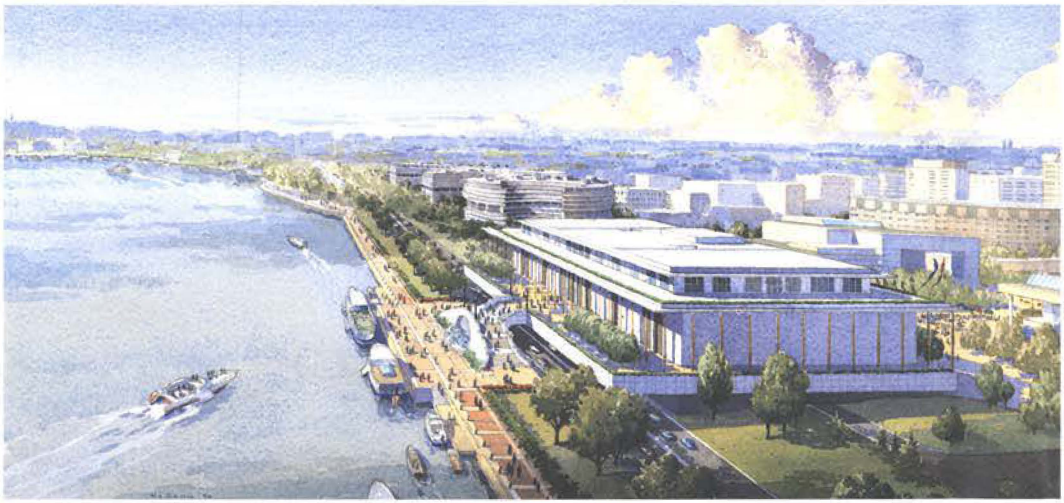
Industries that keep the public away from Washington's waterfronts would eventually be replaced with a continuous band of riverfront parks.





The rivers can become attractive highways for moving [illegible]

ZONING COMMISSION
District of Columbia
CASE NO.96-3
EXHIBIT NO.40A2

A basic thrust of the Monumental Core Plan is to create a unified, beautiful and functional city. Improved transportation is vital to achieving this end. While Washington is well served by trains, subways, highways and airports, these elements are poorly integrated and surprisingly inflexible. Its system of freeways, bridges and tunnels is being pushed to the breaking point. The future belongs to cities where people can get around with speed and comfort. If Washington does not correct its transportation problems, it will suffer the consequences.

The Monumental Core Plan offers a new transportation agenda based on expanded public transit and cautious reworking of existing streets and avenues.

With automobile traffic projected to increase by a third over the next 20 years, and the number of annual visitors to more than double by 2050, improved public transit is imperative. Metrorail can easily double its ridership by running longer and more frequent trains, improving stations and park-and-ride facilities in outlying areas and developing better systems to get people to and from stations.

Washington has many intercity trains and three major airports (National, Dulles and Baltimore-Washington) that should be sufficient well into the 21st century. The plan recommends extending rail service as quickly as possible to Dulles and Baltimore-Washington airports, so that public transit can have the same broad, integrative reach as the urban highway system.

But these changes alone will not absorb the anticipated flood of visitors. The plan also recommends an advanced supplementary transit system connecting existing and future attractions in the Monumental Core to Metro. Called the "Circulator," this system-within-a-system will allow passengers to enjoy the city at street level.

Transit centers are crossroads or junctions where passengers switch from one type of transportation to another. New ones are proposed for

PROPOSED ROADWAY NETWORK



A new roadway network will remove barriers and unify the city and its Core.

Major routes

Streets & avenues

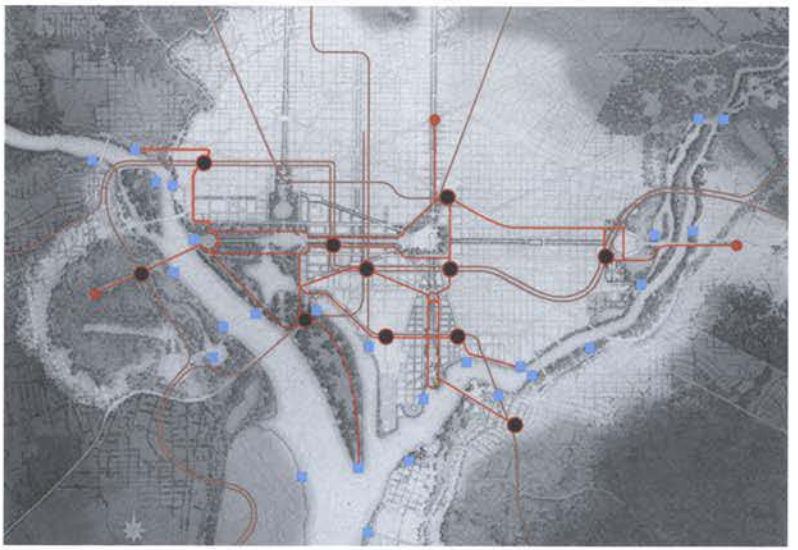
Secondary connectors

Below ground



Maryland and Virginia Avenues, SW can become beautiful boulevards, once the railroad and freeway are removed.

PROPOSED PUBLIC TRANSPORTATION SYSTEM



A new public transportation agenda offers comfortable and economical alternatives to cars and buses, including a Circulator that would serve major attractions around the Monumental Core.

Existing Metrorail

Circulator

Water transportation landings

Transit centers

Union Station, the Southwest Federal Center and South Capitol Street. Additional centers are recommended for the intersections of the Capital Beltway and major highways. Their role will be to reduce auto and bus traffic in the Monumental Core by providing convenient and inexpensive alternatives at the perimeter.

Water shuttles will round out the new transportation system. They will serve dozens of key locations on both sides of the Potomac and Anacostia Rivers, giving commuters and visitors a different way to experience Washington.

Untangling the noose of freeways and bridges around the Monumental Core presents different challenges, ones that Boston, San Francisco and other American cities are meeting successfully. The overall goals are to replace obsolete structures with improvements that benefit large areas and to coordinate these improvements with local government initiatives, such as rebuilding neighborhoods or reclaiming the waterfront.

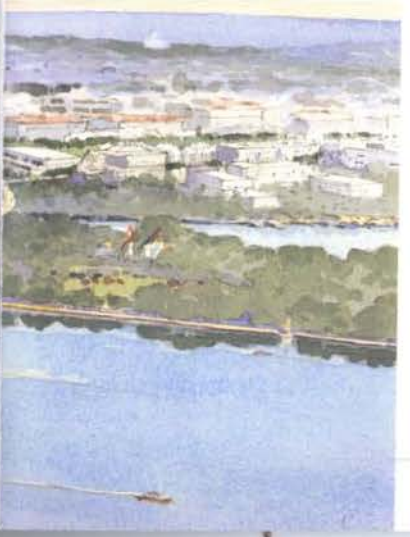


Obsolete freeways and interchanges will be removed and the land reclaimed for public and private uses.





This proposed plaza in front of the Kennedy Center shows how the removal of barriers could create new civic assets.



The 14th Street Bridge can be a memorable gateway to the Core instead of a tangle of bridges and ramps.

The tangle of five crossings that forms the 14th Street Bridge can be replaced by a single monumental span leading to downtown, supplemented by a tunnel to the South Capitol area and possibly an amphibious crossing. With the Southeast/Southwest Freeway removed, vehicles using this new gateway could turn onto a restored Maryland Avenue, which would offer an unobstructed view of the Capitol. The antiquated rail line that bisects this grand thoroughfare would be relocated and placed in a tunnel. The existing Metrorail bridge could also be replaced by a tunnel, allowing construction of a new underground Metro station near the Jefferson Memorial to serve East and West Potomac Parks.

Another monumental gateway could be created at South Capitol Street by replacing the obsolete Frederick Douglass Bridge with a new six-lane span that would also accommodate pedestrians and bicycles.

In the Northwest, the Kennedy Center will be liberated from a straitjacket of half-completed freeways and interchanges and be reconnected to the city along a landscaped E Street extending to the White House grounds. This new gateway will reinforce L'Enfant's vision of Washington as an integrated and visually coherent city. On the west side, a terrace staircase will connect the Kennedy Center to a lively stretch of waterfront between the Lincoln Memorial and Georgetown.

For the transportation plan to succeed, however, these physical changes within the Core must be accompanied by behavioral ones throughout the region. Employers need to develop traffic management programs that reduce congestion and travel time. Everything from ride-sharing to transit subsidies and flex-time should be encouraged. The Metropolitan Washington Council of Governments, the Transportation Research Board, the State of Maryland and the Commonwealth of Virginia are all working toward these ends.

If these recommendations are followed, the Monumental Core will not only remain the symbolic heart of the Nation but become a national model of enlightened transportation planning.



1995

Federal Triangle

8th Street Corridor

Southwest Waterfront

North Capitol Street

Kennedy Center

The Monumental Core Plan is so ambitious that it can succeed only as a collaboration among federal and local governments and the private sector. As in a symphony, unless everyone plays together the piece will fall apart. Yet playing together does not mean surrendering local government roles and individual rights. Residents will continue to shape and refine the plan as it is implemented. The prerogatives of the District of Columbia in planning and zoning will be respected, its real estate tax base will be maintained and enhanced and other city-wide initiatives will continue to receive federal support.

PARTICIPANTS

Local governments and federal agencies will be responsible for implementing the plan, with technical and financial help from the federal government for extraordinary public expenditures such as transportation or major parks and river improvements.

Projects that straddle jurisdictions, or that are simply too complex for one agency to manage, will require a new development partnership of local, federal and private interests. The renewal of South Capitol Street, for example, will take decades and hundreds of millions of dollars to complete. Such a complex undertaking might best be achieved by a new organization, perhaps modeled after the Pennsylvania Avenue Development Corporation. Other projects could be carried out by coalitions of existing agencies. Reconfiguring the highways around the Kennedy Center, for example, could be a joint venture of the National Park Service and the District of Columbia's Department of Public Works.

SCHEDULE

Even though the Monumental Core Plan looks ahead 50 to 100 years, the first five years are critical. By the year 2000, a development partnership should be formed, the District of Columbia should initiate some major zoning changes and sites for new museums and memorials should be identified.

If all of this is accomplished, the plan will move ahead and public and private investment will accelerate. If not, expediency



East Capitol Street

South Capitol Street

Maryland and Virginia Avenues, SW

14th Street Gateway

2050

will take the place of planning, the Monumental Core will be overwhelmed by tourists and traffic, and precious open space will be gobbled up by shortsighted, civically irresponsible development.

COSTS

The strategy behind the public improvements is to replace obsolete bridges, tunnels and freeways with structures that revitalize large areas of the city. No more billions for repairs that only perpetuate the status quo.

While the initial costs of these improvements will be high, the long-term value created for the Nation's Capital will be enormous.

Removing the Southeast/Southwest Freeway and reconfiguring the ramps around the Kennedy Center, for example, will release 74 acres of land, with an estimated development value of $2 billion. This recaptured land, in combination with other projects in the plan, will strengthen the District of Columbia's tax base.

The public costs of revitalizing such key areas as North and South Capitol Streets will depend on what is finally built. But as a rough guide, the Pennsylvania Avenue Development Corporation, one of Washington's great success stories, turned $149 million in public investment into $1.5 billion in private commitments over 20 years.

Similarly, Union Station has gone from a $5 million annual liability to one of the most popular and profitable attractions in America. Since reopening in 1989, it has drawn 120 million visitors, created 1,900 jobs and generated over $35 million in sales tax revenue for the District of Columbia. Its impeccable restoration has sparked the construction or renovation of eight other buildings in the area and transformed the northern end of Capitol Hill.

The Monumental Core Plan is a framework for change, bold enough to spur action, yet like the L'Enfant and McMillan plans, flexible enough to accommodate the unforeseen.

More people visit Washington each year than lived in America in 1791, when Pierre L'Enfant created his plan. Airports and subways were unimaginable. Yet L'Enfant's plan has accommodated them all, without sacrificing the grandeur and the feeling of spaciousness that make Washington one of the world's great capitals. The Monumental Core Plan aspires to similar versatility. Cities that do not anticipate the future and accommodate change can only decline. Inertia is the agent of urban decay. There are few second chances.

The arguments that visionary planning is too expensive and cumbersome, a distraction from the urgent business of making cities safe and livable, evaporate when compared with the extraordinary benefits that such planning has bestowed on Washington and other American cities.

Try to imagine New York without Central Park, Chicago without its bustling lakefront, New Orleans without the French Quarter. Each was the product of a bold plan, committed to long in advance and carried out with conviction.

"Make no little plans," advised Daniel Burnham, a member of the McMillan Commission. "They have no magic to stir men's blood. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die." Our challenge is to do both: to safeguard the special features of the Monumental Core, the things that make us proud and joyful, and to imagine what it could be 50 to 100 years from now—the way Pierre L'Enfant imagined a city that did not exist and put on paper a noble diagram that brought it to life.



The plan safeguards the traditional heart of Washington while preparing it for the challenges of the next century.



Bold planning will ensure that Washington remains a national gathering place for future generations.

This report was prepared by the National Capital Planning Commission as part of its ongoing mission as the central planning agency for the federal government in the Washington region. The Commission includes three members appointed by the President, two members appointed by the Mayor of the District of Columbia, the Secretaries of Defense and Interior, the Administrator of General Services, the Chairman of the Senate Committee on Governmental Affairs, the Chairman of the House of Representatives Committee on Government Reform and Oversight, the Mayor and the Chairman of the Council of the District of Columbia.

This report is a collaborative effort of the following people:

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Thank you for reviewing the draft plan for the heart of our Nation's Capital. This plan is for everyone who will live in, work in, and visit Washington in the future. You can help by completing and returning this postage paid questionnaire.

I. Do you have generally positive feelings towards Washington as the National Capital?

❑ Yes ❑ No

1. What, for you, is special about the National Capital:

2. Is there anything in Washington's Monumental Core you would like to see changed?

II. This plan is based on five major ideas. How important is each of them?

1. Building on the planning legacy of the L'Enfant and McMillan plans.
   ❑ Very ❑ Somewhat ❑ Not at all
   Your Comments:

2. Unifying the city and core and revitalizing North and South Capitol Streets.
   ❑ Very ❑ Somewhat ❑ Not at all
   Your Comments:

3. Using federal buildings, museums and memorials to stimulate economic development.
   ❑ Very ❑ Somewhat ❑ Not at all
   Your Comments:

4. Opening the waterfront for public use and protecting open space.
   ❑ Very ❑ Somewhat ❑ Not at all
   Your Comments:

5. Developing an integrated transportation system, with convenient transit and boat transportation.
   ❑ Very ❑ Somewhat ❑ Not at all
   Your Comments:

6. Are there other long-term planning issues you would like to see addressed in the plan?

III. To help our analysis of the draft plan, please answer the following questions:

1. How familiar are you with Washington?
   ❑ Very familiar ❑ Moderately familiar ❑ Not very familiar ❑ Not familiar at all
2. How often do you visit the Mall, the museums and other attractions in the heart of Washington?
   ❑ Often ❑ Several times a year ❑ Not often
3. How do you usually get around in Washington?
   ❑ Car ❑ Taxi ❑ Metro ❑ Other
5. Do you ❑ live in Washington, ❑ work in Washington, ❑ or visit Washington from out of town?
   In what state do you live?
6. To help us collate the results of the survey, please indicate your age group.
   ❑ Under 18 ❑ 18 - 35 ❑ 36 - 55 ❑ Over 55

Thank you for your comments.

If you would like more information about the Monumental Core framework, or would like to submit additional comments, you can write, call, fax, or e-mail NCPC at:

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