

GROUP ASSIGNMENT: CASE 3

The Growth Machine and the Public Interest: Reinventing the Anacostia Waterfront in Washington, DC.

Be sure to read the entire assignment document, regardless of your group number.

The context. Recently, Andy Altman announced his resignation as Chief Executive Officer (CEO) of the Anacostia Waterfront Corporation (AWC), and new leadership has just been announced. The incoming CEO comes to the AWC as it prepares for its next phase—crossing the Anacostia River and attempting to spur economic growth “east of the river” (as the area is commonly known in DC). The incoming CEO is from the Washington region and knows the general landscape of the city, but is not familiar with Anacostia. He knows neither the job skills of residents east of the river or the physical state and economic potential of the neighborhoods (note, “Anacostia” and “east of the river” refer to the same area).

The new CEO has just attended a national planning conference in which Policy Link, an action-oriented think tank based in California, presented their “Equitable Development Framing Plan.” In this light, the incoming CEO would like to reevaluate some existing projects of the AWC and identify promising new strategies as well.

The task. He has gathered the AWC staff to brief him on the role that the corporation can play in providing equitable development to Anacostia. He has asked **each group to prepare a 20-minute briefing** on a particular strategy within the five areas of equitable development that he finds most crucial to AWC’s mission: environmental justice, transportation, housing, workforce development, and business development.

The first *two* groups (see below) will evaluate current AWC strategies (and associated projects) to determine whether the AWC should continue working on them, and if so, whether any changes are needed in the projects’ overall direction or implementation. The other *three* groups will propose new strategies and projects that reflect the new phase of AWC’s development.

Each briefing should define successful equitable development in the context of the policy area being discussed, identify the stakeholders affected by development strategies, recommend strategies, and identify the coalitions needed to drive AWC’s agenda in the that particular policy area (transportation, housing, etc.). Be sure to analyze both Anacostia-specific concerns and how the neighborhood should fit into citywide and, where

appropriate, regional strategies and development patterns. That is, pay attention to Anacostia as the focus, but don't fall into the trap of thinking that it can prosper in isolation from the surrounding city-region and its economy—or, conversely, that Anacostia is insulated from shocks in the wider city-region.

In addition to the oral briefing, you should prepare a briefing summary – a report in miniature – of no more than 500 words, to summarize your analysis and recommendations. Think of it as the executive summary to a report you don't have to write out in detail. Use the concise, clear writing style of an action memo. Double space it, and leave ample margins. You may include a cover sheet with all the group members' names and a project title. Bring six copies of this document to the briefing to use as handouts for the new CEO and the one or two members of the city council and AWC board of directors who may also attend. Don't forget to hand them out *before* your briefing begins! Handouts are not to be handed in after the fact.

Supplementary material for analysis - All workgroups

Federal Legislation. 2005. "Federal and District of Columbia Government Real Property Act of 2005."

DC Council. 2004. Bill 15-616. "Anacostia Waterfront Corporation Act of 2004"

Groups 10 and 11: Evaluating Current Strategies

Evaluate the following policies based on your definition of equitable development as relates to these broader issues. Should the AWC continue to pursue this project? If so, should it alter any parts of its strategy, and what other elements of a broad revitalization strategy should the project support (or drive)?¹ If not, are there alternative policies or projects that the AWC should research?

Group 10. Environmental Justice

The Anacostia River is at the center of AWC plans. Currently, it is a polluted, filthy river that suffers from years of neglect. A variety of local and federal agencies have committed to making the river okay for swimming by 2025. The clean-up involves youth education, community input for river uses, and AWC development. Before the AWC, DC Appleseed coordinated early efforts for river cleanup and proposed legislation to Congress. In the context of

¹ For example, transportation logically links to workforce development and vice-versa. It's not the task of each group to plan comprehensively. But each group should highlight the issue links that seem most crucial to implementation success, whether from a programmatic or political standpoint.

equitable development and AWC's potential, do DC Appleseed's plans adequately incorporate the needs of the existing Anacostia community? These supplementary materials for analysis are on Stellar:

- Lengel, Allan. "From Blight to Beautification"; Ward 8 Community Newly Considers Its Environmental, Aesthetic Needs." *Washington Post* (May 26, 2005).
- The Summit Fund of Washington. (2004) "Building Support for Restoring the Anacostia River"
- DC Appleseed. Anacostia Watershed and River Restoration Project. http://www.dcappleseed.org/projects/projects.cfm?project_id=1
- Proposed Legislation: S. 1472--the "Anacostia Watershed Initiative Act of 2005." To amend the Federal Water Pollution Control Act and the Water Resources Development Act of 1992
- Byron, Joan. (2004). "Transforming the Southern Bronx River Watershed." Walk 21-V Cities for People Conference, June 9-11.
- Hamilton, James. (1999). Is It Justice or Redistribution?, review of *The Promise and Peril of Environmental Justice*, by Christopher Foreman, Jr., *Regulation*, vol. 22, no. 3, Summer.

Group 11. Transportation

DC has a model public transportation system that relies on buses and a well-utilized subway system. However, the subway system only takes Anacostia residents downtown, and does not provide a way to travel within Anacostia. A light rail line has been planned to connect the neighborhoods east of the river. As plans have developed, the route has shifted away from the river and into the neighborhoods. In the context of equitable development and AWC's potential, is a light rail likely to be the least disruptive and most effective way to connect these communities to public transportation? These supplementary materials for analysis are on Stellar:

- <http://www.dctransitfuture.com/demos/anacostia/>
- Ginsberg, Steven. "D.C. Shifts Light-Rail Plan from Waterfront to Streets in SE." *Washington Post* (April 28, 2005).
- Layton, Lyndsey. "D.C. to Study 2.7-Mile Light-Rail Line in Anacostia; Experimental Spur Could Lead to 33-Mile Citywide System." *Washington Post* (July 4, 2003).
- DC Department of Transportation and WMATA. 2003. "Anacostia Corridor Demonstration Project: Executive Summary."
- WMATA. 2003. "General Plans And Environmental Assessment For The Anacostia Corridor Demonstration Project." Public Hearing Staff Report, Hearing 157
- Blumenberg, Evelyn and Margy Waller. 2003. "The Long Journey to Work: A Federal Transportation Policy for Working Families." Brookings Institution Series on Transportation Reform.

Groups 12, 13, and 14: New Strategies

The incoming CEO of the AWC does not want to limit himself to projects that have already begun. He has asked you to evaluate whether the prospective strategies outlined below are appropriate as part of an equitable development approach east of the river, and if so, to provide specific recommendations about how to implement. Also let the incoming CEO know what data are needed and what questions must be answered to fully analyze these strategies.

Group 12. Inclusionary Housing

The real estate market in DC is among the strongest in the country. Both commercial and residential prices have been soaring for the last few years, and show no signs of slowing down. The high level of housing demand has made it difficult for many DC residents to access affordable housing. In addition, several neighborhoods have undergone gentrification and priced out previous residents. Anacostia currently has high levels of public and assisted housing (for low income households) but has also had recent market-rate construction aimed at a higher income bracket. The AWC would like to promote a housing strategy that does not concentrate low-income housing in the troubled neighborhoods of Anacostia but also does not price out existing residents as the AWC brings new economic development. Would inclusionary zoning benefit current Anacostia residents? These supplementary materials for analysis are on Stellar:

- Ruben, Barbara. "A New Appreciation for Living in the City; Condos Lead Surge In Prices for All Housing in DC." *Washington Post* (April 21, 2005).
- Fox, Radhika K. and Kalima Rose. (2003). "Expanding Housing Opportunity in Washington, DC: The Case for Inclusionary Zoning"
- Rivlin, Alice. (2005) "Homes for an Inclusive City: A Comprehensive Housing Strategy for Washington, DC"
- Turner, Margery, et al. (2004). "Housing in the Nation's Capital 2004." Urban Institute.
- Turner, Margery. (2004). "An Equitable Housing Strategy for the District of Columbia". Metropolitan Housing and Communities Center Policy Brief 1.

Group 13. Workforce Development

The AWC is attracting employers to the Anacostia waterfront. Moreover, the DC area has a thriving economy with a number of growing sectors. As the government increasingly subcontracts to private firms, industries are finding it helpful to locate near the federal government. At the same time, Anacostia struggles with high levels of unemployment, low levels of education, and a variety of barriers for residents to access work. For example, 37 percent of

adults in DC are functionally illiterate, and the share is much higher east of the river. How can the AWC help link Anacostia residents to the growing employment opportunities nearby—for example, along the Anacostia Waterfront—and throughout the strong regional economy? These supplementary materials for analysis are on Stellar:

- Fuller, Steve. (2004). "The Economic Outlook for the Washington Area and the District of Columbia." Prepared for the DC Chamber of Commerce
- Turner, Margery. (1998). "Geography of Low-Skilled Work and Workers in the Washington Metropolitan Region." Urban Institute.
- Turner, Margery. "Current patterns of employment location in the Washington Metropolitan Region." Urban Institute.
- Holzer, Harry. pp. 1-6, 126-135 in *What Employers Want: Job Prospects for Less-Educated Workers* (New York: Russell Sage Foundation, 1996).
- Hamilton, James. "Is It Justice or Redistribution?," review of *The Promise and Peril of Environmental Justice*, by Christopher Foreman, Jr., *Regulation*, vol. 22, no. 3, Summer 1999.

Group 14. Economic Development (Business Development – Retail)

Residents of neighborhoods east of the river have complained for many years that they are not adequately served by local retail. Nationwide, neighborhoods in which residents feel compelled to meet key retail needs outside the neighborhood (through so-called "out-shopping") often have two related problems: an overall shortage of retail options and low quality among the options available (relative to the wider economy of the city-region). Anacostia residents have no local grocery store, almost no sit-down restaurants, and a dearth of other stores. Now, some equitable development advocates have identified models of community-oriented retail development. In San Diego, for example, a foundation and local residents worked together to create a locally owned retail center for the community. This project, Market Creek, has been hailed nationally as a successful model for local economic development. Could a project of this kind be carried out in Anacostia? What challenges would such a project be likely to face? These supplementary materials for analysis are on Stellar:

- CSSP. (2005) "Building Community Ownership In Neighborhood Revitalization" (market creek case study)
- ReSTORE DC. (2004). <http://restore.Dc.Gov/restoredc/site/default.Asp>
- Ross, Martha. (2004) "Neighborhood Economies" chapter of DC Agendas "Issue Scan."
- Rubin, M., & Kim, D. (2001). Retail challenges in Washington, DC: An analysis of six retail categories. The Urban Institute.
- *Washington Post* articles about lack of retail in SE (article this week about how there is finally supposed to be a grocery store going into Ward 8)
- Reference Map: location of retail establishments in Washington, DC