

11th Street Bridge Park's Equitable Development Plan

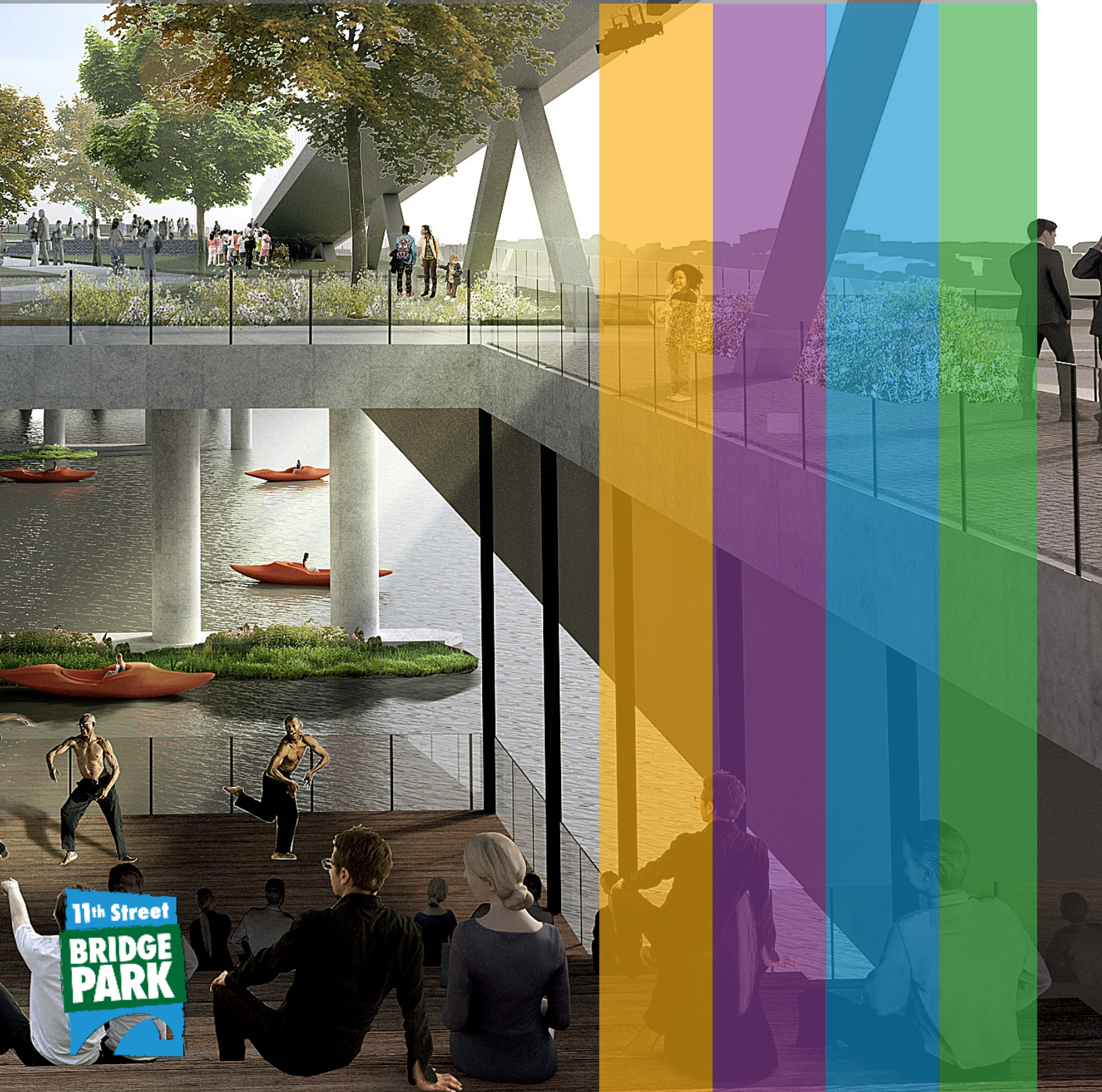


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As the old 11th Street Bridge that connects D.C.'s Capitol Hill / Navy Yard and historic Anacostia / Fairlawn neighborhoods is replaced, the District government and Building Bridges Across the River will transform the aged infrastructure into the city's first elevated park: a new venue for healthy recreation, environmental education and the arts.

The 11th Street Bridge Park will span the capital's cityscape and include community generated programming ideas including: outdoor performance spaces; playgrounds; urban agriculture; an Environmental Education Center with classrooms to teach students about river systems; public art that tells the rich history of the region; and kayak and canoe launches. Bound by the Washington Navy Yard on one side and the National Park Service's Anacostia Park on the other, the Bridge Park will be a destination for some, a pedestrian or bicycle route for others and an iconic architectural symbol across the Anacostia River.

The 11th Street Bridge Park promises to be a place unlike any other in Washington, D.C. – one that supports the neighborhood's physical, environmental, cultural and economic health.



An aerial photograph of a city, likely Washington D.C., showing a river (Anacostia River) and a bridge (11th Street Bridge). The city is densely packed with buildings and trees. The bridge is a modern, multi-level structure with a pedestrian walkway and a bike lane. The water is calm, and there are some red kayakers visible in the river.

workforce development

The 11th Street Bridge Park will prioritize the hiring of neighborhood residents for job opportunities on the Bridge Park.

- 1&2 Ensure that neighboring residents in Wards 6, 7 and 8, as well as harder-to-employ District residents are prioritized in the application process and hired for construction and post-construction jobs on the Bridge Park.
- 3 Advocate for equitable distribution of grants and educational programs that support capacity building, including mentorships, internships, and technical assistance within the Bridge Park's surrounding neighborhoods.
- 4 Support and facilitate programming at the Bridge Park that builds the capacity of local artists, especially emerging artists and youth.

small business enterprises

The 11th Street Bridge Park is committed to supporting new and existing local small businesses surrounding the Bridge Park both directly and through partnerships with economic development organizations and others.

- 1 Support and nurture a thriving network of small businesses that operate on the Bridge Park following construction.
- 2 Leverage the 11th Street Bridge Park to build and sustain small businesses in the surrounding community.
- 3 Ensure the Bridge Park is deeply connected to business corridors on both sides of the Anacostia River.

a community-driven planning process

Working collaboratively with community members and stakeholders, government officials, business owners and policy experts, the Bridge Park is committed to changing the narrative of how development typically takes place. It is well known that the construction of signature public parks can significantly change land values and uses in surrounding areas. Indeed, a recent HR&A economic impact study found that property values in comparable park developments increased by 5 to 40 percent. The goal of the Bridge Park's Equitable Development Plan is to ensure that the park is a driver of inclusive development—development that provides opportunities for all residents regardless of income and demography. By following a community-driven and vetted process, it is our hope that other cities can look to the Bridge Park as a prime example of how the public and private sectors can invest in and create world-class public space in an equitable manner.



housing

11th Street Bridge Park is committed to working with partners and stakeholders to ensure that existing residents surrounding the Bridge Park can continue to afford to live in their neighborhood once the park is built, and that affordable homeownership and rental opportunities exist nearby.

- 1 Collect, organize and disseminate resources and information regarding housing opportunities to residents in the Bridge Park's surrounding neighborhoods.
- 2 Work with city agencies and existing non-profits on strategies to preserve existing affordable housing (rental and ownership) and leverage existing public and private resources to build new affordable housing near the Bridge Park.
- 3 Engage and participate in partnerships with those in the housing community to support and advocate for policies that preserve existing affordable housing and spur the creation of new affordable units within the Bridge Park's surrounding neighborhoods.

arts + culture

The 11th Street Bridge Park will serve as a platform to celebrate the history and culture of communities on both sides of the Anacostia River and in particular, to amplify the stories, culture and heritage of neighboring African American residents.

- 1 Create an information hub that communicates information about events and programming, occurring both at the park and in the surrounding neighborhoods, with nearby residents and visitors.
- 2 Ensure that programming on the Bridge Park is affordable and accessible to all visitors, especially existing residents.
- 3 Ensure that design of the Bridge Park includes a variety of spaces that support a range of informal, formal and temporary uses.
- 4 Prioritize programming at the Bridge Park that fosters collaboration with residents, local organizations, artists (of all disciplines - visual, performing and literary) and humanists in the surrounding neighborhoods, especially programs that amplify narratives and voices of black residents.



introduction

Since 2005, Building Bridges Across the River (BBAR) has sought to improve the quality of life for families living east of the Anacostia River by providing leadership, management and fiscal oversight of the Town Hall Education Arts Recreation Campus (THEARC), THEARC Theater, the 11th Street Bridge Park (Bridge Park) and THEARC Farm. Through these projects, BBAR combats systemic inequity facing black residents in Southeast D.C. with a multi-sector approach to address significant social, health, environmental and economic disparities in our city.

The Bridge Park, our largest capital project to date, will become the District of Columbia's first elevated park, connecting the historic Anacostia and Capitol Hill neighborhoods that are geographically divided by the Anacostia River. From the beginning, community engagement and feedback have driven the conceptualization and design of the Bridge Park. The first two years were filled with hundreds of neighborhood meetings on both sides of the river leading to the identification of programming concepts for the design of the park. These concepts were seamlessly woven into the park's design by architects OMA + OLIN who have been working with the community to develop a world-class public space for recreation, arts and environmental education.

Throughout this community-led process, it became clear that the Bridge Park had the potential to be more than a park. In particular, the Bridge Park could symbolize a new unity and connection between a booming area of the city and one that has long been excluded from the city's economic progress.

This is especially important for D.C. residents and small businesses located east of the river. Decades of disinvestment, coupled with the economic, racial and geographic segregation of Wards 7 and 8, mean that many of the communities east of the river are areas of low homeownership, high poverty and unemployment. Indeed, the most recent data from the American Community Survey reveal multiple census tracts with child poverty rates above 50 percent and unemployment rates above 20 percent.

Given this stark reality, a key goal of the Bridge Park is to serve as an anchor for equitable and inclusive economic growth. The Bridge Park's design strategies will increase connectivity between those living on both sides of the Anacostia River, but more must be done to ensure that residents and small businesses nearby will continually benefit from the success of this signature new civic space.

Partnering with a number of local non-profits, the Bridge Park is now implementing these equitable development strategies with over \$56 million of direct investments going into the community; these dollars nearly match the capital costs of building the Bridge Park. This work has become a model across the country inspiring similar equity plans in St. Louis, Dallas and Los Angeles.

This Equitable Development Plan supports the unprecedented investments made by Mayor Bowser and the D.C. City Council supporting workforce development, small businesses, housing and cultural equity in an effort to create a more inclusive city.

We are committed to implementing this Plan and to fulfilling our mission to serve the current residents east of the River.

Rahsaan Bernard
President, Building Bridges Across the River

Scott Kratz
Vice President, Building Bridges Across the River
11th Street Bridge Park Director





lessons learned

The Equitable Development Plan was never meant to be a static document, it was rather intended to be a living evolving document that would continue to grow and change along with the communities it served. Here's some of the lessons learned.



— start early!

At the 11th Street Bridge Park, we started to formulate our Equitable Development Plan 5 years before we plan to open.

— learn from the field

We talked to like-minded parks across the country to learn from their work.

— data informed decisions

Before trying to create specific recommendations, we worked with our colleagues at LISC DC to bring together experts to assemble data on those who live near the Bridge Park. This included existing property values and their change over time, renters vs. homeowners, demographics, poverty levels and the Area Median Income (AMI). This was critical to forming our action items.

— be intentional

It is important to embed equity and inclusivity in all of our work. For instance, how does your staff, volunteers (and board!) reflect the community in which you serve? As you bring on additional team members, take the extra time it sometimes requires to identify diverse and local candidates.

— engage the community

To form our Equitable Development Plan, we held a series of half day brainstorming sessions with key stakeholders from diverse backgrounds. These individuals represented city agencies, experts, business owners, faith leaders and local residents. When we had an early draft of the plan, we held large public sessions for additional feedback to help us prioritize these ideas and to identify existing community organizations that could help us implement the recommendations. Finally, we posted a draft version online for public comment.

— take a multi-sector approach

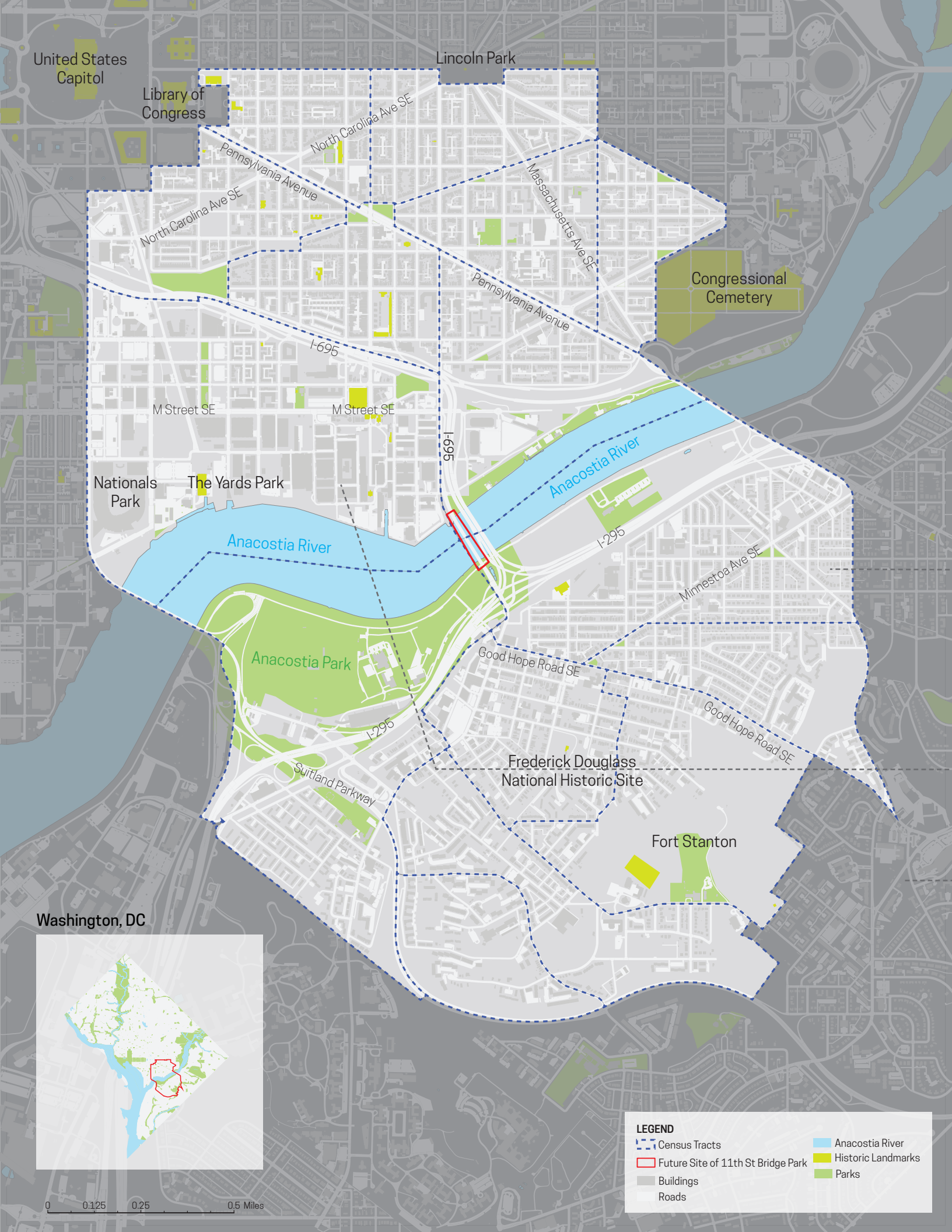
We began this effort focusing on affordable housing issues, but quickly learned that safe and secure housing was so much more difficult without gainful employment so we added workforce development and small business enterprises. Each of these areas are deeply interconnected and should not be considered in their own separate silos. We've recently added cultural equity strategies driven by local arts leaders.

— what gets measured gets done

We worked with senior researchers at the Urban Institute to develop clear measurable goals for each recommendation. Over the next three years they will provide a constant feedback loop to ensure we are meeting our goals and have the ability to course correct over time.

— iterative process

It is just as important to have community input during the planning phase as it is during implementation. Because of this continuous feedback loop, we have started new initiatives such as Children Savings Accounts to help Ward 8 residents go to college and political equity strategies.



United States
Capitol

Library of
Congress

Lincoln Park

North Carolina Ave SE

Pennsylvania Avenue

Massachusetts Ave SE

Pennsylvania Avenue

Congressional
Cemetery

I-695

M Street SE

M Street SE

Nationals
Park

The Yards Park

Anacostia River

Anacostia River

I-295

Minnesota Ave SE

Anacostia Park

Good Hope Road SE

I-295

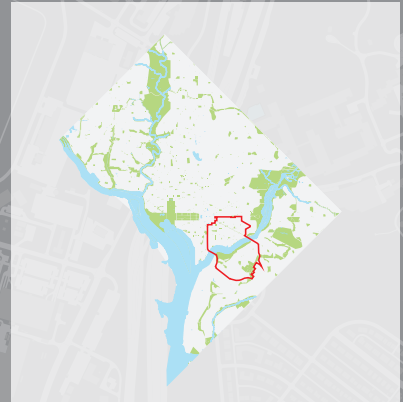
Good Hope Road SE

Frederick Douglass
National Historic Site

Fort Stanton

Suitland Parkway

Washington, DC

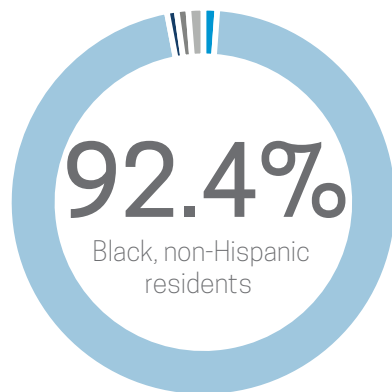


LEGEND

- Census Tracts
- Future Site of 11th St Bridge Park
- Buildings
- Roads
- Anacostia River
- Historic Landmarks
- Parks


0 0.125 0.25 0.5 Miles

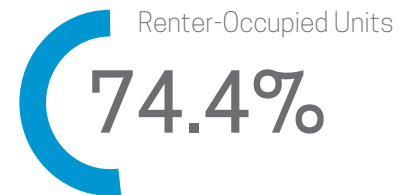
• **East of the River** surrounding 11th Street Bridge Park



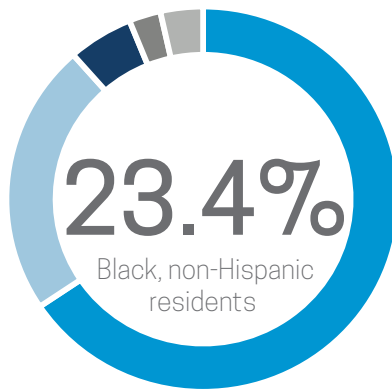
22,622  Population

Median Value of Owner-Occupied Housing

\$329,500 




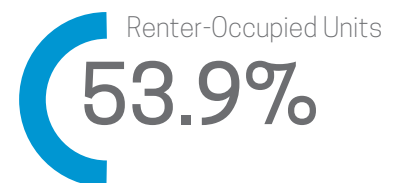
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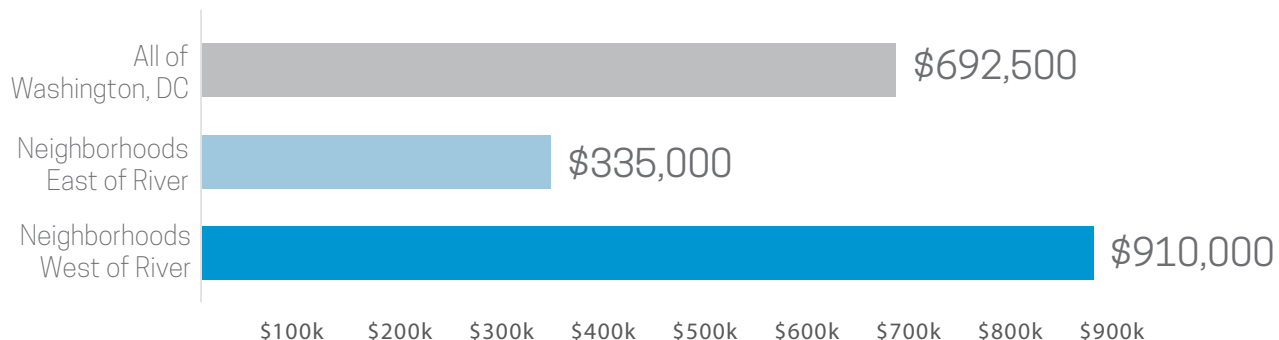
24,335  Population

Median Value of Owner-Occupied Housing

\$777,000 



• **2017 Median Sales Price**
Single Family Units



housing



Photo by Becky Harlan

Recognizing that signature parks can increase surrounding property values, the 11th Street Bridge Park is committed to working with partners and stakeholders to ensure that existing residents surrounding the Bridge Park can continue to afford to live in their neighborhood once the park is built, and that affordable homeownership and rental opportunities exist nearby.

strategy # 1 educate + inform

Collect, organize and disseminate resources and information regarding housing opportunities to residents in the Bridge Park's surrounding neighborhoods.

Partner with city agencies and non-profits to educate and inform residents in the Bridge Park surrounding neighborhoods early about existing D.C. legislation, such as the Tenant Opportunity to Purchase Act (TOPA), the District Opportunity to Purchase Act (DOPA) and tenant rights. As a next step, link to community development financial institutions that can provide access to financing opportunities (e.g. earnest money deposit) and legal services providers who can assist with tenant purchase. Additionally, partner with the D.C. Department of Housing and Community Development (DHCD) to conduct outreach to homeowners in the Bridge Park surrounding neighborhoods regarding D.C.'s Homestead Deduction, Home Purchase Assistance Program (HPAP), Schedule H credit for low-income households and various senior citizens' property tax assistance programs. Ensure that trainings are located near the Bridge Park so that surrounding residents can easily access financial and homeownership services.



strategy # 2 preserve + expand affordable housing

Work with city agencies and existing non-profits on strategies to preserve existing affordable housing (rental and ownership) and leverage existing public and private resources to build new affordable housing near the Bridge Park. Coordinate this effort with the Mayor's annual commitment of \$100 million in the Housing Production Trust Fund to increase and preserve affordable housing in the District.

Pursue and secure philanthropic funding for a down payment assistance program modeled after the CityLift Program for MANNA's Hunter Place SE townhomes, a new 12-unit homeownership development located within Ward 8. Partner with MANNA and provide grant dollars for a down payment assistance program that is tied to specific units within their Hunter Place SE townhomes development. The Bridge Park down payment assistance will be layered on top of HPAP awards to make homeownership financially feasible for lower-income households and provide affordable homeownership opportunities within Ward 8.

Pursue and secure philanthropic funding for a chapter of MANNA's Home Buyers Club (HBC) for residents living within the Bridge Park surrounding neighborhoods. MANNA's HBC has prepared many low and moderate income households to become homeowners in D.C. The Bridge Park will work with MANNA to secure funding for a chapter of their HBC to be located within Ward 8 and targeted towards renters currently living within the area.

Pursue a Community Land Trust (CLT) and/or other affordable housing models, prioritizing vacant and blighted properties that are tax delinquent to help create housing opportunities near the Bridge Park (both rentals and access to affordable home ownership) for residents who currently live in Ward 8. Facilitate pathways for D.C. cultural producers living in the surrounding neighborhoods with non-salary-based incomes to own and rent housing and production space (e.g. CLT, TOPA).

Building off of the Bridge Park's work with MANNA, continue to partner with organizations in the housing industry to increase philanthropic support for affordable housing. Working in partnership with government agencies, non-profits, grassroots organizations, affordable housing developers and affordable housing advocates the Bridge Park will support and join with organizations in the pursuit of private philanthropic funding streams and opportunities for specific projects devoted to affordable housing (rental and homeownership) for residents living near the Bridge Park.



Photo by Becky Harlan



Photo by Becky Harlan

glossary

Area Median Income (AMI)

The Area Median Income (AMI) is a measure used by housing officials as a basis to determine affordability in housing developments that receive city and/or federal funds. Specifically, AMI measures the median family income in the Washington, D.C. Metropolitan Area, which includes the District of Columbia, as well as surrounding counties in Maryland and Virginia. D.C.'s Fiscal Year 2018 AMI for a family of four is \$117,200. A family that qualifies for affordable housing in the District must earn at or below a certain percentage of AMI, depending on the program and unit. While income guidelines vary by program, typical AMI percentages range from 0-30% AMI (extremely low-income), 31-50% AMI (very low-income), and 51-80% AMI (low-income).

Community Land Trust (CLT) and Permanently Affordable Homeownership

While there are many forms of a Community Land Trust, in general, CLTs are non-profit organizations—governed by a board of CLT residents, community residents and public representatives—that provide lasting community assets and permanently affordable housing opportunities for families and communities. Permanently affordable homeownership programs invest public funding into a property in order to make home purchase affordable for a family of modest means. The organization supports the residents to attain and sustain homeownership. In return, the homeowner agrees to sell the home at resale-restricted and affordable price to another lower income homebuyer in the future. Consequently, the homeowner is able to successfully own a home and build wealth from the investment, while the organization is able to preserve the public's investment in the affordable home permanently to help family after family. *Source: CLT Network*

strategy # 3 partnerships

Engage and participate in partnerships with those in the housing community to support and advocate for policies that preserve existing affordable housing and spur the creation of new affordable units within the Bridge Park's surrounding neighborhoods.

Partner with D.C. Housing Authority (DCHA) to ensure the Build First model moves forward with DCHA properties near the Bridge Park. The Build First model allows for residents to stay in the close vicinity of their building during redevelopment and is a strategy recommended to be followed in the Southwest Neighborhood Plan, as well as a guiding principle in the City's New Communities Initiative.

Use the Bridge Park surrounding neighborhoods as a Pilot for Affordable Housing Preservation Strategy. Partner with the Department of Housing and Community Development (DHCD) and the DC Preservation Network to explore using the Bridge Park surrounding neighborhoods as a pilot project for the implementation of recommendations/road map outlined in the DC Preservation Network's Strategy Report, with a particular focus on TOPA and DOPA.

Coordinate work with DHCD's "Housing Preservation Strike Force" whose goal is to develop the means and money to protect thousands of units of affordable housing that are expected to lose federal subsidies over the next few years.

Work with a broader coalition of affordable housing advocates to push for a change in D.C.'s Comprehensive Plan to ensure a higher percentage of affordable housing is built when up-zonings are approved. During the pending rewrite of D.C.'s Comprehensive Plan, advocate for a change to tie potential future zoning changes in the Bridge Park surrounding neighborhoods to increases in affordable units (both ownership and rental).

Work with CNHED and other affordable housing organizations to advocate annually for the District to continue its strong investment in affordable housing in D.C. The Bridge Park will join in the affordable housing advocacy effort led by CNHED's Housing For All Campaign, which worked with the Mayor's office to secure \$100 million in the Housing Production Trust Fund in FY 2016. When applicable, the Bridge Park's staff will testify and sign-on in advocacy letters that support the production and preservation of affordable housing opportunities in D.C.

glossary (cont.)

District Opportunity to Purchase Act (DOPA)

The District Opportunity to Purchase Act (DOPA) is a D.C. law that gives the D.C. government the right to purchase a building with the goal of maintaining the affordability of existing affordable rental units and increasing the total number of affordable units. The Department of Housing and Community Development (DHCD) is currently writing the regulations regarding this law.

Homestead Tax Deduction

The Homestead Tax Deduction is a benefit that reduces your real property's assessed value by \$73,350 prior to computing the yearly tax liability. *Source: D.C. Office of Tax Revenue.*

Home Purchase Assistance Program (HPAP)

The Home Purchase Assistance Program (HPAP) provides interest free loans and closing cost assistance to qualified applicants to purchase single family houses, condominiums, or cooperative units. The loan amount is based on a combination of factors, including

income, household size and the amount of assets that each applicant must commit towards a property's purchase. *Source: DHCD.*

Housing Production Trust Fund (HPTF)

The Housing Production Trust Fund (HPTF) provides loans and grants to both nonprofit and for-profit developers of affordable housing in the District of Columbia, for new construction and preservation. *Source: CNHED and D.C. Office of Tax Revenue.*

Tenant Opportunity to Purchase Act (TOPA):

The Tenant Opportunity to Purchase Act (TOPA) is a D.C. law that gives residents the first right to purchase their building if the owner plans on selling, demolishing, or discontinuing its use as rental housing. The primary purposes of TOPA, as explicitly listed in law, include the preservation of affordable housing, the creation of affordable homeownership opportunities, and protection from displacement.





workforce
development

A high percentage of residents living adjacent to the 11th Street Bridge Park are either unemployed or not in the labor force. Working collaboratively with the D.C. Government, workforce development organizations, contractors, surrounding communities and workers, the 11th Street Bridge Park will prioritize the hiring of neighborhood residents for job opportunities on the Bridge Park.

strategy # 1 construction jobs

Ensure that neighboring residents in Wards 6, 7 and 8, as well as harder-to-employ District residents, including youth, are prioritized in the application process and hired for construction jobs and apprenticeships on the Bridge Park.

Utilize the First Source agreement to set local hiring goals and requirements to maximize construction job opportunities on the Bridge Park for surrounding residents, with a special emphasis on harder-to-employ residents.

The First Source agreement would specify local hiring goals and requirements of the construction of the Bridge Park that include labor monitoring and reporting systems so that contractors and local businesses are held responsible for goals and requirements. This is a collaborative effort that will include the D.C. Government, workforce development organizations, contractors, the surrounding communities and workers.

The First Source agreement will ensure that jobs on the Bridge Park provide a living wage, as well as prioritize the hiring of surrounding residents and harder-to-employ individuals. The Bridge Park will work with surrounding community-based organizations and other service providers to develop a strategy to recruit nearby residents, provide access to skills training required for available jobs and address any barriers the hard-to-employ may encounter. All contractors and subcontractors working on the Bridge Park will understand and comply with Ban the Box legislation and other workforce legislation (paid sick leave, anti-wage theft, etc.) passed by the D.C. Council.

The Bridge Park will work with partners to ensure that, when applicable, job opportunities on the construction phases are sustainable jobs that lead to long-term employment.

strategy # 2 post-construction jobs

Ensure that neighboring residents in Wards 6, 7 and 8, as well as harder-to-employ District residents, are prioritized in the application process and hired for post-construction jobs on the Bridge Park.

Prioritize and maximize post-construction job opportunities on the Bridge Park for surrounding residents, with a special emphasis on harder-to-employ residents. Working collaboratively with the D.C. Government, workforce development organizations and the surrounding communities, the Bridge Park will ensure that jobs on the Bridge Park provide a living wage and emphasize the recruitment of surrounding residents and harder-to-employ individuals. The Bridge Park will work with surrounding community-based organizations and other service providers to develop a strategy to address any barriers the hard-to-employ may encounter. All contractors and businesses on Bridge Park will understand and comply with Ban the Box legislation and other workforce legislation (paid sick leave, anti-wage theft, etc.) passed by the D.C. Council. Additionally, the Bridge Park will work with partners to ensure that when applicable, post-construction job opportunities are tapped into a clear system of career pathways and serve as catalysts for marketable job skills development and long-term employment.

strategy # 3 equitable distribution of funding + programming

Advocate for equitable distribution of grants and educational programs that support capacity building, including mentorships, internships, and technical assistance within the Bridge Park's surrounding neighborhoods (e.g. Advise/connect with D.C. foundations, institutions and grant-making bodies on equitable application processes that align with community values and lower barriers to funding access).

Advocate for technical assistance and capacity building grants within the surrounding neighborhoods, especially east of the river, with the goal of providing more opportunities for emerging artists, entrepreneurs and organizations to access these resources (Ex: The DC Commission on Arts and Humanities and local foundations).

strategy # 4 build capacity of local artists

Support and facilitate ongoing programming at the Bridge Park that builds the capacity of local artists, especially emerging artists and youth.

Foster mentorships between youth, seniors, veterans, artists, scholars and organizations/institutions by providing opportunities for collaborative and educational programming at the Bridge Park.

Prioritize programming at the Bridge Park that builds the capacity of local youth and creative entrepreneurs. Work with local partners who have expertise in areas of need. Programming areas may include mentorships, internships, training, skill-building and professional development opportunities for creative entrepreneurs at a range of skill levels.

Utilize the Bridge Park's venues and network of local artists and organizations to connect park users with existing and new STEAM educational opportunities in the surrounding neighborhoods (e.g. the Bridge Park may serve as an outdoor classroom for youth engagement and education).



Ban The Box Legislation

Legislation passed by the D.C. Council that prohibits "employers from making inquiries into an applicant's arrests, criminal convictions, or accusations during the initial phases of the hiring process." Source: D.C. Office of Human Rights.

First Source Employment Program

First Source ensures that city residents are given priority for new jobs created by municipal financing and development programs. Under the law, 51% of all new hires on any government-assisted project or contract between \$300,000 and \$5,000,000 must be District residents.

Source: D.C. Department of Employment Services.





Photo by Michaela Accardi [bc]

Local small businesses provide wealth-building opportunities and increase job opportunities for residents, as well as enhance the vibrancy and uniqueness of a neighborhood. The 11th Street Bridge Park is committed to supporting new and existing local small businesses surrounding the Bridge Park both directly and through partnerships with economic development organizations and others.

Small business enterprises



Photo by Becky Harlan

strategy # 1 *businesses at the park*

Support and nurture a thriving network of small businesses that operate on the Bridge Park following construction.

Establish kiosks on the Bridge Park that feature existing and new small businesses from the Bridge Park surrounding neighborhoods. A kiosk-based model will allow multiple locally-owned small businesses and local creative entrepreneurs to operate on the Bridge Park and access a wider customer base than they would in their respective neighborhoods. It is our goal to have a majority of stalls on the park dedicated to local businesses, organizations and/or artists. This should include stalls across the park, as well as food carts and perhaps food trucks. Explore partnerships with neighboring established businesses and arts organizations, as well as local commercial kitchens and incubators to fill potential kiosk spaces. Also explore pop up retail opportunities in other areas of the park. Connect kiosk owners with established businesses and creative entrepreneurs for mentorship. (Note: kiosks will be in addition to a stand-alone café on the park.)

Identify locally-owned businesses, organizations and creative entrepreneurs for specific contracting opportunities to support Bridge Park services. Opportunities could include: construction; landscaping; operations and maintenance (including the maintenance of green infrastructure); cleaning; technology; catering; programming; public art and media support. Prioritize Women Business Enterprises (WBE), Minority Business Enterprises (MBE) and Veteran Business Enterprises (VBE). Link to workforce training strategies where appropriate.



Photo by Jeff Salmore

strategy # 2

businesses surrounding the park

Leverage the 11th Street Bridge Park to build and sustain small businesses in the surrounding community.

Encourage building and sustaining a community of small businesses, arts organizations and creative entrepreneurs through mentorship, entrepreneurial training and partnerships. Connect surrounding small businesses, arts organizations, and creative entrepreneurs on both sides of the Bridge Park to community non-profits, community development financial institutions, banks / lenders, local business schools and other influencers for technical assistance, access to capital and other support.

Advocate for developers to commit to including small business tenants, including local artists and creative entrepreneurs, in city and privately-owned properties that are zoned for commercial use east of the Bridge Park. For example, the city has selected the Menkiti Group to redevelop two city-owned properties located at the intersection of MLK Avenue SE and Good Hope Road SE called the Anacostia Gateway project. Advocate for the commercial portion of redevelopments such as this, to include a commitment to local small businesses. Separately, the Bridge Park can advocate for incentives for the redevelopment of privately-owned commercial real estate, to lease to local small businesses, artists and creative entrepreneurs.

Partner and support nearby social enterprise and workforce incubator such as ARCH Development's HIVE. Connect incubator for local businesses to adaptive reuse and rehabbed vacant properties surrounding Bridge Park.

Through partnerships with the arts community and city government, advocate for policies that preserve and create new affordable/flexible/multi-use work, performance and presentation spaces for local creative entrepreneurs in the Bridge Park's surrounding neighborhoods (e.g. Incentives for developers to include studio space and incubators in their projects).

Support and advocate for zoning that preserves the ability for arts and culture organizations to open and maintain space in the Bridge Park's surrounding neighborhoods and commercial corridors (e.g. zoning code that allows mixed uses that foster arts and culture, such as live-work space and pop-ups, and minimizes regulatory hurdles that may prevent arts and cultural uses, such as music ordinances).

Advocate for prioritization of local businesses, entrepreneurs, artists and arts organizations' use of spaces zoned for the creative economy in the surrounding neighborhoods. The goal of this advocacy is to ensure that local and black businesses occupy new and redeveloped spaces (e.g. Community Benefit Agreements).

strategy # 3 connection

Ensure the Bridge Park is deeply connected to business corridors on both sides of the Anacostia River.

Improve walkability between the Bridge Park and surrounding commercial corridors. The Bridge Park will directly connect to the commercial corridors on both sides of the park to facilitate pedestrian access to key economic hubs in the Anacostia and Capitol Hill/Navy Yard neighborhoods. Work on streetscape improvements, the addition of Capital Bikeshare stations and installation of public art to remove barriers such as nearby freeway underpasses to ensure easy access to existing and future local businesses.

Encourage pedestrian access and visitor exploration of key economic hubs in the Anacostia and Capitol Hill/ Navy Yard neighborhoods by collaborating with local BIDs on wayfinding signage. Advocate for local artists to be used for design and creation of signage.

Partner with the Anacostia and Capitol Riverfront BIDs to provide neighborhood maps highlighting local businesses and cultural organizations for visitors. Advocate for local artists to be used for design and creation of signage.



Photo by Bloomberg

ANACOSTIA RIVER Festival



arts + c

The 11th Street Bridge Park will serve as a platform to celebrate the history and culture of communities on both sides of the Anacostia River and in particular, to amplify the stories, culture and heritage of neighboring African American residents.

strategy # 1 information hub

Create an information hub to share information about events and programming, occurring both at the Park and in the Park's surrounding neighborhoods, with nearby residents and visitors.

Share upcoming events and programming at the Bridge Park and in surrounding neighborhoods by designating a physical space on the park to crowdsource information like a community bulletin board or kiosk. Events organized by the 11th Street Bridge Park will include additional outreach such as flyering at community spaces and/or sending individual mailings.

Use the Bridge Park's website and social media presence to connect park users with programming at the Park, community events, and existing neighborhood resources (e.g. provide links to existing community calendars and directories of local artists and businesses).

Use the Bridge Park's website and social media presence to share information on relevant topics aligned with Bridge Park's Equitable Development Plan (e.g. provide information on local history and culture, highlight narratives and voices of black residents; provide information about EDP resources like Ward 8 Home Buyers Club).

strategy # 2 accessibility

Ensure that programming on the Bridge Park is affordable and accessible to all visitors, especially existing residents.

Facilitate the setup and operation of a sustainable funding source (e.g. endowment, capital reserve) that ensures the Bridge Park's services and programming are accessible and affordable for all users. For example, the funding source can be used to: support free programming at the park; create a sliding scale, income-based payment system for ticketed events; provide discounted tickets for residents in surrounding neighborhoods and subsidized space rental fees.

Provide training to Bridge Park staff, rangers and security staff that encourages the creation of a welcoming environment for all visitors. (e.g. offer implicit bias training).



Photo by Becky Harlan

ulture

strategy # 3 space

Ensure that design of the Bridge Park includes a variety of spaces that support a range of informal, formal and temporary uses.

Foster informal gathering spaces that support free and spontaneous programming and creative expression, while also serving as spaces for relaxation and healing. These spaces will remain flexible for a variety of uses including art, relaxation, exercise, social gathering and play.

Ensure that Surrounding Neighborhood residents inform park design by soliciting continuous community feedback (using formal stakeholder groups such as the Design Review Committee). Use these engagement methods to ensure that the park design is reflective of the neighborhood's history and cultural heritage. The Bridge Park will share its process for engagement and decision making with the public through its website and in-person outreach.

Create a timely, transparent and user-friendly process for use of spaces at the Bridge Park (based on THEARC model). Provide visible and clear instructions for permitting on the Bridge Park's website. Ensure that Bridge Park permits are accessible to a range of incomes and park users (e.g. provide a sliding scale, income-based payment system for space rental fees).



Photo Credit: Lotanna Obodozie, LISC DC



Photo by Becky Harlan

strategy # 4 programming

Prioritize programming at the Bridge Park that fosters collaboration with residents, local organizations, artists (of all disciplines - visual, performing and literary) and humanists in the surrounding neighborhoods, especially programs that amplify narratives and voices of black residents.

As a platform for local culture and heritage, prioritize programming on the Bridge Park that showcases D.C. metro area artists, humanities practitioners and entrepreneurs working with a variety of disciplines (including visual, performing, culinary, environmental, healing and literary art forms). Prioritize programming that amplifies local history and elevates voices and narratives that have historically been marginalized.

The Bridge Park aims for residents, stakeholders and culture contributors of neighborhoods surrounding the Bridge Park to make up the majority of the Equitable Development Advisory Committee. Others will include experts in housing, small business, cultural equity and workforce development as well as government representatives. An arts subcommittee will advise on programming, public art and events at the Bridge Park.

Partner with local artists, creative entrepreneurs, organizations and civic associations to create intergenerational programming that reflects the heritage of surrounding neighborhoods.

Develop an ongoing documentation plan for park programming.

participants

Since 2014, a number of residents, local and national experts, and community leaders have helped shape the Bridge Park's Equitable Development Plan. Over 10 meetings were held with more than 230 participants. We would like to thank the individuals listed below for sharing their considerable time and valuable expertise.

Public Meetings

Shahara Anderson-Davis
Anitra Androh
Jason Anthony
Jha-Gnessa Audena
Tanya Bawa
Joseph Bailey
Aria Baker
Everett Bellamy
Buwa Binitie
Donna Bondvia
Gerald Booker
Tina Boyd
Katharine Bray-Simons
Misty Brown
Selina Brown
Anita Bryant
Joyce Cacho
Freddy Campbell
Ana Cardoso
Lewis Carroll
Bill Carsen
Jacqueline Canales
Ruth Caplan
Caitlin Caplinger
Christian Carter
Helen Chason
Dennis Chesnut
Melissa Christensen
Ellic Cissna
Sarah Cissna
Avril Claytor
P. Coleman
Muna Conten
Bruce DarConte
Diag Davenport
Dale Denton

Somala Diby
Melani N. Douglass
Constantine Dixon
Angela Dyson
Lital Ehrlich
Beth Emelson
Jim Epstein
Daniel Essrow
Beth Ferraro
Janel Fitzhugh
Andrew Fordham
Kymone Freeman
Amber G
Kim Harrison
Erin Garnarts Holmes
Mary Howard
Shelby Garrett
Marvin Gay
Denise E. Gilmore
Mike Golds
Edward Grandis
Lawrence Green
Ron Greer
Janet Griffin
Omar Hakeem
Jane A. Harvey
Joseph Hawk
Natasha Hilton
Annie Hodges
Dominic Homac
Kalik Housen
Julia Hustwit
Elizabeth Jacob
Chez Jackson
Simona James
Dara Johnson

John Johnson
Pamela Johnson
Van Johnson
Larry Johnston
Nate Klass
Suzy Kelly
Ebony Kirby
Russell Klein
Arianna Koudounas
Mike Klult
Keiko Kuykendall
Kim Lee
Cole Leiter
Rebecca Lemos-Otero
Rebecca Looper
Abby Lynch
Andrew M
Shanel Mackall
Chickaro Martin
Meche Martinez
Patrick McAnaney
Bruce McNeil
Adriana Mendoza
Levia Mondie
Jerome Morgan
Mary Morrison
Alice Murrell
Gloria Nauden
Shantelle Neal
Wanda Nettles
Brian Page
Phillip Pannell
Dayvie J. Paschall
Carla Perlo
James Peterson
Lorraine Pettit

Imania Price
Helen Rader
Donna Roberson
Grace Ann Robert
Earl Rodriguez
Suzy Rogers
Rajan S.
Jim Schulman
Betty Scippio
Sarah Scruggs
Aaron Sessions
Sandra Silva
Ascala Sisk
Steve Shaff
Art Slater
Dan Smith
Duane Talley II
Greg Teasley
Stephany Thomgureler
Tiffany Townsend
Malik Vanto
Devin Vines
Clifford Waddy
Maranda Ward
Michele Ward
Kia Weatherspoon
Deborah Wells
Dave Wethington
Robert Williams
Rolanda Wilson
Debbi Winsten
Catherine Witt
Shannon Youngdood
Angela Zimmermann

Equitable Development Plan Advisory Committee

Evette Banfield, CNHED
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Irfana Jetha Noorani, 11th Street Bridge Park
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Brett Theodos, Urban Institute
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Claire Zippel, DC Fiscal Policy Institute

Housing

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David Bowers, Enterprise Community Partners
Jennifer Bryant, ONE DC
Robert Burns, City First Homes
Joel Cohn, D.C. Office of the Tenant Advocate
Maribeth Delorenzo, D.C. Department of Housing and Community Development
Norton Francis, Urban Institute
Asmara Habte, D.C. Housing Authority
Ramon Jacobson, LISC DC
Michael Kelly, formerly D.C. Department of Housing and Community Development
Akali Lineberger, Fairlawn Citizens Association & Office of the Chief Technology Office
Kirsten Oldenburg, Capitol Hill ANC 6B Chair
Mark Perlman, Community Land Trust Network
Art Rodgers, D.C. Office of Planning
Sarah Scruggs, MANNA Housing
Chris Shaheen, D.C. Office of Planning
David Tisel, City First Homes

Workforce Development

Mary Abe, Anacostia Watershed Society
Andre Banks, Forest City Washington
Denise Fairchild, Emerald Cities
Andy Finke, D.C. Central Kitchen
Terry Flood, Jubilee Jobs
Kim Ford, University of the District of Columbia
Tim Hampton, Washington Area Community Investment Fund
Carla Harris, Ward 8 Workforce Development Council
Ann Honious, National Park Service
Drew Hubbard, D.C. Department of Employment Services
Celeste James, Kaiser Permanente
Dwane Jones, University of the District of Columbia
Jamie Kamlet, Academy of Hope
George Koch, ArtoMatic & Center for the Creative Economy
Dawnn Leary, Community Foundation
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Bruce DarConte, Near Southeast Community Partners
Kate Taylor Davis, ARCH Development Corporation
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Tony Ford, Anacostia Economic Development Corporation
Sakina Khan, D.C. Office of Planning
Richard Layman, Urban Revitalization Blogger
Harold Pettigrew, Wacif
Graylin Presbury, Fairlawn Citizens Association
Jonas Singer, Union Kitchen
David Smith, The Pearl Coalition
Amanda Stevenson, Anacostia Economic Development Corporation
Stephanie Thomas, Wacif
Charles Wilson, R.E.E.L., Historic Anacostia Block Association
Lavar Youmans, Deputy Mayor's Office for Planning and Economic Development
Patricia Zingsheim, D.C. Office of Planning

Arts + Culture

Sandra Atkinson, Light Switch Dance Theater
Hannah Jacobson Blumenfeld, Capitol Hill Arts Workshop
Demetrius Brown, 8 Arts & Culture
Michael Chambers, Humanities in Public
Ronda Chapman, Groundwork DC
Benjamin Douglas, DC Commission on Arts and Humanities
Kimberly Douglas, Building Bridges Across the River
Melani Douglass, National Museum of Women in the Arts
Tendani Mpulubusi El, 8 Arts & Culture
Kymone Freeman, We Act Radio
Anika Hobbs, Nubian Huelman
Jen Hughes, National Endowment for the Arts
John Johnson, Anacostia Unmapped
Camille Kashaka, Anacostia Arts Center
George Koch, ArtoMatic
Erik Martinez-Resly, The Sanctuaries DC
Bruce McNeil, Artist & Resident
Samir Meghelli, Smithsonian Anacostia Community Museum
Levita Mondie, Artist & Resident
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Khalid Randolph, DC Commission on Arts and Humanities
Adele Robey, Anacostia Playhouse
Earl Rodriguez, Artist & Resident
Ascala Sisk, NeighborWorks
Art Slater, Anacostia Coordinating Council
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Renan Snowden, Capitol Hill Riverfront BID
Courtney Spearman, National Endowment for the Arts
Shay Stevens, Washington Performing Arts
Omola Williams McCallister

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Jade Hall
Kim Harrison
Sam Jeweler **
Akaai Lineberger **
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** Not a current member



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