue which is a minor arterial. Wade Road is one-way northbound connecting to Sumner Road but has no other direct access to the Neighborhood.

Figures 1 and 2 show relevant aspects of the functional classification and traffic volume usage of the area roadway system. Figures 3 and 4 show level of service, transportation and economic development projects near the Neighborhood.

Parking

Parking within the Barry Farm community is predominately on-street, supplemented by a number of small internal lots. The on-street parking is subject to the Residential Permit Parking (RPP) Program restrictions between the hours of 7:00 AM - 8:30 PM on weekdays. The internal parking lots are signed for private use by permitted residents only.



Figure 1

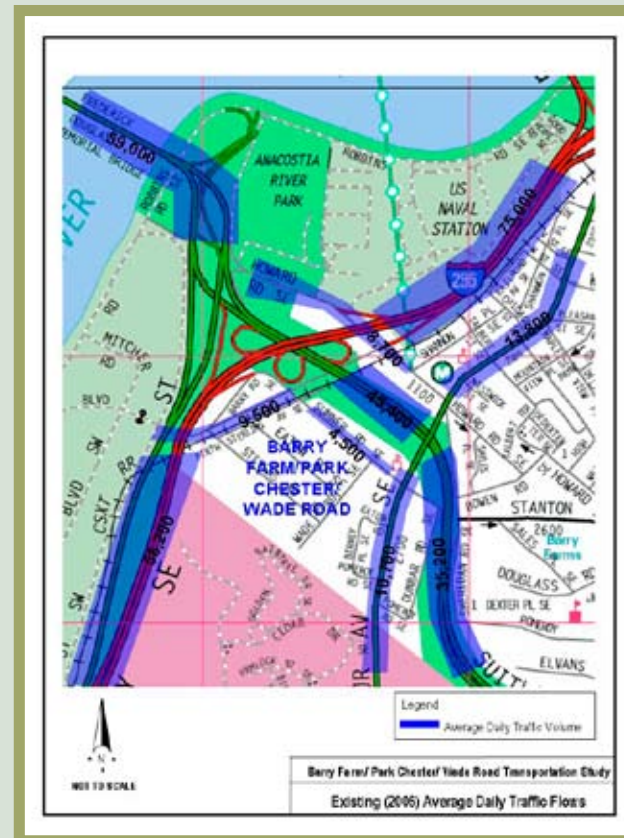


Figure 2

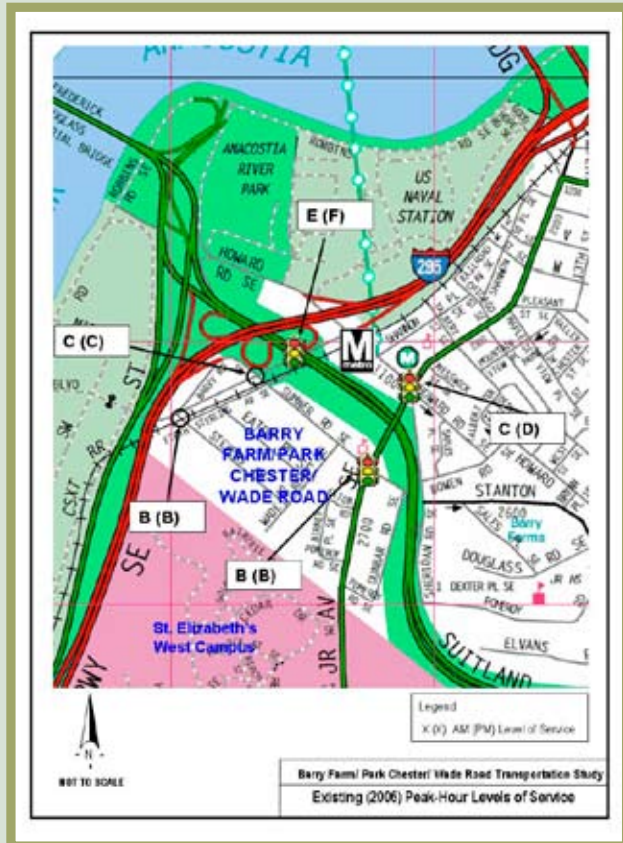


Figure 3



Figure 4

Existing Traffic Operations

Current traffic volume data, traffic signal data and roadway geometric information was gathered in order to determine the existing traffic operations of the local area roadway network. Figure 3 shows the AM and PM peak hour levels of service for the study area intersections based on current 2006 data. Level of Service (LOS) is a qualitative measure that describes operational conditions within a traffic stream or at an intersection, and reflects their perception by drivers and other roadway users. Principal considerations are factors such as speed and travel time, delay, freedom of maneuver, traffic interruptions, comfort, convenience and safety. Current engineering practice defines six (6) Levels of Service (A-F) with "A" representing best operating conditions, and "F" representing worst conditions. Level of Service "D" is generally considered by the District of Columbia as the minimum acceptable standard for planning and design purposes.

During the AM and PM peak hours all intersections operate at LOS D or better with the exceptions of the Firth Sterling Avenue at Suitland Parkway intersection, which operates at LOS E and LOS F in the AM and PM peak hours, respectively. The Firth Sterling Avenue at Sumner Road/I-295 off-ramp intersection operates at LOS E during the PM peak hour. However, this situation is closely linked to the operations of the Suitland Parkway at Firth Sterling Avenue intersection.

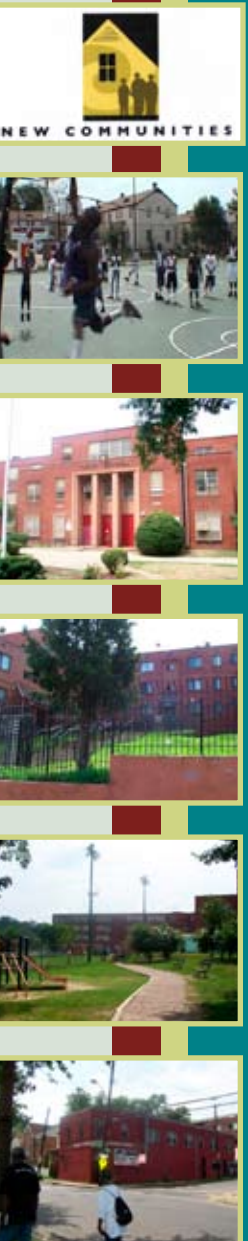
Anacostia Area Planning and Development Initiatives

There are currently a number of Federal, District and private development initiatives near the Neighborhood. These will enhance mobility while also increasing travel demand on the area's transportation infrastructure systems.

The Anacostia Streetcar will provide an alternative mass transit connection between the Pennsylvania Avenue corridor, Bolling Air Force Base, Martin Luther King Jr. Avenue, the Anacostia Metrorail Station and the Barry Farm community. A stop will be located at the intersection of Firth Sterling Avenue and Eaton Road. The first phase will start at the Metrorail Station, travel west along Firth Sterling Avenue to the Naval Base and continue southwards along South Capitol Street to Bolling Air Force Base. Construction is expected to begin in the Spring of 2007 for completion by the Summer.

Significant upgrades of the Suitland Parkway corridor are underway to include an upgraded intersection at Firth Sterling Avenue and a new interchange with Martin Luther King Jr. Avenue, which is currently in the engineering phase. These improvements are scheduled to be completed within the next few years. The relocation of the Frederick Douglass Bridge will include modification of the South Capitol Street interchanges with I-295 (Southeast Expressway) and the connection with Suitland Parkway. The South Capitol Street improvements are scheduled to take place over the next 10 years with the bridge relocation by 2011 and the interchanges completed by 2015.

Mixed-use developments include St. Elizabeth's East and West and Poplar Point, which include potential infrastructure changes. Joint development by the Anacostia Waterfront Corporation and others at the Anacostia Metrorail Station may include major new office uses and significant upgrades to the station layout, with projected completion in 2010. St. Elizabeth's Campus has an anticipated completion date of 2015.





The Neighborhood – Community Assessment

A number of sessions with the Advisory Committee, including a walking tour of the site as well as sessions throughout the five day charrette were conducted to provide a baseline set of findings and confirm the existing physical condition of the neighborhood. A summary of that assessment is as follows:

Housing

- Rebuild Park Chester and Barry Farm and include all their units (654) in the low-income replacement unit count
- Design new units that are of equivalent or larger size than existing and that have modern amenities
- Provide rehabilitation assistance for privately owned housing in the Neighborhood
- Build new senior housing

Community Assets

- Build a larger Recreation Center
- Preserve the history of the neighborhood
- Create new parks and community open space
- Rebuild Birney Elementary School and improve the quality of its programs
- Preserve the existing recreation fields and the proximity between Birney Elementary, the fields and the Recreation Center
- Build new shopping, including a new grocery store, bookstores, coffee shops and sit-down restaurants

Transportation

- Preserve existing trees mature trees
- Improve pedestrian access to the Metro
- Improve access to bus lines especially for seniors
- Connect Park Chester and Barry Farm with new roads
- Mitigate the impact of commuter traffic on the Neighborhood
- Create more street connections to improve safety and circulation
- Improve the intersection at Firth Sterling Avenue and Suitland Parkway

Urban Design

- Eliminate the isolation of Barry Farm and integrate it with the broader Anacostia community
- Mitigate the impact of the abutting interstate roads – I-295 and Suitland Parkway – on the Neighborhood
- Physically link Barry Farm and Park Chester as one neighborhood

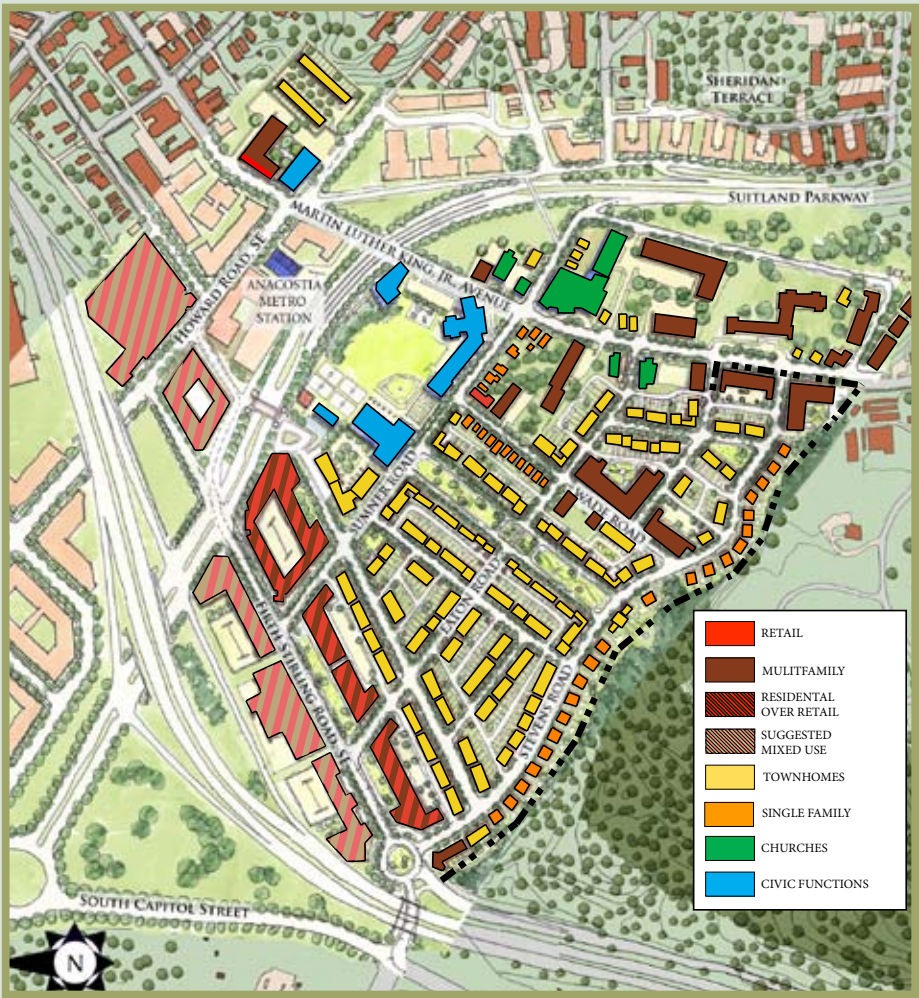




A New Neighborhood



Consensus Master Plan



Land Use Diagram

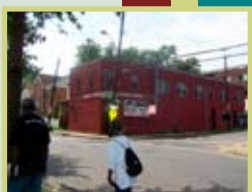
THE VISION

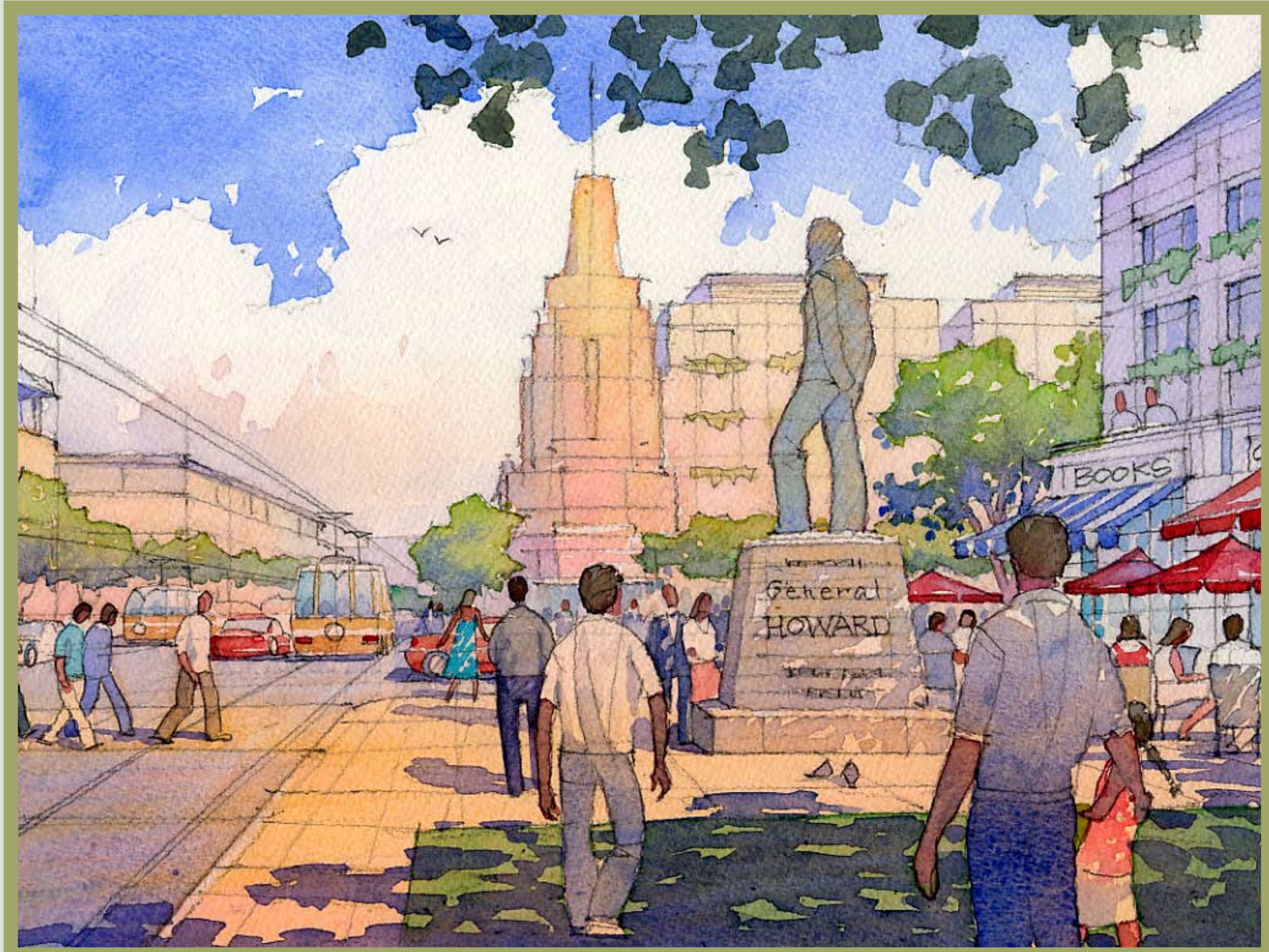
The Redevelopment Plan seeks to transform the Neighborhood into a vibrant, mixed-use community while also honoring its history.

Key design concepts for the Master Plan include:

1. Creating 1110 new units of mixed-income housing on the Barry Farm and Park Chester sites in a variety of configurations including senior housing, apartments, condominiums, townhouses and duplexes
2. Partnering with local property owners, DCHA, the Anacostia Waterfront Corporation and future private developers at St. Elizabeth’s East to provide an additional 281 replacement units in their mixed-income developments
4. Introducing a grid pattern of streets to create residentially scaled blocks and link Barry Farm, Park Chester and Wade Road as well as to connect to Martin Luther King Jr. Avenue and Sumner Road
5. Creating a vibrant mixed-use main street at Firth Sterling Avenue that:
 - Builds on proposed changes to the road to connect into St. Elizabeth’s West and its future 14,000 federal workers
 - Builds on the location of the first phase of the Anacostia Streetcar with a proposed stop at Eaton Road and Firth Sterling Avenue
 - Includes 4- and 5-story buildings with neighborhood retail on the ground floor and four floors of residential above
 - Includes mixed-use buildings on both sides of the road including on private parcels adjacent to the Verizon site– the latter essential to eliminating the sight of I-295 to the community
6. Rebuilding and enlarging Birney Elementary school as a new K-5 facility adjacent to the existing building while preserving the historic portion of the school at the corner Martin Luther King Jr. and Sumner Road and relocating the school entrance to Sumner Road

7. Rebuilding the Recreation Center on its current site and linking it to the rebuilt Birney by means of an open air court that could accommodate school pick/up drop off activities and open air community events including a farmer’s market
8. Creating a more urban character to Suitland Parkway through a pedestrian walkway/gateway
9. Creating a linear park at the top of the hill that celebrates the view of the skyline of downtown Washington and provides needed open space
10. Honoring the history of the site through the preservation of street and school names and with the development of a memorial and walking tour program
11. Creating 25,000 square feet of neighborhood retail in the ground floor of mixed-use buildings at Firth Sterling Avenue
12. Recommending the construction of a new grocery store in historic Anacostia, preferably close to the Metro
13. Using sustainable design principles as a prominent part of the urban design and architecture of the New Community





Firth Sterling Avenue



New Residential Street





Housing Types and Program

The master plan includes a full complement of housing units including the one-for-one replacement of existing low-income units and matching them with an equivalent number of affordable and market-rate units.

Apartment and condominium buildings will be four to five stories in height with one, two and some three bedroom apartments and retail on the ground floor. A portion of these units will accommodate seniors. The low-rise units will be a mix of duplexes, townhouses and “2-over-2” stacked flat/townhouse combinations. The low-rise units will be three to four stories tall; all will have doors fronting onto the street. Off-street parking spaces and private decks or yards in the rear. Diversity of architectural styles and materials, and the inclusion of features such as front porches will link these to communities typical of Anacostia.

A portion of the replacement housing program is contained within the Barry Farm/Park Chester/Wade Road site. Another portion will be created in partnership with local property owners, DCHA, the Anacostia Waterfront Corporation and future private developers. Table 3 identifies the exact type and distribution of housing units, and Figure 5 identifies the location of the replacement housing.

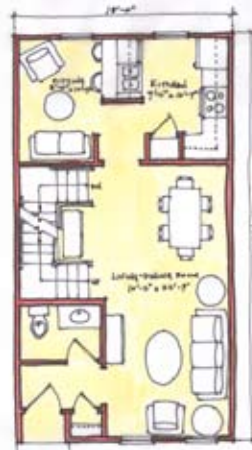
APARTMENTS



LOW-RISE UNITS: 3 BR TOWNHOUSES



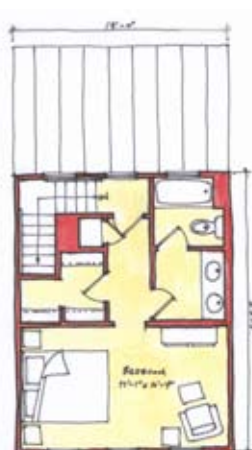
3 Bedroom Townhouse with Garage
Ground Floor
2,395 SF



3 Bedroom Townhouse
First Floor



3 Bedroom Townhouse
Second Floor



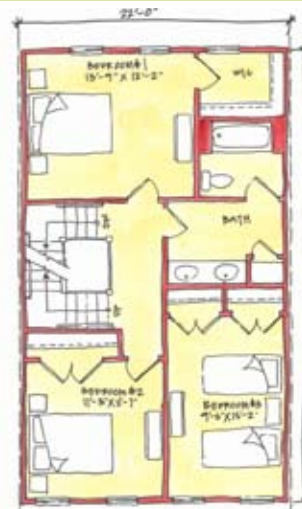
3 Bedroom Townhouse
Third Floor



LOW-RISE UNITS: 4 BR TOWNHOUSES



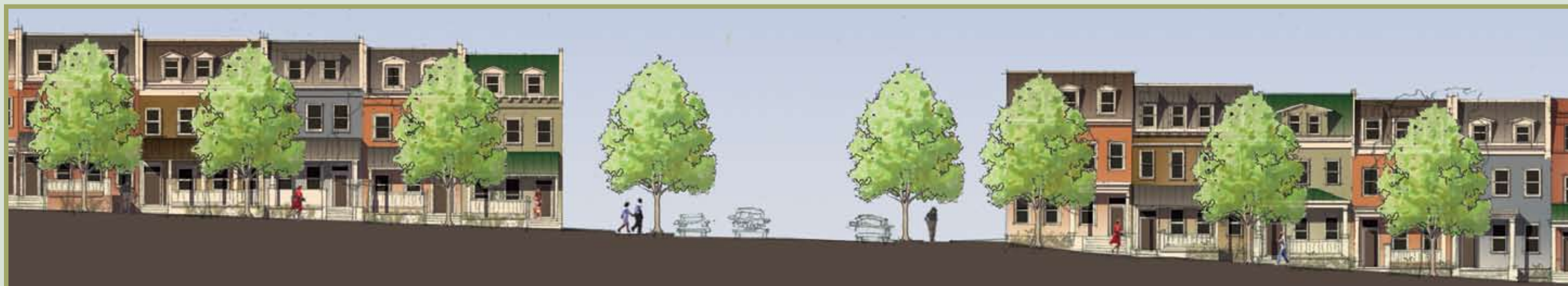
4 Bedroom Townhouse
First Floor
Slab on Grade



4 Bedroom Townhouse
Second Floor



4 Bedroom Townhouse
Third Floor





Community Assets

The plan proposes that a new school be built adjacent to the existing school building and incorporating its historic entry at the corner of Sumner Road and Martin Luther King Jr. Avenue. A two story building of approximately 60,000 square feet the new school is proposed to house grades Pre-K through fifth grade. The existing parking lot is reconfigured with its access maintained on Martin Luther King Jr. Avenue. At the intersection of Suitland Parkway and Martin Luther King Jr. a new structure of 10,000-20,000 square feet is proposed that could include a variety of community related functions such as a library, designed to complement existing and planned community facilities.

New retail uses of approximately 25,000 square feet will be included in the ground floor of mixed-use buildings at Firth Sterling Avenue. Most of the retail will be concentrated at the intersection of Sumner Road. This space can include a variety of neighborhood uses, most likely anchored by a convenience store, such as a bookstore, coffee shop, nail shop and dry cleaners. The current owner of Charlie’s Corner Store is interested in expanding -- this could be accommodated by acquiring the property adjacent to the existing store at Wade and Sumner Roads or by relocating the store within the new retail along Firth Sterling Avenue. It is recommended that a new 50,000 square foot or larger grocery store be located on the east side of Suitland Parkway within historic Anacostia and in walking distance of the community, to serve its residents and those of the planned Poplar Point development.

The history of the community will be commemorated through a placard and monument system located at key spots within the neighborhood. These can be linked through a Walking Tour program for the larger Anacostia community currently in the planning stages at the DC Office of Cultural Tourism and Anacostia Main Streets Inc. which will link historic Anacostia, Barry Farm and St. Elizabeth’s.

The existing recreation fields within the community are maintained in the plan while the basketball court will be relocated. A new paved plaza will work in conjunction with a proposed new entry to Birney Elementary and the rebuilt Recreation Center. Plaza activities can include school and Recreation Center drop-off and pick-up as well as open air community events including a farmers market. The new Recreation Center is a 10,000 to 20,000 square foot building that could include a gym, multi-purpose rooms, wellness, daycare and other community facilities. A new linear park will create a prominent location for the new Recreation Center and passive recreation space for the new community. A portion of the park could also be utilized as a community garden, providing plots for individuals within the neighborhood. Its location at the top of the hill will provide residents with spectacular views of the Washington skyline.

Sustainability

Creating and reinforcing interconnectivity between the social, economic, and natural environments is essential to building sustainable communities. Through both the neighborhood planning and architectural design, the plan promotes sustainability in a variety of ways.

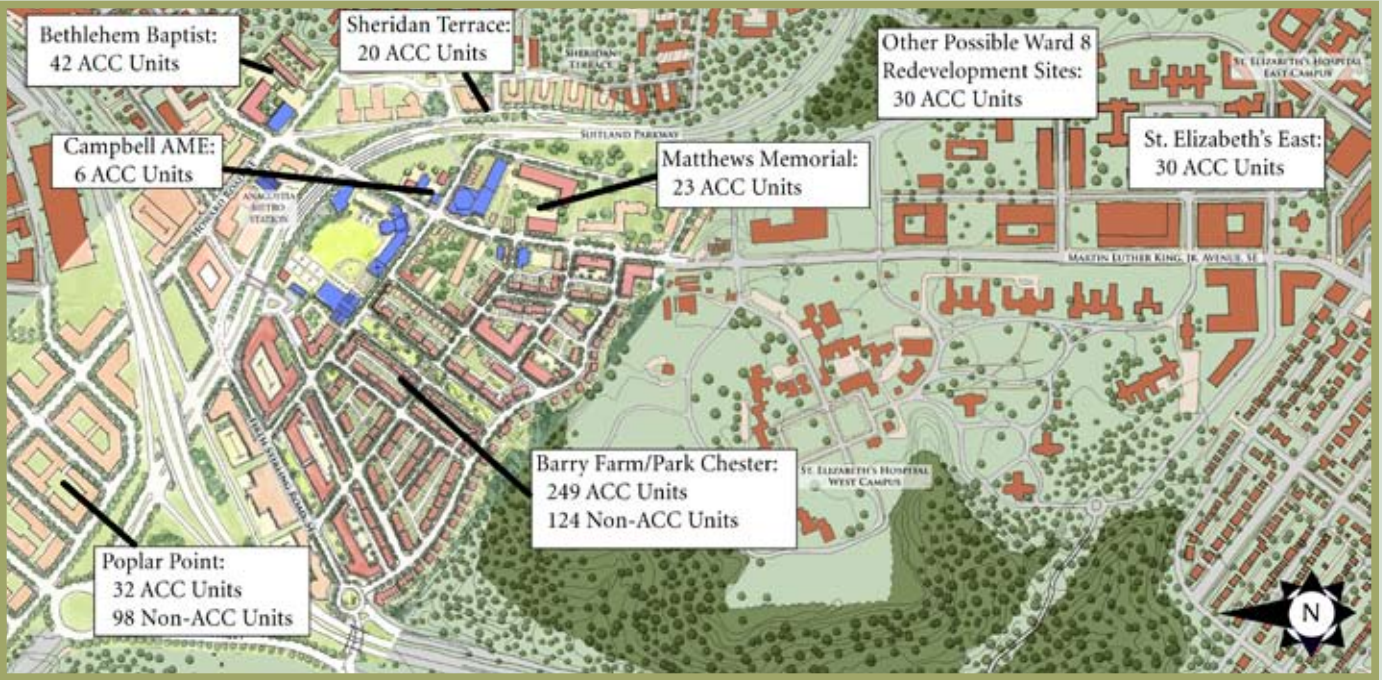


Figure 5. Replacement Unit Location Diagram

Table 3. Barry Farm/Park Chester/Wade Road Housing Program

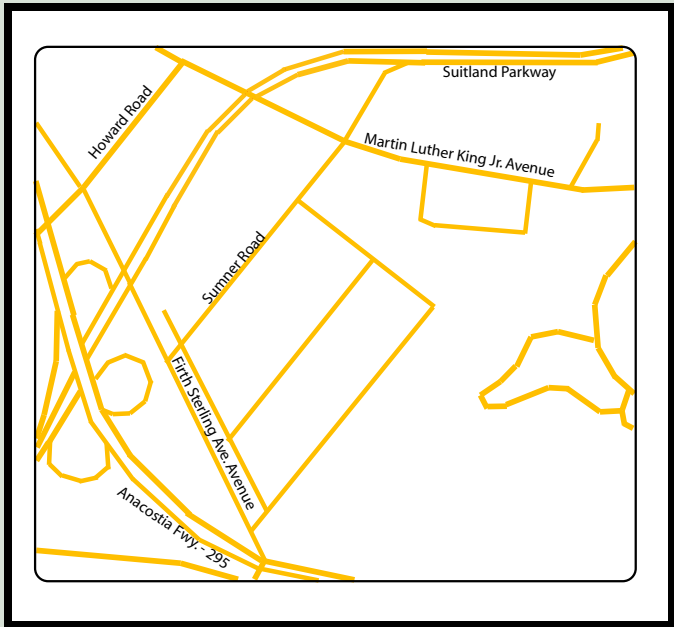
	REPLACEMENT ACC	REPLACEMENT OTHER	WORKFORCE	MARKET	TOTAL
ON-SITE APARTMENTS					
ONE BR	50	56	142	143	391
TWO BR	41	38	83	83	245
THREE BR	44				44
SUBTOTAL	135	94	225	226	680
LOW-RISE					
2 OVER 2			71	71	142
TOWNHOUSE	114	30	72	72	288
SUBTOTAL	114	30	143	143	430
TOTAL ON-SITE	249	124	368	369	1110
OFF-SITE					
B. BAPTIST	42				42
M. MEMORIAL	23				23
CAMPBELL AME	6				6
S. TERRACE	20				20
OTHER	30				30
POPLAR POINT	32	98			130
ST. ELIZ. EAST	30				30
TOTAL OFF-SITE	183	98			281
TOTAL	432	222	368	369	1391

The design of the site expands the existing neighborhood's connections to the surrounding community and bolsters the site's ability to maintain a comfortable environment.

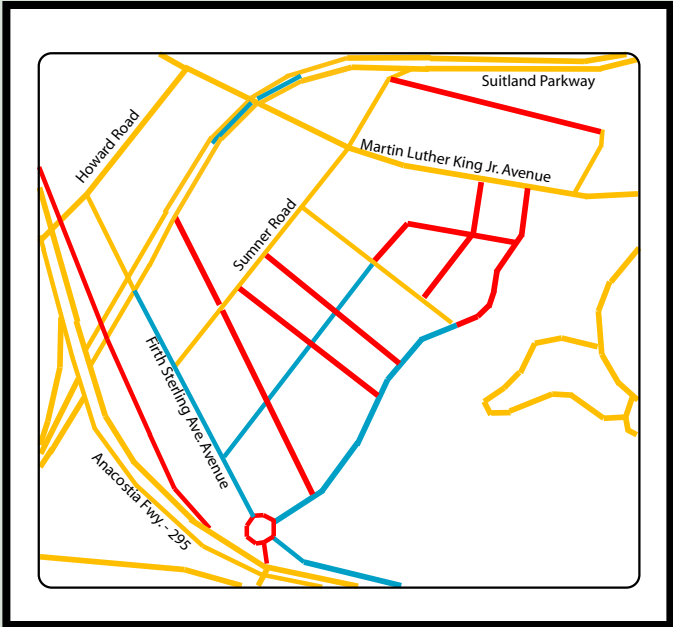
- Increasing pedestrian access through the neighborhood and to public transportation, decreasing dependence upon the automobile, and providing for greater opportunities for positive social interaction and exercise
- Preserving the existing grand trees on site which will provide plentiful shade and shelter, and using native landscaping to help limit water demand during hot summers
- Addressing stormwater management, historically a difficult problem for the District's storm sewer system, with vegetative "green" roofs on parking decks and pervious paving in alleys and on parking pads
- Daylighting the existing underground spring located in the southeast corner of the site will help turn a potential liability into a community asset. The spring will be brought to the surface and incorporated into the neighborhood park network to be enjoyed by all
- Installing cutoff lights in the recreation areas, which will reduce light pollution

The design of the buildings reinforces the commitment to sustainability, creating bright and healthy indoor environments.

- Energy Star Whole House Certification helps not only to significantly lower monthly electric bills, but also strongly contributes to cleaner air
- Expanded daylighting, energy-efficient appliances, and programmable thermostats further help reduce energy usage
- Low-VOC materials mean cleaner air inside each unit
- Water conserving fixtures & appliances help lower water bills and help municipal water supplies last longer during drought periods
- Rain barrels at each home reduce demand on potable water for irrigation and helps extend the ability of the ground to absorb stormwater
- Locally produced materials not only support local and regional economies, but also limit the "embodied energy" of products: the fuel, resources, and pollution associated with transporting products over long distances



Existing Street Grid



Redevelopment Street Grid

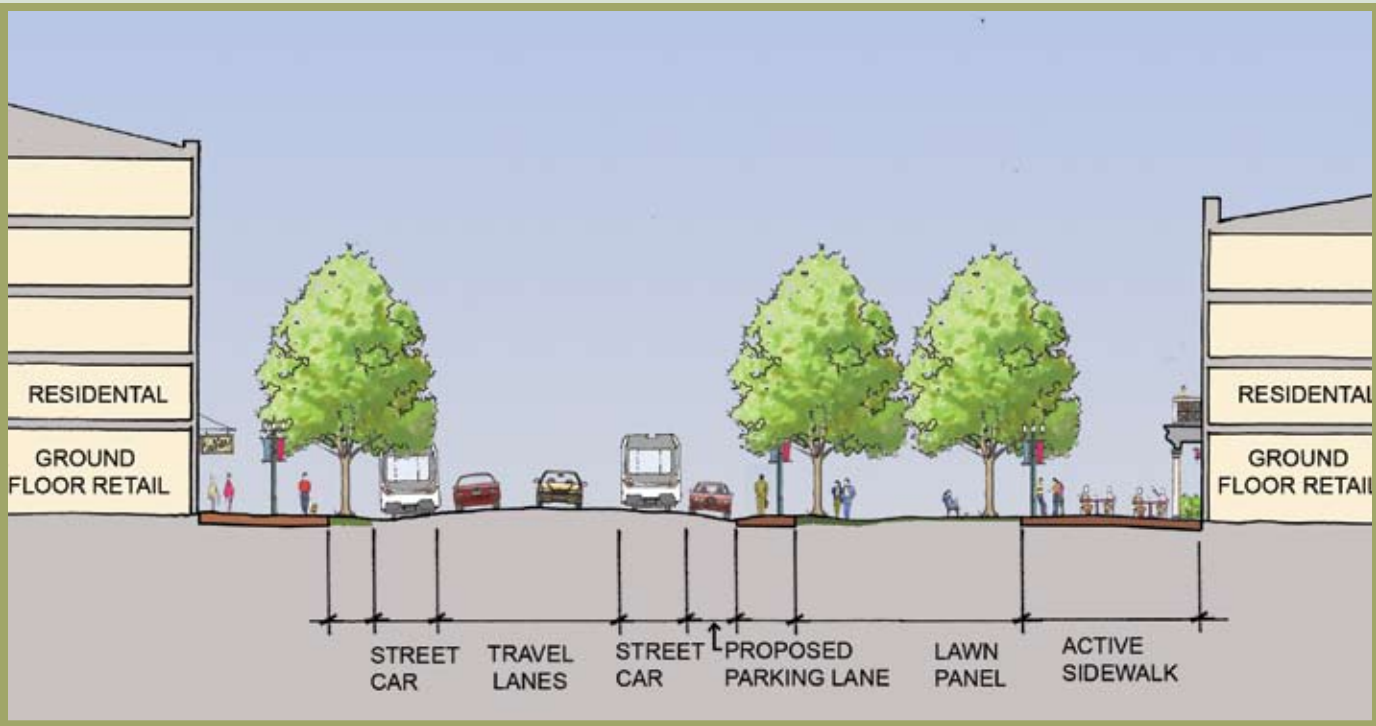


Figure 6

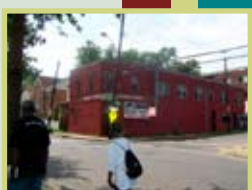
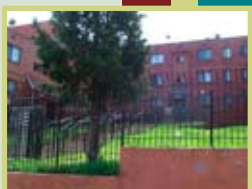
Finally, it is recommended that the community and architectural design meet the criteria for the Enterprise Foundation's "Green Communities" grant program, providing a useful benchmark in sustainable design, while aligning the project with the proposed Green Building Ordinance introduced to DC City Council. Provided that the Neighborhood meets the sustainable criteria of the "Green Communities" program, it is eligible for funding. See the Development and Finance section for details.

Streets and Open Space

The Redevelopment Plan proposes a new street grid which will create more residentially scaled blocks and provide better connectivity within the site and between the Barry Farm and Park Chester communities. Sumner and Eaton Roads are maintained in their current locations while Stevens Road is relocated and a series of additional east/west roads are added. All of these streets, with the exception of those around the park, are conceived of as local residential streets with parking on both sides.

Conceptual Section at Firth Sterling Avenue

Firth Sterling Avenue is conceived of as a new vibrant main street for the community. Capitalizing on the new streetcar line and the road's reconstruction by the District's Department of Transportation (DDOT) with a new connection into the St. Elizabeth's West campus, it will create new locations for mixed-use buildings with ground floor retail. The construction of buildings on both sides of the street will both eliminate the sight of Interstate 295 and create the animated streetscape important to mixed use buildings. The character of this street is illustrated in Figure 6.





A New Neighborhood Park



Recreation Fields with a New Recreation Center





Future Transportation Considerations

Area Traffic Growth and Other Area Developments

As previously highlighted, there are a number of proposed developments within the Anacostia Area that will generate a significant growth in traffic. It is noted however, that due to the proximity of the Anacostia Metrorail Station these developments will be considered Transit Oriented Development (TOD), which will aid in the reduction of vehicular trips. These developments also propose a series of transportation infrastructure improvements to counter the projected growth.

Neighborhood Development Horizon and Related Considerations

As noted in earlier sections of this report, the Neighborhood will be upgraded, and expanded to an increased density, with built-out envisioned over a ten-to-twelve year period. One of the primary assets of the development is the location of the site, in proximity to major arteries that provide access to the central employment core of the District, as well as to more outlying areas within the District and the adjacent suburban jurisdictions. In addition, the New Community will have easy access to bus, streetcar and Metrorail transit service. The latter factors give the development a definite Transit Oriented Development character and that has a strong bearing on trip generation and on the future physical and operational conditions that would be needed for site access, as well as amenities to the quality of life of Barry Farm. To this end the following factors are noted.

- Pending Transportation Infrastructure Upgrades: The City and Federal agencies are programming major infrastructure upgrades for the immediate area, notably the Suitland Parkway/Martin Luther King Jr. Avenue interchange, Firth Sterling Avenue upgrade and modifications to the I-295/Suitland Parkway/South Capitol Street interchange
- Site Vehicle Trip Generation: Given the location and TOD characteristics of the site, a very favorable modal split is expected. This reflects a significant use of the available transit services, as well as walk, bicycle and other non-motorized vehicle trips, to existing and emerging employment opportunities and recreational services within the Neighborhood

Table 4. The Projected Weekday Vehicle and Pedestrian Trip Generation

	AM Peak Hour			PM Peak Hour			Daily		
	In	Out	Total	In	Out	Total	In	Out	Total
• Vehicles	60	170	230	181	125	306	1,704	1,704	3,408
• Walk, bicycle, etc.	50	110	160	150	108	258	1,351	1,351	2,702

The level of pedestrian and bicycle trips noted above points to the need for enhanced pedestrians facilities and amenities for the local area. These are included in the recommendations presented below.

- Area Developments: Earlier sections of this report have noted the expanding employment opportunities within the Neighborhood. Notably among these are the following:
 - The Unified Communications Center, which is being developed east of Martin Luther King Jr. Avenue just to the south.
 - The St. Elizabeth’s West Campus development, which is programmed to consist of over 1.4 Million gross square feet of mixed land uses.
 - The WMATA headquarters building which is planned as part of the joint development planned for the site of the Anacostia Metrorail Station.

- The District Department of Transportation headquarters, which is planned for a site off Martin Luther King Jr. Avenue, near its intersections with Good Hope Road.

These developments will attract significant non-motorized travel trips within the area, including such trips from the expanded Barry Farm community.

Barry Farm Transportation Needs – General Recommendations

Based upon the above discussions, it is apparent that the New Community would not generate vehicular traffic demands requiring off-street improvements, such as roadway widening or interchange modifications. Also the New Community is one of a number of developments planned for the local area. Therefore, the following measures are recommended, as part of general quality of life considerations for the Neighborhood specifically, and for the local area in general.

- Design the layout of the Barry Farm street to consist of a hybrid (grid-and curvilinear) system that would mitigate against “pressures” for cut-through traffic from the adjacent arterial streets, particularly for potential through traffic connections between Martin Luther King Jr. Avenue and Firth Sterling Avenue
- Coordinate with DDOT the alignment and detail design for the section of the Anacostia Streetcar line and station location along Firth Sterling Avenue
- Design a combination of Neighborhood, traffic calming features, such as reduced roadway widths, multi-way stop signs, bulb-outs at intersections, speed bumps and raised crosswalks that would moderate vehicular speeds, mitigate against cut-through traffic and enhance overall mobility and safety
- Design and orient pedestrian facilities to facilitate safe and efficient connection to the Streetcar stop and to the Anacostia Metrorail Station
- Emphasize the local residential/community character with entrance features and related urban design elements and complement the traffic engineering features in strongly discouraging cut-through traffic and moderating vehicular speeds
- Coordinate the larger planning objective with DDOT to target and effect upgrades of the adjacent Martin Luther King Jr. Avenue, as provided for in the District’s Great Streets Initiative
- Incorporate elements of Low Impact Development (LID) in the engineering designs of the community. The LID features will have broader impact on environmental and quality-of-life aspects of the new community, as well as its development cost

URBAN DESIGN CONCLUSIONS

Based on the Guiding Principles, recommendations, input from the Resident Advisory Group meetings and focus groups, three urban design schemes were developed in order to arrive at a consensus plan.

The three schemes have with the following design concepts in common:

- 1. Creating residentially scaled blocks through a street grid pattern, and of new, mixed income housing units in a variety of configurations
- 2. Creating a vibrant, mixed-use street at Firth Sterling Avenue
- 3. Rebuilding and enlarging the existing Recreation Center
- 4. Creating a more urban character for Suitland Parkway

Scheme A

In addition, Scheme A also introduced the following ideas:

- 1. Retaining the existing relationship between Birney Elementary School, the Recreation Fields, and the Recreation Center (rebuilt and enlarged in its current location)
- 2. Creating a linear park at the highest point of the site to accentuate the view of the downtown skyline, with the park axis leading to the new Recreation Center
- 3. Connecting the Barry Farm, Wade Road, and Park Chester communities by extending the street grid up to MLK Avenue through Park Chester
- 4. Locating a new grocery store at the intersection of Howard Road and Firth Sterling Avenue
- 5. Building a mix of new residential units, approximately 300 single family units and 400 apartments



Scheme A

Scheme B

In addition, Scheme B introduced the following ideas:

- 1. Creating a new School and new Recreation Center adjacent to the existing Birney Elementary School building, with shared fields and relocated basketball courts
- 2. Creating a park at the high point of the site and adjacent to St. Elizabeth's property, with a number of single family semi-detached units fronting this park
- 3. Retaining the existing configuration of streets and buildings in Park Chester streets and buildings in Park Chester



Scheme B

Scheme C

In addition, Scheme C introduced the following ideas:

- 1. Rebuilding a new and expanded Recreation Center with adjacent fields in its existing location
- 2. Relocating the School internally to the neighborhood and adjacent to St. Elizabeth's, with a new park at the top of the hill
- 3. Extending the street grid through Park Chester up to MLK Avenue and rebuilding of a mixture of residential units on the Park Chester property
- 4. Locating a new grocery store at MLK Avenue between Suitland Parkway and Sumner Avenue (where Birney sits today)
- 5. Building a mix of new residential units, approximately 200 family units and 650 apartments on the Barry Farm site proper, and approximately 35 family units and 200 apartments on the Park Chester property



Scheme C

Urban Design Recommendations

Based on the presentation and discussion of these concepts with the community and the Advisory Group, the consensus is to move forward with a combined scheme that:

- 1. Retains the relationship between the School, Recreation Center, and fields
- 2. Extends the street grid through Park Chester to connect the Barry Farm, Wade Road, and Park Chester communities
- 3. Locates the new grocery store off - site
- 4. Incorporates the linear park concept
- 5. Creates a mixture of residential types, including some single family unit types
- 6. Creates a pedestrian bridge across Suitland Parkway to the Metro Station
- 7. Vibrant mixed use character of Firth Sterling Avenue
- 8. Retain Charlie's Corner Store as an important neighborhood amenity



Consensus Master Plan





Development and Finance Strategy





Development and Finance Strategy

DEVELOPMENT PLAN, SITE CONTROL AND PHASING

The Barry Farm/Park Chester/Wade Road (“the Neighborhood”) Redevelopment Plan includes the one-for-one replacement of 432 existing public housing residences and 222 existing low-income units at Park Chester. A total of 373 replacement units will be built on-site with 281 additional replacement units built off-site on other properties within the planning area. The Redevelopment Plan then augments the housing mix with the addition of 369 workforce units and 368 market-rate housing units as well as the creation of commercial space along Firth Sterling.

Table 1: Housing Mix

Housing Unit Pricing					
Housing Type	Market- Rate	Workforce	Replacement with ACC (a)	Replacement with No ACC	Total Units
Rental Apartments	146	145	135	94	520
Rental Townhouses	-	-	114	30	144
Condominiums	80	80	-	-	160
For-Sale Townhouses	143	143	-	-	286
On-Site Totals	369	368	249	124	1,110
Off-Site Replacement Units	-	-	183	98	281
Note: (a) Annual Contributions Contract subsidy from U.S. Department of Housing and Urban Development					

These new housing units will include a variety of for-sale products and rental options. New homeowners may choose from apartment-style condominiums with potential water views, stacked townhouses and standard townhouses terraced throughout the development. Prices in the new community will vary based on the incomes of target market segments, ranging from \$162,600 for workforce-priced condominiums to \$482,600 for market-rate standard townhouses (in 2006 dollars). The rental housing alternatives include mid-rise apartments (four to five stories) with family style townhouses offered for larger households.

The commercial redevelopment located along Firth Sterling builds on the strength of the current transit location and surrounding neighborhoods. The market analysis suggests mixed uses to serve the community with 20,350 square feet of supportive retail and commercial space, such as a drugstore and sit-down or carry-out restaurants, and including 8,800 square feet of office space.

The Redevelopment Plan envisions improved community facilities with the renovation of the existing recreation center and elementary school, creation of a one-acre linear park and addition of a new community facility.

Site Control

The Barry Farm redevelopment site currently owned by DCHA will accommodate 742 units including 249 replacement units. For the initial phase of redevelopment, off-site replacement units include 71 units on property owned by area churches, 30 units in other redevelopment projects underway elsewhere in Ward 8 and 20 units at the DCHA-owned Sheridan Terrace. In later phases, the relocation units will be located on property owned by the District government, assuming that title is transferred by the Federal government for Poplar Point and the St. Elizabeth’s East Campus. The 222 units in Park Chester are privately owned. The Redevelopment Plan calls for the current or future owners to partner with the District or sell the property to the District for redevelopment.

During the planning process, off-site locations identified within the planning area include privately held property and other District or federally owned land. Efforts to contact private property owners and discuss replacement alternatives of Barry Farm residential units resulted in options within the planning area. The following table outlines the estimated number of replacement units each site may accommodate by development phase, assuming that replacement units are one-third of total new units.

Table 2: Off-Site Development of Replacement Units by Phase

Phasing					
Location	Phase 1	Phase 2	Phase 3	Phase 4	Total
Bethlehem Baptist	42	-	-	-	42
Matthews Memorial	23	-	-	-	23
Campbell AME	6				6
Sheridan Terrace	20	-	-	-	20
Other Possible Redevelopment Sites in Ward 8	30	-	-	-	30
Poplar Point	-	50	80	-	130
St. Elizabeth’s East	-	30	-	-	30
Total Off-Site Units	121	80	80	-	281

Development Phasing & Relocation

The New Communities Initiative calls for the redevelopment of concentrated and underserved areas of low-income housing to mixed-income communities and improve the quality of life for families. Through this Initiative, the District will replace each existing low-income unit with a new unit (one-for-one replacement) and add workforce and market-rate housing units, creating a mixed-income community with market-rate, workforce and replacement units each constituting one-third of the total development program. The overall goals of the program include improving educational opportunities, job training and human service programs sufficient to improve the economic conditions of the area’s current residents.

During the master planning process, Barry Farm and Park Chester residents, the District and area stakeholders reached a consensus on the development program. The limited size of the existing site at approximately 37 acres, resulted in plans for off-site relocation of existing residents to new units within the immediate planning area. Table 3 outlines the development program by phase, detailing the type of residential units. Figure 1 locates the phases on the Consensus Master Plan.



Table 3: Project Phasing

Housing Type	Market- Rate	Workforce	Replacement with ACC	Replacement with No ACC	Off-Site	Total Units
Phase 1 (2007-2010)	-	-	-	-	121	121
Phase 2 (2010-2013)	101	102	125	-	80	408
Phase 3 (2013-2015)	148	147	74	55	80	504
Phase 4 (2016-2018)	120	119	50	69	-	358
Totals	369	368	249	124	281	1,391

The Neighborhood redevelopment requires a phased approach. Through the New Communities Initiative, the District proposes to minimize the number of moves for existing residents, thus minimizing temporary relocation. Understanding the need to limit the number of times existing residents move greatly influenced the phasing decisions. In an effort to minimize the number of times individual households moved, the initial phase of new development begins off-site. During this period, on-site units vacated by families moving to new off-site units are demolished in preparation for new on-site development in the second phase.

Schedule

The phasing occurs over an 11-year period of time, beginning with planning and design of the off-site units and negotiation of public/private partnerships with the churches and developers that own the relocation properties. Subsequent phases require two to three years each to allow construction of new units for residents before demolishing existing units.

Proposed Schedule

	Phase 1				Phase 2				Phase 3			Phase 4	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Pre-Development of Off-Site Units	■												
Construction of Off-Site Units		■	■	■									
Relocation (Barry Farm)				■			■			■			
Demolition (Barry Farm)					■			■				■	
Relocation (Park Chester)									■				
Demolition (Park Chester)												■	
Construction					■	■	■	■	■	■	■	■	■
Total Development Timeframe	■	■	■	■	■	■	■	■	■	■	■	■	■



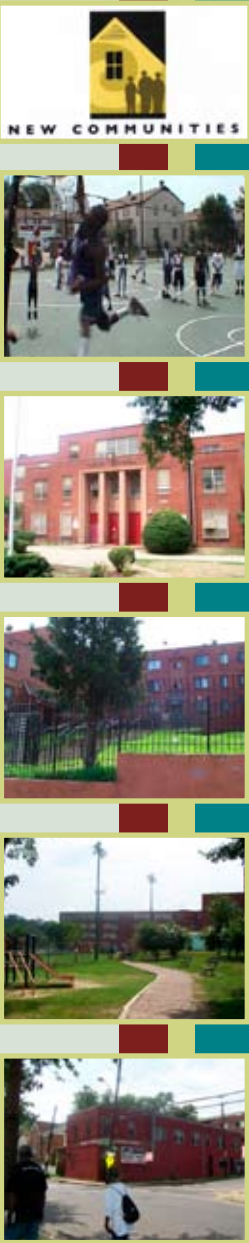
Figure 1. Phasing Diagram

FUNDING STRATEGY

Financial Analysis

The financial feasibility of the development program was reviewed using detailed pro forma analysis by product type. The financial analysis outlined the cost to develop, potential revenue inflows and necessary public and private sector investment, resulting in the estimated gap or project return. The total project value reflects the total sales proceeds and potential private investment in rental housing and commercial/retail space (based on the capitalized value of future income). It assumes that HUD will authorize transfer of the Section 8 subsidies currently associated with Park Chester to new on-site and off-site replacement units for Park Chester residents.

This financial viability test indicates a need for additional funding sources, as yet to be identified. The unmet financial gap associated with the development program is estimated at \$128 million, measured in





constant 2006 dollars without inflation. The costs include funding to subsidize the capital costs of building new low-income replacement units on- and off-site as well as temporary rental assistance payments for 240 households relocated for an average of four years when the number of new on-site and off-site units does not yet accommodate all of the households from units that are demolished to make way for new construction. The number of households affected ranges from 37 to 122 households for each of Phases 2, 3 and 4.

Funding Alternatives

There is clearly a need to obtain private sector investment, as public sources become scarce. However, the following list of public sector sources represents a preliminary analysis of sharing the high cost of redevelopment across agencies. Many of these funding sources help leverage private sector investment that offset public sector outlays. The mixed-finance approach to public housing redevelopment emphasizes the formation of new public and private partnerships to ensure long-term project sustainability.

The Redevelopment Plan requires both public and private investment in each of the four phases of development. The development strategy recommends leveraging several public sector financing tools including Tax Increment Financing (TIF), Low-Income Housing Tax Credits, Payment In Lieu of Taxes (PILOT), Community Development Block Grant (CDBG) and New Market Tax Credits, in addition to the cross-subsidy provided by the market-rate residential and commercial development located on-site. The following discussion of public sources includes those most likely to be obtained.

Contribution of Public Land

The Housing Authority will apply land proceeds of the Barry Farm site toward public housing replacement. On other District-owned sites (e.g., Poplar Point and St. Elizabeth’s East Campus), the District will contribute its land for new development to subsidize the private development of units affordable to low-income households with incomes below 30 percent of the Area Median Family Income.

Tax Increment Financing

The use of Tax Increment Financing (TIF) is particularly appropriate for projects with high infrastructure costs or projects that create significant public benefit; and will result in significant new taxes. It is most suited to commercial properties that generate sales taxes as well as property taxes. This analysis assumes creation of a TIF district that encompasses the new commercial and rental housing along Firth Sterling.

The overall development program in that section will create a new tax base that will generate an estimated \$234,000 per year in tax revenues available for TIF bonds at build-out and could support up to \$4.2 million in TIF bonds. Therefore, the proposed new development will generate new tax revenues to repay the recommended TIF bonds.

Payment In Lieu of Taxes (PILOT)

The District Council authorized PILOT financing in 2004. As with Tax Increment Financing, Payment in Lieu of Taxes (PILOT) financing earmarks the incremental new taxes created by development on previously tax-exempt property to fund repayment of bonds. The financing strategy assumes creation of a PILOT district to encompass the new market-rate and workforce housing. The new development will generate \$1.1 million in new annual taxes from Neighborhood properties and could support up to \$10.4 million in PILOT bonds.

Community Development Block Grant Funding

The U.S. Department of Housing and Urban Development (HUD) provides annual Community Development Block Grant (CDBG) funding to support housing and programs that benefit low- and moderate-income residents. Uncommitted CDBG funds may be used for the Barry Farm/Park Chester/Wade Road redevelopment through direct funding or such programs as the Section 108 Loan Guarantee program. Section 108 is the loan guarantee provision that provides a source of financing for housing rehabilitation, public facilities and large-scale physical development projects. These funds may be used for the acquisition of real property; rehabilitation of publicly owned real property; housing rehabilitation eligible under CDBG; related relocation, clearance, and site improvements; payment of interest on the guaranteed loan issuance costs of public offerings and as debt service reserves. The maximum term of these loans is limited to 20 years. Assuming the CDBG funds have not already been committed to other projects, this type of commitment represents a reasonable source of additional public assistance to complete the Neighborhood redevelopment project.

Housing Production Trust Fund

The Housing Act of 2002 enabled the Housing Production Trust Fund, created in 1988, to receive dedicated revenue. The District government sets aside 15 percent of the recordation and transfer taxes collected annually to produce and preserve affordable housing through a competitive application process. Housing Production Trust Fund monies may be used as grants or loans to fund pre-construction, demolition, construction and land acquisition costs associated with new affordable housing construction. Furthermore, in 2005 the District of Columbia government authorized the use of \$12 million of Housing Production Trust Fund to support bond financing issued by the District in support of the New Communities Initiatives.

Low-Income Housing Tax Credits (LIHTC)

The LIHTC is based on section 42 of the Internal Revenue Code and provides a credit against tax liability or a dollar-for-dollar reduction in the amount of taxes paid by tax credit equity investors as an incentive for investment in the construction or rehabilitation of affordable housing. Projects financed with the issuance of tax-exempt bonds qualify for an automatic four-percent tax credit allocation.

It is likely that the redevelopment project would qualify for the four-percent tax credit allocation. Any project that qualifies for tax-exempt bond financing automatically receives these credits.

New Markets Tax Credits

New Markets Tax Credits provide equity through Community Development Entities (CDE) to assist on commercial development projects in low-income communities. Similar to LIHTCs, tax benefits offered by the New Markets Tax Credit attract investors willing to make an equity investment in a CDE. The annual dollar volume of New Markets Tax Credits allocated by the U.S. government is capped, creating a competitive process for receiving the allocation of credits during each annual funding round. The mixed-use (residential/commercial) product suggested in the Redevelopment Plan can qualify as long as more than 20 percent of the gross revenue in each of the seven-year compliance periods comes from commercial rents.

For example, it might be best to structure the retail and office space as a condominium separate from the residential component within the mixed-use buildings with separate financing. Separately financing and

operating the commercial component could expand the potential for additional condominiums in the development program.

It is likely that area CDEs with outstanding allocation for New Markets Tax Credits would find the Neighborhood redevelopment project an ideal user of credits. For this analysis, it is assumed that credits may already be committed but could be obtained with additional allocations for the later phases of the redevelopment project. Therefore, the model only accounts for New Market Tax Credit funds in the second and third phase.

Green Communities Initiative

The Enterprise Community Loan Fund offers additional financial resources for “green” developments. The Green Communities Initiative funds both planning and construction of redevelopment projects. Planning funds may be used for architectural work, engineering, site surveys, energy use studies and environmental reviews. Construction funds may be applied to green construction items including green materials and energy-efficient appliances. Any community-based housing developer may apply for these funds. These funds require that rental housing projects serve households with incomes at or below 60 percent of the area median income. For homeownership units, households with incomes at or below 80 percent of area median income are eligible for assistance. The Neighborhood redevelopment qualifies based on its location, community served and potential to impact the greater community by improving energy efficiency. Because the grants are awarded on a competitive basis, it is important the new development incorporate green building and site design techniques to improve energy efficiency and reduce environmental impacts so as to meet the green standards set out by the Enterprise Foundation.

In addition to the funding alternatives mentioned above, there are a variety of programs that may assist in off-setting public investment. The green infrastructure associated with the redevelopment project includes new tree plantings not currently included in the cash flow analysis. The following two programs may provide sufficient support for the project’s on-site landscaping needs.

Casey Trees

The mission of the Casey Trees Endowment Fund is to restore, enhance, and protect the tree canopy of the Nation’s Capital. This fund has several programs that could assist with the planting of the proposed linear park and other landscaping amenities for the redevelopment. The Fund Community Tree Planting program engages neighborhood groups, concerned citizens, and trained Citizen Foresters to develop and conduct community tree-planting projects.

Washington Parks & People is the capital area’s network of community park partnerships. Parks & People works to revitalize Washington by reconnecting its vast network of public lands and waterways and its core of dedicated community leaders and organizations.

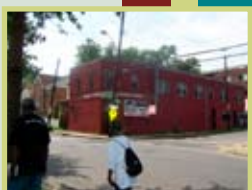
These two programs may be able to help the community establish and foster the landscaping suggested in the development program.

Sources and Uses

A cash flow analysis determined the level of gap funding necessary to make the Redevelopment project financially viable, including subsidies for the development of replacement units and workforce units both on- and off-site. The Redevelopment program identified community improvements, including an estimated \$19 million for road infrastructure and \$39 million for a new recreation center and an expanded Birney Elementary School. It is assumed that funding for these additional public amenities will be provided through the District budget process. For example, the District’s Department of Transportation may fund the \$19 million in road infrastructure improvements.

Table 4: Sources and Uses of Funds

Sources of Funds	
Contribution of District-Owned Land	\$86,378,000
Sale of Housing Units	110,351,000
Private Investment in Rental Housing & Commercial	118,126,000
Tax Increment Financing	4,160,000
Payment in Lieu of Taxes (PILOT) Bonds	10,432,000
Tax Credit Equity (LIHTC)	45,643,000
Green Communities Initiative	3,000,000
New Markets Tax Credits	1,606,000
Total Sources	\$379,696,000
Uses of Funds	
Demolition and Relocation	\$10,212,000
Hard Costs	301,103,000
Soft Costs	98,054,000
Land	86,595,000
Temporary Rental Assistance	11,520,000
Total Uses	\$507,484,000
Gap Funding Needs	\$127,788,000
Additional Capital Costs	
Streets and Utilities	\$18,843,000
Community Facilities	39,000,000
Total Additional Capital Costs	\$57,843,000
Notes: Tax-exempt financing may provide an additional source of financing. Revenues and expenditures shown in constant 2006 dollars. (a) Other funding sources include Housing Production Trust Fund, Community Development Block Grants, Fannie Mae Foundation and other foundation grants.	





The identified gap between development costs and revenues from housing sales, housing rents referenced and commercial rents totals \$128 million. That gap could be met from a number of funding alternatives, including:

- Housing Production Trust Fund;
- Community Development Block Grants; and
- Fannie Mae Foundation and other foundation grants.

Alternative Development Strategy

One alternative approach that would accelerate the redevelopment project would involve providing temporary rental assistance to Barry Farm residents whose units are scheduled to be demolition in Phase 2 starting in 2001. Such an approach would allow them to move off-site in 2008, permitting an earlier Phase 2 start in 2009 and project completion in 2015. The strategy would allow completion of the Redevelopment Plan within an eight-year period rather than the 11-year period currently envisioned. Figure 2 illustrates the modified phasing on the Consensus Master Plan.

It would require providing assistance to 539 families for an average of four years for a total additional cost of \$14.4 million (2006 dollars), raising the financial gap to \$142 million.



Figure 2. Alternate Phasing Diagram