Celebrating the founding of the Nation's Capital in Historic Georgetown 1791-1991

Historic Georgetown

A Nation's Heritage – The Community's Future

A Public Forum
March 18 and 19, 1991
Four Seasons Hotel
Washington, D.C.

An official project of The D.C. Bicentennial Commission, sponsored by The National Trust for Historic Preservation and Historic Georgetown Foundation (202) 673-4040

HISTORIC GEORGETOWN

A Nation's Heritage, the Community's Future

Celebrating the Bicentennial of Washington, D.C.

A Public Forum

March 18-19, 1991
Four Seasons Hotel
Washington, D.C.

Georgetown Heritage Trust
Halcyon House
3400 Prospect Street N.W.
Washington, D.C. 20007
202-338-0731
(formerly Historic Georgetown Foundation)

ANNOUNCEMENT
Citizens Association of Georgetown Meeting
Monday, April 13, 1992
7:30
Dumbarton House
2715 Q Street N.W.

Topic: Historic Georgetown: A Nation's Heritage, The Community's Future.

A town meeting to discuss a master plan for the Historic District of Georgetown as a follow-up to the March 19th, 1991 Planning Forum. This project was undertaken with a grant from the Cafritz Foundation as part of the Bicentennial Celebration of Washington, D.C.

This meeting announcement is a result of the March meeting which is the subject of the rest of the book. BJ Jones

Organized by G.H.T. in cooperation with C.A.G. and B.P.A.G. and Georgetown University.

HISTORIC GEORGETOWN

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HISTORIC GEORGETOWN FOUNDATION
FORREST-MARBURY HOUSE
3350 M Street
Washington, D.C. 20007
(202) 338-0731

Our keynote speaker was Douglas Evelyn, Deputy Director of the National Museum of American History and President of The American Association for State and Local History. In a far ranging speech, he set the agenda for the two day planning forum which followed. He directed us to develop a project which would be broad in the inclusion of community, institutional and academic participants; challenging in the selection of issues for research and interpretation; bold in its creation of alliances and projects to preserve, interpret and share Georgetown's unique past as a community and as a participant in the shaping of the Nation's Capital City. What evolved over the next two days was an effort to develop the groundwork for such a pro-active shared vision for the total community. In time, the community must decide whether the accepted plans and projects individually or collectively become official (needing adoption by City Council Resolution) or an unofficial consensus for community action.

Eight areas of specific interest emerged as the key focus of attention. Projects for community action and approval could emerge from any or all of them. These areas of interest are as follows:

1. Develop a network of historic districts in Washington, something like the Historic District Council of New York. This alliance, which would include such important H.D.s as LeDroit Park, Dupont Circle, Anacostia, Cleveland Park, and Georgetown would focus on matters of mutual interest in affairs involving economic revitalization, legal consultation, interpretation, transportation links, etc.

2. Develop an Interpretation Center. It should have a broad and imaginative range of presentation approaches. The history of the residential, commercial, waterfront and industrial components of the story need different analysis and different types of presentation. We must understand how they interact and how they can interact more smoothly. An Interpretation/Orientation Center should develop stories, i.e., Georgetown's relationship to the development of the Nation's Capital and the development of the Nation; the geography and history of the Potomac River Basin; the urban/rural relationship; ethnic diversity; early Indian relationships to the area; local industrial history; and federal vs. local issues. The Interpretation Center should be built along the model of the ecomuseum concept and be a part of a larger heritage corridor along the Potomac River Watershed.

3. Reposition Georgetown as a social, cultural and intellectual heart of the Nation's Capital. Utilize urban cultural park models to give a sense of direction. This is not mutually exclusive to the ecomuseum concept and can in fact enhance the interpretation program.

4. Inventory historic and cultural resources. Do a real historic district nomination for Georgetown as a National Historic Site for the National Register for Historic Places. This would give vital information to city planners, the Fine Arts Commission, citizens, developers and politicians.

5. Have a good urban design plan drawn up which would; a) plan for transportation (ferries, feet, electric vans, monorails etc.. Unite Georgetown with the rest of the region. Plan in context, both externally and internally; b) protect the residential neighborhood; c) plan both public and private spaces—take control of the streets and alleys. Make clear what is public domain, where visitors are welcome and where they are not; d) plan the retail mix and distribution step by step. Think of innovative uses for empty upper floors on main street (i.e., business incubators for entrepreneurs, homes for families willing to trade work for the community for a home to live in, etc.); e) get to the water—for a port town, this is a key opportunity for interpretation, transportation, and recreation; f) create places where people can have a good time without spending money—learning something, walking, experiencing and understanding Georgetown's history; g) cause change, do not fear it. Be pro-active. Exercise stewardship of the land and of the built-and-yet-to-be-built-urban environment (see attached sheet for suggested course of action).

6. Develop substantial partnerships with nearby academic, cultural and government agencies (i.e., Georgetown University, George Washington University, the Potomac River Consortium, The Kennedy Center for the Performing Arts, and the National Park Service).

7. Develop a management strategy for the Historic District and Organize an effective organization with a good manager. The Board of Directors should represent all segments of the community.

8. Revolving loan funds should be developed to help in the preservation and restoration projects of the historic district.

Once the projects have been selected and a clear mission statement developed to embrace the community's interests, then a variety of funding procedures will be investigated to see these plans to fruition (i.e., Business Improvement District, tax exempt bonds, grants, etc.). It was agreed that a deadline driven procedure should be incorporated into the plans so that the community as a whole would see the benefits of the process.

And finally, we should understand that in this process, we are celebrating not only our city, our community, and our families, but we are also celebrating ourselves as a people, as Americans. We will be seeking out and promoting the connections of this wonderful city, the symbol of George Washington's extraordinary vision of nationhood, to all Americans. The story that we will be telling is the story of our emerging and evolving nation, and we will see, at last, that in our shared heritage we catch a glimpse of Historic Washington's glorious future.

Historic George Town's Bicentennial Celebration

Washington, D.C.

1791 - 1991

In George Town, on March 29, 1791, our first president, George Washington, met with landowners at a dinner hosted by General Uriah Forrest, whose home is the present 3350 M Street. Forrest was a wounded veteran of the Revolutionary War, a prominent businessman, and future mayor of George Town. At that dinner, the acquisition of property was arranged for the congressionally mandated permanent seat of the federal government. Prior to the dinner, Washington had made a final inspection of the sites for the Capitol Building and the President's House. The next day, March 30, 1791, George Washington issued a proclamation outlining the boundaries he had selected for the federal district. He had intimate knowledge about this area and the Potomac River Basin. Nature had created its destiny and determined its name. Patowmack, in Algonquin, means "the Meeting Place." And so it was to be.

George Town, situated at the head of the Potomac River's tidewater and near its fall line, had a strategic location on the great east-west river. Because of its location, it was to become the heart of the new Capital and gateway to the emerging nation west of the Allegheny Mountains. Washington's efforts to secure interstate commerce agreements with the several states bounded by the Potomac River had led eventually to the Constitutional Convention and a strengthening of the Union that had emerged after the Revolution. Washington's Potomac River canals remind us still of these momentous events in the development of nationhood. When he chose the site and the designer for the Nation's Capital, Washington envisioned a splendid city that would symbolize the prosperity and power of the Union as he foresaw it, reaching from eastern shore to western wave.

Earlier, the President had chosen Major Pierre Charles L'Enfant, who had been with him at Valley Forge, as the designer to create the plan for the great Federal City. L'Enfant understood and reflected Washington's vision for this nation and his faith in the future of the Republic. Together they pushed forward with plans for a Federal City that would be magnificent in scale and concept. By March 26, 1791, having arrived to begin work several weeks earlier, L'Enfant made his formal report to President Washington in George Town. While standing at the base of the hill that would someday be graced by the Capitol Building, he said that his plan was inspired by ". . . liberty hailing nature from its slumbers." The plan that evolved endures and inspires to this day. People from this city, the nation, and the world remark on its beauty, scale, and physical elements, which relate to the constitutional government celebrated by this nation. The hills, valleys, and waterways, so much a part of this splendid plan, have indeed been aroused from slumber and proclaim . . . LIBERTY.

Betty Jane Johnson Gerber
Historic Georgetown Foundation

Historic District Master Plan - Phase I & II

Purpose: To coherently link the existing historic resources of Georgetown to promote the preservation, interpretation, and development of cultural, historic, natural, and architectural resources.

Phase I Material - Symposium

- Inventory of Historic District -- structures/institutions/resources
- Presentation
- Access/Linkage
- Stewardship
- Partnerships
- Resources

Phase II Material - Access/Linkage Study

- Analyze Historic District Inventory to assess access patterns
- Analyze visual linkages
- Develop linkage/access alternatives exploring pedestrian and shuttle bus options and signage, paving, street lighting, and street furniture options
- Develop a program for a central Interpretive Center
- Select preferred alternatives and prepare presentation material
- Compile Master Plan elements into a final document
- Develop criteria for Phase III

Historic District Master Plan - Phase III

Purpose: To establish guidelines and goals to increase and improve the historic fabric and character of Georgetown as a whole and to promote beneficial enjoyment and future development of the urban area through the preservation, interpretation, development, and use of cultural, historic, natural, and architectural resources.

Base Mapping

Historic District Master Plan - Phase II
- Inventory of historic resources
- Access/Linkage Plan
- Interpretation Center Program and Location Plan

Traffic Study
- Traffic volume analysis
- Parking analysis
- Mass transit/light rail analysis of potential connections up to C&O canal to suburbs

Urban Structure Study
- Evolution of Georgetown's urban fabric - 1700 to present
- Land-use analysis
- Facade analysis of M street & Wisconsin Avenue
- Existing zoning/review process/guidelines analysis

Main Street Plan
- Street design guidelines for historic district
- M Street & Wisconsin Avenue street design
  - cross section alternatives
  - sidewalk widening alternatives
  - signage, furniture, paving, and lighting alternative
  - Main Street trolley alternatives
- Facade guidelines
  - Materials, colors, window types, heights, and setbacks

Waterfront Plan
- Pedestrian Access Plan
- Esplanade Design Alternatives
- Water Dependent Use Opportunities
- Water transit connection alternatives to Alexandria, Mount Vernon, and Maine Avenue

Development District Plan
- Sub-standard Structures and Uses Plan
- Target Development Sites Plan
- Historic District Program, Use, Development, and Design Guidelines

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THE PLANNING FORUM PROCESS

During two days of meetings, residents, business persons, friends, and scholars with an interest in Historic Georgetown began the planning process to protect and design a future for the historic district in Washington, D.C. Four expert panels, respectively, addressed particular aspects of the planning process. Interested persons were encouraged to contribute information and ideas to the panels during the forum.

Over the summer, the panelists will develop a set of recommendations for Georgetown's protection and future. These recommendations will be reviewed by a number of citizens, professionals, and scholars, and modified as needed.

In the fall, the final draft recommendations will be published through the Washington-area media. And then, in a town meeting, interested persons will be invited to give input to the draft recommendations.

The community's final recommendations for Historic Georgetown will be published as a prospectus for the historic district. The prospectus can be used by community groups, businesses, and public agencies for planning purposes. It can also be used by these groups to raise additional funds to carry out the consensus plan for Historic Georgetown.

OPENING REMARKS AND KEYNOTE ADDRESS

This session began with a brief account of the process leading up to the present forum, followed by notes from the keynote speaker on the changing history of Georgetown and Washington, ongoing historical research and preservation efforts throughout the metropolitan area and the nation, and key issues involved in developing a master plan for Historic Georgetown.

Opening Remarks: Jeannine Clark, D.C. Bicentennial Commission
Betty Jane Johnson Gerber, President, Historic Georgetown Foundation

Keynote Speaker: Douglas Evelyn, Deputy Director, National Museum of American History; Board Member, American Association of State and Local History

SUMMARY OF REMARKS BY JEANNINE CLARK

On behalf of the Bicentennial Commission of the District of Columbia, Jeannine Clark welcomed the participants to a "precedent-setting forum on Historic Georgetown," convened by the National Trust for Historic Preservation and the Historic Georgetown Foundation. As Alexis de Tocqueville once observed, Americans regularly form associations for the benefit of the society; and the collaboration that resulted in the present public forum is a model of this revered American tradition.

To place Georgetown in its proper historical context, Clark quoted a passage from Constance McLaughlin Green's history of the nation's capital: "On the heights of the Potomac, upstream from Washington, stood the city of Georgetown, which was laid out in 1751 and incorporated in 1789, two years prior to the setting of the boundaries for our nation's capital."

SUMMARY OF REMARKS BY BETTY JANE JOHNSON GERBER

The process leading up to the present forum and the ongoing master planning process that will continue through the coming year were the focus of Betty Jane Johnson Gerber's introductory remarks. She expressed the hope that these planning efforts would encompass not only the Georgetown community but the Washington community as a whole, thereby encouraging networking among the various historic districts. It is only through such cooperative efforts that all "the buried treasures and fragile assets" of the Washington metropolitan area can be discovered, catalogued, preserved, and offered to the public as major educational resources.

Gerber extended a warm welcome to the distinguished panelists and the citizens of the Georgetown community who were participating in the forum, which was made possible by the support of the National Trust for Historic Preservation. In particular, she thanked Jack Walter, president of the Trust, and Kathleen Hunter, project manager. She noted that the planning process was being funded by a challenge grant from the Morris and Gwendolyn Cafritz Foundation, matched by a grant from MMP International, Inc., along with in-kind contributions from private Georgetown citizens.

This process will result in documents that, after responses, input, and refinements from various community leaders, eventually will provide a prospectus similar to the one created by and for historic Annapolis in 1976, which made use of the energy from that year's bicentennial to look at the next 200 years of historic Annapolis. "You all can look at historic Annapolis today and see the wonderful effect that those planning processes brought to that very delightful town."

Over the last five years, as vice chairman of future planning for the Dumbarton House board, and member of the board of both the Francis Scott Key Park Foundation and the Forrest-Marbury House, Gerber observed that each was isolated in its educational mission because there was no organizational structure in Georgetown to focus heritage education and heritage tourism. Thus, in 1989, the Historic Georgetown Foundation, of which Gerber is president, was established by a number of community leaders, including Jeannine Clark, chairman of the Bicentennial Commission of Washington, D.C.; Jim Hemphill and Kathy Graff of the Citizens Association of Georgetown; and David Levy and Richard Stauffer from the Business and Professional Association of Georgetown (BPAG). In addition, during the two years leading up to the present two days of meetings, a number of other advisers worked with the Historic Georgetown Foundation on the development of this event and the ongoing process of which it is a part.

The Historic Georgetown Foundation is also helping to develop a film for the Public Broadcasting System. Tentatively titled *Open Wide the Door: George Washington's Vision for America*, the documentary will be realized with the help of a number of scholars, who are currently conducting background research, and filmmakers, one of whom eventually will be chosen to take charge of the project.

Gerber introduced the keynote speaker, Douglas Evelyn, deputy director of the National Museum of American History and coauthor of a book on Washington-area history entitled *On This Spot*, to be published this summer, profiling the events, the people, and the changes associated with some 200 locations in the metropolitan area. A city resident for twenty-five years, Evelyn was a board member of the Cultural Alliance of Greater Washington for six years and is president-elect of the American Association for State and Local History. In 1987, he started a national program called A Common Agenda for History Museums, to help history organizations attack issues related to collections and interpretations and to develop collaborative solutions. Recent projects include directing the 1990 microfilm publication of the papers of Robert Mills, architect

of the Washington Monument, and negotiating the partnership between the Smithsonian Institution and the United States Postal Service to establish a National Postal Museum, to open in 1993, in the former city post office building next to Union Station.

SUMMARY OF REMARKS BY DOUGLAS EVELYN

Noting that an important part of the task at hand was "to build a broad community awareness and appreciation for history," Douglas Evelyn began by providing a brief historical background on the Washington area. He used as his sources two highly contrasting views of Georgetown and Washington at the turn of the nineteenth century.

The first set of observations was made in 1806 by Benjamin Latrobe, who at the time was battling William Thornton over the design of the capital. After work had begun according to Thornton's designs, Latrobe was brought in to supervise the public building program, and he immediately began to make numerous changes in Thornton's work, which resulted in a bitter dispute. Latrobe described the new capital city as one of the offspring of revolutionary enthusiasm, brilliant and exuberant as an idea but in reality little more than the "favorite folly of General Washington":

> Everything was badly planned and conducted. L'Enfant's plan has in its contrivance everything that could prevent the growth of the city. The distribution of the public buildings over a surface of five miles in length and three in breadth prevents the possibility of concentration. . . . The proprietors of the soil over which the town is to be spread are rivals and enemies, and each opposes every project which appears more advantageous to his neighbor than himself. Speculators of all degrees of honesty and of desperation made a game of hazard of the scheme. The site itself is upon a river noble in its extent and depth of water below the city, but above of difficult navigation, and running through a country comparatively barren in the materials of commerce and agricultural produce. But the principal disadvantage under which this establishment labors is the preoccupation of its commerce by the cities of Baltimore and Alexandria and the town of Georgetown. The two latter cities . . . are in the fact the factories of Philadelphia, Baltimore, Norfolk. The principal part of near a million dollars dispersed in the federal city passes through Alexandria and Georgetown to our large seaports. These two towns have accordingly prospered and increased and may be compared to a pair of fat twins who are suckled by a consumptive mother.

Latrobe blamed George Washington for all these problems, including "the badly designed and still more indifferently executed capital," while he described President Thomas Jefferson—who had appointed Latrobe—as a man whose talents, virtues, and patriotism had led him to become the only real patron of the city. Clearly, the personal, professional, and civic rivalries that can hamper any efforts to develop and pursue a consensual master plan are by no means modern inventions.

In contrast to Latrobe's acerbic views, David Baillie Warden, in *A Chorographical and Statistical Description of the District of Columbia*, published in France in 1816, says of the city on the Potomac that "it is scarcely possible to imagine a situation more beautiful, healthy, and convenient than that of Washington." He describes the river as "truly picturesque," one of the most glorious aspects of the city. "The public buildings occupy the most elevated and convenient situations, and the city plan is universally admired."

Warden's account of a nursery in the Palisades area hints at the existence of the free black community in the city at the time. To cultivate this nursery, the owner "employs five or six young blacks . . . whom he nourishes, educates, and rewards with the annual sum of sixty-four dollars. During hours consecrated to repose, he teaches them to read and write and instructs them in moral duties. Joseph Moor, a manumitted black who lived with him several years, is now a respectable grocer in Georgetown."

Analostan Island, now called Theodore Roosevelt Island, in Warden's day was a summer plantation for General Mason, a government official who supervised the federal Indian trade, with offices in Georgetown. This raises the issue of Georgetown's early role as a location for federal offices. Analostan Island was also significant as the site of Mason's propagation of merino sheep, imported from Spain during the Napoleonic Wars, when America was seeking new sources of livestock.

Finally, Warden remarks that "nearly one-half of the population of Washington is of Irish origin." In addition to the Irish laborers and the free blacks who helped build the city, many other ethnic groups were part of Georgetown's early history. "Who were the people who moved into this city, and when and how did they interact?" asked Evelyn, who stressed that "it helps us understand the demographics today if we can get an appreciation for how they actually lived and worked in the past."

Evelyn next spoke of a number of recent and ongoing efforts in the Washington area focusing on local history and preservation, several of which involve innovative techniques of research and information accessibility that can be applied in Georgetown. The fruits of these labors include the book recently published by the Historical Society of Washington, D.C., *Washington at Home*, and the formation of historic districts in LeDroit Park, Anacostia, and Cleveland Park. "We are in a burgeoning business, a growth industry—and it is an industry. . . . It takes money."

Research projects include the following:

- The Center for Washington-Area Studies has released a booklet by Kathryn Schneider Smith entitled "Port Town to Urban Neighborhood: the Georgetown Waterfront." Evelyn described the booklet as "hard, gutsy academic work" that goes beyond the obvious written resources in the libraries to collect oral histories, photographs, and other visual materials from people in the community. "I think the research approach that is used here is

very similar to the kind of approach you will find yourself using in Georgetown."

- The Montgomery County Historical Consortium, a group of about seven history organizations, is creating a database of all their combined holdings of objects. This database will be computerized and made available in libraries and other public facilities.
- In Alexandria an effort is under way to resurvey the city's boundary stones, a cooperative project by the American Congress on Surveying and Mapping, the National Society of Professional Surveyors, the American Association for Geodetic Surveying, the Surveyors Historical Society, the Maryland Society of Surveyors, the Potomac chapter of the Maryland Society of Surveyors, and others. "They have lined up every conceivable type of relevant business and professional organization, and I think those coalitions of interests are important to remember."
- A project run by the Historical Society of Washington, D.C., assists churches in protecting and organizing their records. The lesson here is that ownership is not an issue. The preservation and accessibility of historical records held by various organizations must be the concern of the community as a whole.

The stakeholders in this local history and in the historical evidence under the guardianship of various entities are all the people who live in Georgetown and in the city of Washington, the members of organizations—churches, societies, social clubs, and other groups—who have records of and an interest in Georgetown history. "One of your inventory projects needs to be to find these people, find these organizations, and meet with them. . . . There need to be bridges built between the academic community and the concerned officials of organizations and the buffs and people who have specialized collections or simply have a family interest, and I think one of the tricks of building a kind of broad public support for the District's history is going to be to find ways to bring those people together, to find forums for the exchange of information."

This brought Evelyn to the concept of the ecomuseum, developed in France in the 1960s and now popular in Canada, whereby the community itself becomes a museum. The idea is to involve local people in the research, planning, and operation of the community's historical resources. "Every physical aspect of the community, everything that has been built, is part of this community museum of the whole. Outdoor museums have this quality," Evelyn observed, and he urged his audience to consider all of Georgetown as an outdoor museum.

In closing, Evelyn briefly reviewed several key issues that must be confronted in developing a master plan for the future of Historic Georgetown:

- Historical evidence must be conceived of broadly as encompassing everything from the community landscape and properties to artifacts, organizational records, photographs, scrapbooks, and personal papers. "You have various types of evidence in your community that can be extrapolated to help stimulate the imagination."
- Collecting strategy. Much of the information that would be useful to interpreting Georgetown is held in various repositories around the city and throughout the metropolitan area, including Maryland and Virginia, and all of

this information should be consulted and catalogued. "Once you find out what already exists, you must think of what needs to be added to that corpus so that you can have a continuing research base."

- Interpretation. "We are talking here about people, not things . . . people who were shaped and influenced by the land, and the people who shaped that land, the buildings and the artifacts." Important clues to these personal shapings and influences are contained in photographs, diaries, and oral histories, all of which must be consulted in arriving at interpretations of historical resources.
- Federal versus local issues. What did Georgetown extract from the federal government? There were rivalries between Georgetown and the capital city of Washington, but there were also mutual support systems.
- The waterfront offers many opportunities for cross-referencing with Anacostia, the Navy Yard area, and Alexandria. What was the life along the waterfront, and who participated in it?
- Presentation. A broad and imaginative range of presentation approaches must be found to capture the interest of people who otherwise would not be aware of the history of Georgetown. "I think you are going to be looking at a central orientation area, but you also ought to be looking at places throughout the community where the interpretive message can be brought out to the public." Video databases made accessible at key points around the city could be extremely useful and highly cost-effective in this regard. "Once the database is established, the cost of the equipment and the transmitting of material is not that big a deal."
- Process. Here the key word is *inclusiveness*. An exemplary model in this regard is the Greater Washington Cultural Alliance, which embraces not only arts organizations but also community leaders, businesses, and labor and management interests—"the whole works throughout the metropolitan area. Your scope may be narrower because you are dealing primarily with Georgetown, but you are also dealing with the city of Washington, and you need to deal with everybody who has a stake." Evelyn strongly recommended keeping abreast of developments by organizations throughout the metropolitan area from which Georgetown can learn. "We need to find ways of linking up progress that is being made by these different organizations interpreting local history."

Evelyn is encouraged by the great vitality he observes in preservation efforts throughout the region. "There is a growing concern for neighborhood history and proven success in developing collaborative projects. These signs augur well for this project to develop a strategic plan to preserve and interpret Georgetown's historic district." The panels about to convene would begin a process that eventually would identify the relevant issues, key participants, and major resources of the community. The Georgetown effort could become a model for other historic districts and community projects in the District of Columbia, throughout the metropolitan area, and around the country. If so, it must be broad in its inclusion of community, institutional, and academic participants, challenging in the selection of issues for research and interpretation, and bold in its creation of alliances and projects to preserve, interpret, and share Georgetown's unique past as a community, and as a participant in the shaping of the nation's capital city.

PANEL I:
INVENTORYING GEORGETOWN'S HISTORIC AND CULTURAL RESOURCES

The panel explored a planning process for carrying out the inventory—the scope and uses of the inventory and the resources required.

Introduction: Betty Jane Johnson Gerber, President, Historic Georgetown Foundation

Panelists: John Blackburn (Panel Chairperson), Architect, Smith, Blackburn and Stauffer
Janice Artemal, Urban Archaeologist, Engineering Science, Inc.
Tanya Beauchamp, D.C. Historic Preservation Office
Carter Bowman, Trustee, Mount Zion United Methodist Church
Robert McNulty, Partners for Livable Places
Philip Ogilvie, D.C. Department of Records; Author
Joseph Passonneau, Architect and Engineer, Urban Geographer

SUMMARY OF REMARKS BY BETTY JANE JOHNSON GERBER

In her introduction to the first panel, Betty Jane Johnson Gerber noted that the Historic Georgetown Foundation has submitted an application to the Design Arts Program of the National Endowment for the Arts for funding the inventory of Georgetown's historic and cultural resources. In the Endowment proposal, Gerber called the project "The Inventory for an Ecomuseum," in reference to a concept that began in France, has been adopted in Canada, and is beginning to take hold in the United States. She defined *ecomuseum* as "a region in which everything that makes it unique forms the collection—the flora, fauna, topographical features, weather, buildings . . . the past, the present, and the future heritage of the area."

Gerber then introduced and turned the session over to the panel chairperson, John Blackburn. A partner in the distinguished Georgetown architectural firm of Smith, Blackburn and Stauffer, Blackburn is also chairman of the Business and Professional Association of Georgetown's Committee on Streetscape. Having worked in Georgetown for eighteen years, Blackburn is particularly interested in working with existing buildings.

SUMMARY OF REMARKS BY JOHN BLACKBURN

As moderator, John Blackburn introduced his colleagues on the panel, in the order in which they would speak:

- Robert McNulty, president and founder of Partners for Livable Places, was assistant director of the Arts and Architecture Program at the National Endowment for the Arts and, prior to that, director of the Columbia University School of Architecture's Historic Preservation Program.
- Janice Artemal, an urban archaeologist with Engineering Science, Inc., in Washington, has participated in numerous historic and archaeological studies in Washington, including projects focusing on the Foxhall House, the Forrest-Marbury House, and the Georgetown waterfront.
- Tanya Beauchamp is an architectural historian with the D.C. Department of Historic Preservation, where she has been since 1973. Blackburn, who has known Beauchamp for several years, noted that any architect working in Washington with existing buildings is going to encounter her. "We have worked together, I have worked against her, and she always wins."
- Carter Bowman, a trustee and chairman of the Mount Zion United Methodist Church, the oldest African-American congregation in the District, currently is working to restore the Mount Zion Cemetery. Blackburn characterized Bowman as a wonderful resource for Historic Georgetown: "When this inventory happens, when they begin that oral history, I am sure you will be the first man on the list."
- Philip Ogilvie, as the Public Records Administrator of the District of Columbia, is responsible for maintaining the District's archives and managing historical records throughout the government. He is author of an article on manufacturing in Georgetown, "Waterpower in the District of Columbia," and currently is investigating and documenting the late-eighteenth- and nineteenth-century history of the District. In addition, he teaches local history at Georgetown University.
- Joseph Passonneau, an architect, engineer, and urban geographer, and past dean of the School of Architecture at Washington University, is an acknowledged expert on architectural styles in Georgetown. In 1966, he authored the chapter "Planning: Inventory for the Metropolis" in the book *Planning for a Nation of Cities*, and he is coauthor of *Urban Atlas: Twenty American Cities*.

SUMMARY OF REMARKS BY ROBERT McNULTY

Expanding on Gerber's introduction to the ecomuseum concept, Robert McNulty added that "if you inventory the historic and cultural resources here, you have to be concerned about the whole of Georgetown's role in the Greater Washington, D.C., area. . . . It is my precept in working in a number of communities that historic districts . . . can easily become frozen—in perception, in time, isolated from the mainstream—and I would urge you to reposition Georgetown as a social and cultural and intellectual heart of the nation's capital."

McNulty encouraged those who will be responsible for inventorying Historic Georgetown's resources to view their community as a dynamic, *living* historic district. He warned that to freeze a historic district, either as a "commercial caricature" of itself or as a quaint and exclusively upscale residential area inaccessible to the young, to families, and to people from the full range of

economic strata, is to consign it to the dustbin of unfulfilled contemporary needs.

His remarks focused on several key issues, some of which he illustrated with examples of what other historic districts are doing:

- Transportation policies must be carefully planned so that Georgetown does not become isolated from the rest of the city, creating a worse traffic situation than that which residents complain of now.
- Diversity. McNulty offered as a model of socioeconomic diversity Portland, Oregon, whose mayor supports subsidies that encourage middle-income, unmarried citizens to rent apartments in the center of downtown. Essential to the Portland mayor's definition of urban livability is the presence of a diverse mixture of residents in the heart of the city, not just the very rich and the very poor.
- Social needs. Last year Charleston, South Carolina—home of the finest collection of eighteenth- and nineteenth-century architecture in America—won a national design award for creating a homeless shelter in the heart of its historic district. Two years ago the city won another design award for a municipal parking structure. And prior to that, Charleston was recognized for establishing scattered-site, low-income housing in the historic area. Historic Georgetown, in developing its standards of design excellence, should embrace the consideration of social needs.
- Retail mix. Georgetown has a tradition of convenience stores on every corner, catering to neighborhood residents. But eventually most of them will go out of business because the grandfather clause that has protected them through years of gentrification is no longer seen as desirable, and it is being phased out as each building is sold. "It will be interesting when people who live in Georgetown can only buy tennis shoes, as opposed to milk. Will it continue to be a living community with a sense of neighborhoodness?"
- The historic district as entertainment center, as home to legalized gambling. The Old Stockholm section of Sweden's capital city has evolved into an entertainment center full of bars, dance clubs, and trendy restaurants, where street noise continues until four in the morning and high levels of crime are the rule. In the United States, many historic districts, particularly in less affluent jurisdictions, are turning to gambling to make themselves economically viable. "These are serious issues," McNulty warned. "Historic districts are either in danger of being isolated, or they are in danger of economic overuse or underuse."

In closing, McNulty issued the following challenges:

- The inventory of Georgetown's historic and cultural resources must include an active search for the threads that will weave everyone's history into the story of the community.
- Look for ways of stimulating and supporting diversity in housing and commerce.
- Develop standards of architectural excellence that not only preserve the existing buildings but encourage new construction and renovations that help

meet the established needs of Georgetown residents, including basic social services.
- Devise and promote transportation policies that unite Georgetown with the rest of the city.
- Take care that Georgetown's expanding role as a regional entertainment center is not allowed to continue without thought; otherwise, most likely this will "swamp any further role it can play as the true heart of the nation's capital."

SUMMARY OF REMARKS BY JANICE ARTEMAL

"We are all aware that an archaeologist looks at things underground," Janice Artemal began. "But archaeologists also look at things above ground, because our mandate is to look at the total culture, to try to understand the life ways of the people. I think that is the approach that we are all looking for in an inventory of Georgetown's resources."

Artemal described in some detail three exemplary studies in which she has been involved:

- The Foxhall House. At the urging of some of the proprietors of the new city of Washington, Henry Foxhall, an industrialist, came to Georgetown in the late eighteenth century and established the Foxhall Foundry. Foxhall was also a successful merchant active in the maritime trade with England, and he built a house on 34th Street from which he could conveniently oversee his business interests, both at the foundry and on the waterfront, and continue his associations with a number of Georgetown's most notable early residents.

  When Artemal and her colleagues began to explore the property, reduced by that time to its foundations, the most exciting find was a cistern chock-full of extraordinary artifacts deposited there between 1815 and 1820, the period of the building of the Chesapeake and Ohio (C&O) Canal. After Mr. Foxhall's death, in 1816, crews of blacks, Irishmen, and other immigrants began arriving to build the canal, and the scene was "just not very attractive to this upper-class person," Foxhall's widow, who, like many other longtime residents, was disturbed by the noise and dirt of industrial construction. In her rush to relocate to her country home, Mrs. Foxhall tossed into the cistern, on top of what already had accumulated over the years, an unusual number of goods, including many examples of the "finer things" that people usually do not discard.

  The comprehensive picture of the life of the period that these artifacts provide is invaluable. "But we bring it to today through an article that appeared in the *Washington Post*, and also the Georgetown paper, on the work that we were doing at the Foxhall House at the time." Artemal received a phone call from a young woman who happened to be in town, saw the article, and was very excited because, as a descendent of the Foxhalls, she had in her possession the ledgers of Henry Foxhall's early-nineteenth-century enterprises, along with dishes and other family heirlooms. "We brought a link together—1990 to 1815—because indeed in her grandmother's home in Alexandria we have the very same objects that we found in the cistern, as

well as the account book that demonstrated when and where Mr. Foxhall bought them."

- Buildings at the corner of 9th and E Streets, in Washington. Before these buildings were torn down, Artemal and her colleagues, as "above-ground" archaeologists, explored the first and second floors. Over more than a century, they had been put to a number of commercial uses, most recently as retail stores, bars, and tourist shops. In addition, the old Gaiety Theater yielded some movies and other memorabilia. Most important, searches of the upper floors of the buildings yielded photographs of the people who had lived there in the 1860s and 1870s, above the long-forgotten businesses. In fact, the archaeological team was able to put together a living historical image of a Georgetown street corner starting in 1797—when the building on the property was the first post office of Washington, D.C.—and extending through 1989, by which time the street and the activities of the area had changed dramatically. "This is something that brings relevance and understanding to today's life and today's people, through an understanding of our history."
- Artemal currently is involved in an archaeological study of the Dover Gaslight Company, in Delaware, which dates back to 1859. "As we began looking, because the buildings are all torn down, we wondered, What can archaeology bring to this?" They began to consider the question, Why Dover, Delaware? Why was that the location of the state's first industry, other than the mills in Wilmington? Answers include the extension of the railroad down to Dover, because of a change in farming, and the development of the canning industry and a number of other industrial concerns during the same period. What is beginning to emerge is a comprehensive picture of Dover as an important mid-nineteenth-century industrial center. Thus, through the investigations of urban archaeologists, a historical misperception—that the gaslight company was established in Dover primarily to supply lighting for the capitol building—is being corrected.

SUMMARY OF REMARKS BY TANYA BEAUCHAMP

"There is nothing closer to my heart than achieving an actual inventory of the Georgetown Historic District," stated Tanya Beauchamp. Although it was one of the first historic districts in the nation to achieve official recognition, Georgetown today is a historic district without a survey. "There is no way to get at the hard facts to back up your opinions—your professional opinions—when there is a fight at hand. And there is no excuse for this."

The D.C. Historic Preservation Office, created as part of the National Historic Preservation Act of 1966, has been involved with inventorying the resources of the District of Columbia since that time. And beginning in the early eighties, the office has been conducting comprehensive surveys throughout the area, with the aid of funds from the Historic Preservation Fund of the National Park Service. "We have about 10,000 sites in our database now, and none of those are from Georgetown."

Beauchamp detailed the essential components of the kind of comprehensive survey that her office hopes Georgetown will conduct:

- The basic survey form to be completed for every single property in the historic district—about 4,000 in Georgetown—can be filled out by volunteers, many of whom have professional expertise and training. "Typically what we do is identify a community group who would be the lead in conducting the survey, and the community group would hire a consultant to put together the survey, to train volunteers, to get the survey forms done, to organize all of that information, to put it on the database, to bring together maps, historic maps, historic photographs."
- Oral history is an essential part of every comprehensive survey—"oral history not just in the sense that you go out and get somebody's recollections, but you try to back up the facts that are being brought in on the survey from the archives, try to coordinate and link the archival information with the on-site information so that you can come to some true picture."
- By establishing the historic context of a property, criteria can be developed for evaluating properties whose owners wish to make alterations. "Most Georgetown homeowners have a sense of history. They love their houses, but they do not want to do anything arbitrarily. They need to understand what they are being asked to do. It has to make sense."
- While the formal survey yields factual material, "also we would love to see somebody do a real historic district nomination of the Georgetown National Historic Site for the National Register of Historic Places, one which included all the things that are here—modest houses as well as great houses—that included the industrial waterfront, the open space, which is such an important part, and the very rich black history, which is among the most important black history in the country."
- Beauchamp's office would like to see as much community involvement as possible. "There are many community groups in Georgetown that want to be fully involved, but we need to have some lead group that would organize and pull things together."
- Designation of individual properties. The Historic Preservation Review Board, which keeps the inventory and holds designation hearings, has made it a policy not to list individual structures within a historic district unless they merit recognition for some reason having nothing to do with the historic district nomination. A few years ago, the Georgetown Incinerator was refused designation because the Review Board felt it was covered by the nomination. "We were not able to designate it separately because it was part of the Georgetown Historic District." The only way to acquire the kind of information necessary to achieve individual designation is through a comprehensive survey.

SUMMARY OF REMARKS BY CARTER BOWMAN

As Carter Bowman walks the commercial streets of today's Georgetown, he often sees, in place of the fancy restaurants and bars and boutiques, what was there before—small businesses, many family-owned, providing everyday services that, these days, are hard to find in the area. For example, at one time, near the hotel where the present meetings were taking place was one of the finest tailors that ever lived in Georgetown. Later he moved his business across the street,

the present location of a savings and loan association. "It is ironic that the person who started a rack store up above him made billions, and Si, who could not get enough money from one of our famous banks in Washington to expand, finally went out of business."

Bowman read from an abstract written by historian Patricia Wilson, who did her thesis on the Community House of Mount Zion United Methodist Church, where Bowman is a trustee:

> In order to convey the true nature of American social experience, ideally historic preservation in this country should be representative and conscious of the contributions of the various people who have participated in this country's development. To date the American preservation movement has failed to fulfill its obligation to provide an accurate and complete account of the contribution of nonwhites to this country's architectural tradition. The presence and impact of blacks or minority groups on the country's historic preservation has been seriously neglected, and a misleading, one-sided interpretation of the American experience has been perpetuated.

In Georgetown, Bowman observed, preservation efforts have tended to promote an image of urbanized white Southern gentility. This image leaves out an essential element of Southern culture: black culture. Only through the documentation and preservation of the architectural relics of Georgetown's historic black community will an accurate and complete account of local history be achieved.

Bowman credited Georgetown University for its efforts to correct this situation, in the document *Black Georgetown Remembered* and in an upcoming book on black Georgetown. When Mount Zion's old school building, a small English cottage, was restored, valuable historic photographs were found inside. These have been given to Georgetown University for safekeeping in the school's library.

"I am glad you are including the Afro-American community in your formulation of plans for Georgetown," stated Bowman, noting that at one time half the population of the community was black. Yet in 1892 the community had no schools for blacks, and so two were established that year: Phillips, now an international school, and Wormley.

In closing, Bowman recalled asking a young black man to stop by Mount Zion to bid on the job of painting the church. Bowman set the appointment for ten in the morning, but when he arrived he discovered that the young man had been waiting since nine. Certain he had misunderstood the address, he had come an hour early so he would have time to find the building. "In his mind there was no way a church belonging to blacks was going to be at 1334 29th Street. He had been in Washington since 1945, and he had never seen Mount Zion Church. This always disturbs me. People—blacks as well as whites—simply do not know. We have to let our story be told."

SUMMARY OF REMARKS BY PHILIP OGILVIE

Philip Ogilvie focused on another forgotten—and, by some, consciously avoided—aspect of the community's heritage, titling his remarks "Georgetown as an Industrial City." He said, "We equate industry with dirt, and certainly that ultimately became true. But as long as industry was water-powered, it was clean and relatively inexpensive." Ogilvie quoted Henry Canby's book on the Brandywine River: "The steam industry of the later nineteenth century smeared every natural beauty it touched with smoke, dirt, and waste. This was not true of water power. The capture of the swift currents of the Brandywine for work and profit was more like a seduction than a rape." The industrial legacy of Georgetown and the surrounding region includes examples of water mills employing the most ancient of waterpower technologies, developed in the first century B.C., to the major new developments of the nineteenth-century Industrial Revolution.

The oldest dated record of a mill in the future District of Columbia is a petition by Zachariah White to Governor Sharpe of Maryland in the mid-eighteenth century. White indicated that he had "discovered a Convenient Place in the county of Frederick on the Falls of Rock Creek on a tract of Land called Hill Seat to build a Grist Mill upon, and that the same Mill when Completed will be of great Utility and Ease to the neighborhood thereabouts." The petition was granted on October 22, 1759.

The *last* major District of Columbia water mill construction of which Ogilvie has found a record is the rebuilding of the Wilkins-Rogers mill on the Georgetown waterfront after a disastrous fire in 1922. Altogether, his researches so far have yielded evidence of functional water-powered mills in the Maryland portion of the District of Columbia—in the period between 1759 and the present—representing twelve different functions: flour and gristmills, sawmills, textile mills, foundries, paper mills, a bone mill, a cannon-boring mill, a fertilizer factory, a plaster mill, a powder mill, a snuff mill, and a stone-cutting mill. "Nearly all of this industrial activity centered on Georgetown, either within the city limits or in the adjacent Washington County. One of the major lessons I have learned while conducting this preliminary survey is how little work has been done in the field of local industrial history and how much remains to be done."

The builders of the C&O Canal saw the sale of waterpower as an obvious source of additional income from the time of the canal's opening in 1828, but amending the canal's charter to make this possible required the approval of Maryland, Virginia, and the U.S. Congress, resulting in a sometimes bitter ten-year struggle. Virginia, which had nothing to lose, agreed in 1829, but Maryland was a different story. Together, the powerful Baltimore milling interests and the Baltimore & Ohio Railroad were able to delay approval until 1833, at which point they sold the concession dearly. Finally, in 1837 Congress amended the charter, and Georgetown had a major source of waterpower.

The next fifty years marked the flowering of industrial Georgetown, until June of 1889, when the same flood that wiped out Johnstown, Pennsylvania,

destroyed the key stretch of the C&O canal running from Little Falls to Rock Creek. Two days after the flood, the *Washington Star* carried an editorial that served as the epitaph of both the canal and Georgetown industry:

> The injury to the capital by the destruction of the Chesapeake and Ohio Canal is probably greater and threatens to be more lasting than that from the direct effect of the flood upon shipping, wharves, and property along the riverfront and in the submerged district, or that which has been inflicted upon the Potomac Flats improvements. This historic canal, the first of its kind in the country, which Washington planned and which received its starting stroke of the spade from John Quincy Adams, President, has apparently run its course. . . . The competing railroad . . . has no reason to assist in continuing the existence of the waterway. Unless some of the designated parties in interest shall interfere, the canal is dead.

To the best of Ogilvie's knowledge there is no organized effort to save the still-extant Bomford Building structure, located on the north side of Water Street just east of the footing of Aqueduct Bridge. It housed a small electricity-generating, water-powered turbine that, until 1975, was part of what had been the largest milling complex in the District of Columbia. This is the last surviving example of the industrial use of the C&O Canal, and it was probably the only hydroelectric plant ever located in the District.

One of the factors that persuaded the mill's owners to leave Georgetown was the unreliability of the water supply after the United States Park Service took over the operation of the canal. Ultimately, the Park Service decided to halt the flow of water and to maintain the canal as a "pond." This represents "the type of historical redevelopment I hope you will avoid," Ogilvie stressed. "The canal was an integral part of an industrial complex, not a pleasant ditch for pleasure boating. The current recreational use may be an excellent one, but it does not lead to a better understanding of Historic Georgetown."

SUMMARY OF REMARKS BY JOSEPH PASSONNEAU

Architect and engineer Joseph Passonneau has been mapping L'Enfant's Washington for about twenty years. The goal is to chart the community at key points throughout its history, starting with the present and moving backward two centuries to 1970, 1940, 1900, 1860, 1820, and 1791. Changes in the City are mapped in three ways. First, maps of the central area, with building uses identified in color, show how uses of the land and buildings have changed over two centuries. Second, axonometric drawings of the monumental core, at very large scale, show when important, individual buildings were built, demolished, and preserved. Third, aerial perspectives of the region, looking north from the L'Enfant city, show how the city grew, reaching beyond K Street by the Civil War, reaching the L'Enfant boundaries about 100 years after L'Enfant, reaching the District boundaries by World War II, and erupting into the region after the war.

A self-described "Sunday urban geographer," Passonneau ended the session with a brief "impressionistic" slide show demonstrating Georgetown's impressive array of architectural styles. Almost all of Georgetown's houses are variations on a single eighteenth-century theme, in both plan and elevation. That is the reason we find Georgetown so attractive—stylistic diversity, urban unity. The styles depicted in the slides included:

- Examples of Washington's traditional two-story brick townhouses, built early in the nineteenth century
- The only Greek revival house in Georgetown
- A late-federal-style house, with an altered twin next door, demonstrating how the federal style can be converted to early Victorian with a few simple changes
- Italianate and Second Empire double houses on Cooke's Row
- A three-story Queen Anne (Georgetown is, to a considerable extent, a "Queen Anne" town.)
- Twentieth-century row houses of the same style as the original Washington townhouses, but with the addition of porches
- A post-World War II freestanding brick house that could be mistaken for an eighteenth-century, federal row house
- Aerial views of backyards in Georgetown, converted from their original use as the sites of privies, stables, and warehouses to private gardens, patios, pools, and garages.

Finally, a 1973 photograph of a traffic jam on Wisconsin Avenue, following the slides of 200 years of residential architecture, illustrated two key points that Passonneau hoped to make in his presentation:

1) The basic eighteenth-century row-house plan still works in the late twentieth century. In fact, according to Passonneau, this remains "incomparably the most effective way to live in a dense city." Large private investments in gardens, in plumbing, heating, air conditioning, in modern kitchens, have transformed the nineteenth-century dwellings without changing their architectural character.
2) On the other hand, the eighteenth-century grid street pattern does not work today. "It was designed for pedestrians—two-legged and four-legged—and for carts. It would be a miracle if this street pattern worked for massive numbers of large, high-speed vehicles traveling at murderous speeds in all directions. That miracle has not come to pass."

This is one of the miracles that Passonneau hopes the current efforts of the Historic Georgetown Foundation and the National Trust for Historic Preservation will bring about. The streets were, originally, forecourts for homes, providing access, storage for local vehicles, public open space. But modern traffic "savages" these ancient streets. This need not be. Simple, inexpensive changes in their management and design could return the streets to their original uses, without compromising the operation of the modern city.

PANEL II:

PRESERVING GEORGETOWN'S HISTORIC AND CULTURAL RESOURCES

The panel explored a strategy for the historic preservation of Georgetown that takes into consideration Department of the Interior standards, the needs and interests of residents and businesses, and the numerous tourists who visit Georgetown each year.

Panelists: Frank Sanchis (Panel Chairperson), Vice President, Stewardship of Historic Properties, National Trust for Historic Preservation
Jay Brodie, Executive Director, Pennsylvania Avenue Development Corporation
Theresa Brown, Executive Director, LeDroit Park Preservation Society
Robert Bush, Executive Director, Advisory Council on Historic Preservation
Alferdteen Harrison, Professor of History, Mississippi State University, Jackson, Mississippi
Patti Wilson, Executive Director, D.C. Preservation League

SUMMARY OF REMARKS BY FRANK SANCHIS

Not a Washingtonian himself, Frank Sanchis advised that if he was to bring anything of value to the job of moderator, it would be as a "preservationist outsider" unfamiliar with Georgetown, uncommitted to any particular plan, yet eager to learn about and respond to the evolving vision of the insiders for their community's future. The question for this session was: How do we go about structuring the preservation of Georgetown's historical and cultural resources? Sanchis noted that the panel was "marvelously constructed to answer that question from many different points of view." He then introduced the panelists individually.

- Robert Bush, currently executive director of the Advisory Council for Historic Preservation, which advises the President of the United States, has also served as historic preservation officer for the state of Wyoming. Prior to that, he worked in New Orleans; he has published a number of books on the history of that city and of Louisiana.
- Jay Brodie is involved in preservation on a much more localized level. As executive director of the Pennsylvania Avenue Development Corporation (PADC), he is responsible for overseeing development on the north side of Pennsylvania Avenue from the White House to the Capitol, and on the south side in the area known as the Federal Triangle.

- Patti Wilson is executive director of the D.C. Preservation League, a citywide preservation advocacy group. Previously, Patti was at the National Trust, under whose auspices, as a senior program associate with the Urban Program of the National Main Street Center, she worked at various demonstration sites around the country.
- The LeDroit Park Preservation Society, of which Theresa Brown is executive director, is comparable to the Historic Georgetown Foundation in that it promotes preservation efforts in a specific area within the city. Brown is also heavily involved with the Dorothea DeSchweinitz Fund, an important source of support for Georgetown projects.
- Both Brown and Alferdteen Harrison are advisers to the National Trust for Historic Preservation, Harrison representing her home state of Mississippi, where she is a professor of history and director of the Margaret Walker Alexander Research Center at Jackson State University. She is currently on leave to the National Endowment for the Humanities.

Providing some background on his own career, Sanchis noted that prior to joining the National Trust, he was director of the Landmarks Preservation Commission in New York City, a large municipal regulatory agency. New York has had a landmarks law since 1965, and there are now forty-eight city-designated historic districts containing thousands of buildings. There also is a very active Historic Districts Council, an alliance of the sort that many people recommend for the historic districts in Washington.

SUMMARY OF REMARKS BY ROBERT BUSH

The Advisory Council on Historic Preservation deals not only with the preservation officers of the fifty states but also with seven overseas territories and the Federated Republic of Micronesia, by treaty. In addition, the council's founding legislation, along with amendments thereto and the council's own regulations, provide for and explicitly encourage working with local communities on preservation issues. In fact, Robert Bush reported, at its February meeting the council voted to focus its efforts this next year on federal property management at the local level.

An independent federal agency, the Advisory Council on Historic Preservation was created twenty-five years ago through the National Historic Preservation Act. Among its nineteen members are the Secretary of Agriculture, the Secretary of the Interior, the architect of the capital, the president of the National Trust, and the president of the National Conference of State Historic Preservation Officers. The balance of the council representation—the majority of its members—serves by Presidential appointment. These include federal agency heads, Citizen Expert Members (individuals educated and experienced in preservation), and four members appointed from the citizenry at large.

The council, working with the Secretary of the Interior, exists to carry out the provisions of the National Historic Preservation Act, to preserve and protect national historic landmarks. At the local level, one of the problems the council faces is that while there is a great deal of interest, enthusiasm, and willingness

to commit of resources, there also is a consistent lack of any formal structure within local government through which lines of communication could be maintained.

Bush approaches his position on two levels: the philosophical-intellectual ("preservation as an ethic") and the programmatic ("how the council functions to carry out its responsibilities under the law and the policy decisions of the governing board"). Both levels, he noted, are relevant to the concerns of Historic Georgetown.

"One of the things that I am often asked, usually by people who are not that much involved on the positive side of preservation, is, How much preservation is enough?" A useful retort might be, How much clean air is enough? Or, How much green space is enough? How much conservation is enough? But still, eventually the problems of demolition must be faced. Not everything can be saved. What will survive? What must be sacrificed in the greater public interest? How can a project be modified to minimize the damage?

Here the council is dealing not with the philosophical-intellectual but, rather, with the programmatic, the pragmatic. "We are dealing with the particulars of an individual project that is going to have an impact on the community and, within that community, its historical resources. How well does our process actually work?" Fortunately, with a quarter of a century of experience behind it, the Advisory Council on Historic Preservation has a great deal of institutional expertise in working with other federal agencies, the states, and local governments. As a result, the council has had considerable success in meeting a variety of preservation challenges *as* they occur.

The National Conference of State Historic Preservation Officers estimates that during any given calendar year well in excess of 100,000 projects involving preservation issues are being handled at the state level. Of that 100,000-plus cases, the Advisory council will be involved in 3,000 to 3,500. Of that number last year, the council, through its consultation process, was successful in all but eight mitigations.

The balance of Bush's remarks provided an Advisory Council perspective on Historic Georgetown and the preservation planning process, and suggested how the council might become involved:

- The current trend in the administration is remove the federal government from some of the areas in which it has been dominant, and to return these responsibilities to the states and local communities, where, in the case of preservation, they actually belong. To what extent federal support will be made available to encourage local efforts has yet to be determined. "Having worked in the local communities myself before coming to the federal government, I consider being here with you today a welcome opportunity to get back into the trenches."
- Apart from funding, the council can assist Georgetown by working on its behalf with the state preservation office, in this case the D.C. Historic Preservation Office.

- In the District and in the adjoining areas of Virginia and Maryland, the Council weighs the potential local impact of actions initiated beyond the District boundaries. A major recent example is the Outer Beltway, which will directly affect the city of Washington and its individual historic districts.
- The Council encourages and contributes to historic preservation education, through workshops and through the dissemination of comprehensive, up-to-date information on preservation efforts around the country, projects involving government entities, and useful laws.
- Limited planning services are available from the council, particularly in regard to clarifying and helping to coordinate Historic Georgetown's work with the myriad of community, state, and federal agencies involved in the planning process. "As a small agency with a budget of only $2.5 million—petty cash for some federal agencies—what we can do best is serve as a broker."
- The biggest single problem the council faces is constantly being brought into the planning process too late to be effective. "With so many projects, if we had simply been advised that something was going on, we could have advised people how to proceed effectively." The council's Section 106 process (part of the National Historic Preservation Act) is extremely flexible, but it is essential that parties seeking the council's help know what they are planning for, who the players are going to be in the planning process, what the ultimate objectives are, and how much flexibility there is in the overall planning structure. "And *we* have to know these things in time to be of assistance."

SUMMARY OF REMARKS BY JAY BRODIE

Jay Brodie commented that there is only one major historic district in America that has been frozen in time with, arguably, some degree of success: Colonial Williamsburg. But nobody lives there. Visitors partake of a certain kind of experience that represents a "snapshot in time." That is not Georgetown, however. "It never will be and it never has been. Any attempt to freeze it is doomed to failure." Here, the relevant questions are: What aspects of life in Georgetown are fine as they are and should be retained? What aspects are not so fine, and how might they be improved?

More specifically, Brodie observed that there is more than one Georgetown. There are several:

- Residential Georgetown probably has been the most successful at preserving itself.
- Commercial Georgetown, with its largely forgotten heritage, has, since the 1960s, been gradually transformed into "the strip." Why did this happen? How did this important part of Historic Georgetown slip through the cracks of the preservation agencies and laws?
- The waterfront, "a whole other section of life," at one time perhaps could have been preserved with grass and trees and cows grazing, as in the old paintings, and with ships hauling off tobacco. But that era ended a long time ago.

- Industrial Georgetown, also on the waterfront, may be interesting in retrospect, "but it was not terribly lovable, and it is not exactly on the scale of the residential or the commercial areas."

Perhaps each of those Georgetowns needs a different analysis and a different prescription, Brodie advised. An important challenge might be to determine how the four interact, and how they might be made to interact more fluidly. What kind of linkages could be created between them? "That is life on a more complex level than simply saying, 'It's all great and let's figure out how to save it.' There is a strategy here."

Although conceding that the concept of the master plan is not entirely irrelevant, Brodie feels that what is needed for Historic Georgetown is a *strategy* plan. This would consist of two key components, which may at first seem to contradict each other but which Brodie insists do not:

1) Vision. To fight the good fight, you must have a vision that people can rally around. Otherwise, all you can do is react to proposals from others. "It is better to have proposals of your own that other people respond to, proposals informed by a vision that projects into the future."
2) Incremental achievements are equally important. They keep people going as they develop and pursue their grand vision over the long haul. People have to see life improving *now*. This is particularly important to elected officials. It is also good for all the people who live here and the people who visit—"to see change not just as a planner's dream for your grandchildren but as something that you can realize step by step, through positive incrementalism."

Public development, private development, and "that interesting vehicle that PADC represents, the public-private partnership"—all are important to the vision, the plan, and the day-to-day accomplishments. "It has to do with money, obviously, and resources in terms of energy and staff, and it has to do with shared vision by the public agencies, private developers, and the community. It is a triangular partnership, or should be."

Noting that the local development market is in a lull right now, Brodie urged the session participants to act as soon as possible. "Take advantage of the present slowdown to accomplish the very best planning you can, so that when the next cycle of development starts knocking at your door, you will be ready with, 'These are our guidelines, the things that make our community what it is, and they are nonnegotiable,' and, 'Here is a list of things that are negotiable.'"

Developers do not really like to fight with communities. The better ones want to know what the rules are. If you can make the rules clear, on a micro scale and a macro scale, then you are helping yourselves *and* the developers who show up on your doorstep. "I think the time is right to do that. Carpe diem—seize the day, and make a better Georgetown."

SUMMARY OF REMARKS BY PATTI WILSON

The D.C. Preservation League has the unusual role of being not only the citywide private-sector organization representing preservation, it also is considered *state*wide. "D.C. isn't even a state, but the feds invite us to national conferences for statewide preservation organizations."

How does everything work together? Who talks to whom and how does it all fit? "We have a very good preservation law here, D.C. Law 2-144, which is administered by the Historic Preservation Division, the Historic Preservation Review Board." Monthly, the Board reviews the projects that affect historic properties, and the D.C. Preservation League, along with a number of neighborhood and civic organizations, appears to state its views. As the citywide preservation organization, the league is probably the only one of these organizations that has a staff, "and because we do have a staff we consider ourselves the helpmates to the ANCs [Advisory Neighborhood Commissions], the civic organizations, and those groups that depend upon volunteer work. So that is how we fit in. Hopefully, we can all work together to ensure that our city's resources are preserved."

Wilson devoted the balance of her remarks to a discussion of an important and growing trend: the linkage between preservation and the kind of planning that Historic Georgetown is undertaking with its planning forum process.

Twenty years ago, when the D.C. Preservation League began, urban renewal was all the rage, and architects, city planners, and government officials were advocating the wholesale demolition of Washington's downtown. Preservationists at that time were considered "fringe folks." Then the Preservation League started encouraging the incorporation of a preservation approach into the city planning process. "In many ways that was the birth of a new era of historic preservation in Washington, D.C., because we linked preservation and planning. That is the trend of the future, and it will strengthen your effectiveness."

What is achieved by this linkage is the ability to preserve individual structures, the character of a historic district as a whole, and the definitive details that make a community unique. "The zoning laws are not enough. Everyday now developers are using them to circumvent preservation laws. That means that you, in order to effectively launch a fight against these activities, must incorporate that same language—the language of planning and zoning."

In many ways this is already happening. The local ANC has been vigilant in warding off projects that would call for inappropriate variances, and Wilson lauded the Georgetown group as "one of the mightiest we have around." She sees Georgetown as a microcosm for planning efforts throughout the city. "You are talking about preserving and managing your commercial district, and that is what is going on in Dupont Circle. You are talking about ensuring that development along the waterfront is appropriate and compatible. Guess what: Anacostia is talking about the same thing. You are making strides in interpreting the historic contributions of your black community. We are doing

that in Shaw as we initiate a historic resource study there. Everything that is happening throughout the city has happened, or will happen, in Georgetown."

Finally, Wilson urged the participants to hold up what they do as a lesson for other communities. Too often people stumble over themselves and make the same mistakes that somebody else has learned through hard experience to avoid. Historic Georgetown must share what it learns with the other historic districts in the city and with preservationists around the country.

SUMMARY OF REMARKS BY THERESA BROWN

Theresa Brown spoke on two subjects: the Dorothea DeSchweinitz Fund and the need for preservation groups to form alliances.

Dorothea DeSchweinitz Fund

Dorothea DeSchweinitz was "a wonderful Georgetown lady" who bequeathed her valuable local properties to the National Trust. The funds acquired from the sale of these properties are administered by the Trust, according to DeSchweinitz's stipulation that they be spent only in the District of Columbia. "We in the District are very pleased because, of all the states with advisers, only about three of us have an endowment."

Brown has been on the board of the DeSchweinitz Fund since the endowment was first received—"and it has worked wonders in bringing about community participation in preservation that otherwise would not necessarily have happened." She encouraged any organization with a good proposal for a preservation project to apply for this money.

To the detriment of some small groups, the money has to be matched, unlike HUD money and many other federal funds, which has kept the fund from dispersing its support over a wider area. There are imaginative ways to achieve the necessary match, including services in kind, but there is no staff to walk people through the process. "We are trying to expose some of the less sophisticated neighborhoods to preservation, to bring before them the fact that they need to survey their neighborhoods and get them on the register before most of them are gone."

Alliances

"As you undertake this project," Brown continued, "I would strongly suggest that you get to know the other groups who are also doing preservation. Unfortunately so far it has always been, 'There's Georgetown, and then there's the rest of us.' I happen to be in the neighborhood of 'the rest of us.'" Brown lives in LeDroit Park, which has been on the National Register since 1974. She encouraged Historic Georgetown to work jointly with the other historic districts in Washington, including Cleveland Park, Dupont Circle, and LeDroit Park. All are about the same things, she stressed: the quality of life in the neighborhoods and the preservation of historic resources. "We do not need layer upon layer of

organizations all duplicating what the others are doing; we need cooperative, mutually beneficial alliances."

LeDroit Park is a less affluent neighborhood than Georgetown, and there have been many times when LeDroit's advocates were in serious need of help. Other neighborhoods have terrific resources, but they have either been unwilling or unable to share. "When a community needs help from lawyers, there should be somewhere to go. We have been unable to do that. I had to go and be the lawyer, begging and pleading, 'Poor little old me, here I am again.' I got the response I needed, but I had to appeal to people's sympathy. This should not be."

SUMMARY OF REMARKS BY ALFERDTEEN HARRISON

On leave from her university professorship, Alferdteen Harrison is currently with the National Endowment for the Humanities, the Office of Outreach, which works with inner-city groups all over the country, with historically black colleges and universities, and with various minority groups that have been underserved by the Humanities Endowment—"and most community historical organizations have been underserved by our agency, according to statistics." Of particular relevance to Historic Georgetown would be the Division of Public Programs, which supports humanities projects in museums and historic sites.

Harrison became interested in historic preservation because she wanted to interpret African-American culture. In Mississippi she has helped to start a historic preservation concentration at Jackson State University, and currently serves on the Mississippi State Historic Preservation Review Board. She also helped to organize, and is in the process of helping to interpret, a black historic district in Jackson, Mississippi. "As an African-American mother, if I were to find myself in Historic Georgetown in the year 2000, perhaps with my grandchildren by then, I would like to be able to show them, through your interpretation center, that they were a part of America's heritage as seen in Historic Georgetown. I want us to do more for our grandchildren than we have done for our children. I want them to see themselves in America's historic fabric."

She offered two suggestions for consideration as Historic Georgetown develops its master plan. First, as part of the planning process for interpreting the historic district in an interpretation center, the following questions need to be asked:

- What part of the nation's story can best be told through this neighborhood?
- How is Georgetown's story different from other stories that are told in other districts of Washington? How is it different from what can be told in other areas of the country? If this neighborhood disappeared, what part of America's heritage would be lost?
- What historical personalities from this district help to tell the nation's story best? How would the story be incomplete if you did not interpret the lives of these individuals?

- What ethnic groups have contributed to the uniqueness of Georgetown? Was there—is there—an African-American presence?
- What places, what buildings are best suited for telling Georgetown's story?

Second, special, sensitive attention must be give to the minorities who live in the community. Are they interested in or have they been invited to become involved in Historic Georgetown? If they once lived here, find them and get their stories for the libraries and for your interpretive center. Cultivate their interest and participation through special events focusing on their culture and their history. "I think you will feel better about having included minorities and ethnic groups, whoever they are. They will certainly feel better by being involved in a positive way. And there will be times when you will need political allies. They will be there to help you fight whatever battles must be fought."

Cultural understanding, preservation, and dissemination become increasingly important as the nation's cultural remains deteriorate. These records of the past—books, letters, personal papers, material artifacts, architectural monuments, old neighborhoods—are important for each succeeding generation. "The stories of our lives and those of our ancestors are told through them. Because seminal cultural vestiges are available on Greece and Rome we have studied and learned the lessons from their past. America's culture can be studied through similar cultural remains today and in the future."

QUESTIONS AND ANSWERS

Comment: (Frank Sanchis) Interpretation is something that we at the National Trust are very focused on right now. The Trust owns seventeen house museums, all around the United States, and for the past couple of years we have been taking a good hard look at what we say to the public when they visit those house museums. Why are we so anxious to preserve our historic resources in the United States? So that we can learn from them. How can we learn from them? Through what we are told about them. So interpretation is really at the core of what historic preservation is all about. Unfortunately, misinformation about historic buildings in the United States is delivered daily by the ton. We need to clean up our act.

It might be interesting for you to seek out representatives from a couple of comparable historic districts in the United States. I would suggest Charleston, South Carolina, the Vieux Carré in New Orleans, and perhaps Society Hill in Philadelphia. Prior to the creation of the National Register even, these districts were already being presented in one way or another to the public. They have dealt with multicultural history for a long time. So there must be much to learn from them. This could save you a lot of trouble and point you in the right direction at the outset.

Comment: (Kathleen Lesko, Georgetown University) In 1986 one of our black faculty members, Valerie Bath, proposed a community outreach project for the bicentennial celebration: a documentary film on the history of the African-American community of Georgetown. Surprisingly, a lot of people

did not even know that there had ever been a sizable black presence here. We decided to make this our main community outreach project for the bicentennial, and by default I became executive producer. In 1989 *Black Georgetown Remembered* premiered on channel 32. It was a tremendous experience. We had reached out and met close to 200 current or former black Georgetowners. Sadly, we had learned that there were only sixteen black families still residing here. But we had also learned that every September a Black Georgetowners Reunion dinner dance is held at St. Lukes Catholic Church; last year close to 500 people attended.
Our documentary was very favorably received, and because of that and because of the wealth of cultural and historical resources we were unable to put into the film format, we decided to seek a grant to do a book to supplement the film. It has taken us two years. We just took the manuscript and over a hundred original photographs to the Georgetown University Press, and the book, which will also be called *Black Georgetown Remembered*, will be coming out in August. We intend to distribute copies of the video and the book to all the schools in the metropolitan area, and we are also printing enough books, financed by our grant, to give copies to churches and other organizations around the community. This kind of thing takes a lot of time, a lot of hard work. But the funding sources are out there if you have a good product.

Q: (Alferdteen Harrison) What have you done with the resources you gathered for these project?

A: (Lesko) Georgetown University has agreed to create an archive at their library, a Georgetown black history archive. We have been working closely with John Reynolds, the university archivist, and these materials will go into the special collections room on the fifth floor of the library, where they will be available to the public. None of this could have ever happened without the trust and the cooperation among all the groups and individuals involved, primarily Carter Bowman, the archivist here at Mount Zion United Methodist Church. The visual part of the book is largely the result of his time and generosity in working with us and sharing his resources.

Comment: (Patti Wilson) As neighborhoods move forward in their revitalization processes, certain people have a specific vision for the community, and often they believe that historic district designation will help them to fulfill that vision. That is true. But there are times when that vision does not include some of the existing residents—all of which comes under the moniker of gentrification. In Georgetown and in other communities, as the complexion of the community changed, historic district designation came pretty much at the same time. Some people fear that designation *causes* that to happen, although studies indicate that is not true. But what I as a black preservationist always advocate is that it is time for members of the black community to start seeking that designation, to ensure that they get the recognition they deserve, that their resources are preserved, and that their story is appropriately interpreted.

Q: (Peter Armato, BPAG) I have a question about the citywide coalition idea. I thought the Preservation League served that function in some way. Could someone clarify that for us?

A: (Wilson) Although the Preservation League is a citywide organization, with members from throughout the metropolitan area, we do not serve as an umbrella organization. All the other organizations are not members, though we encourage them to participate. There was at one time a group called the Preservation Alliance, and the idea was that all the various preservation organizations would send one representative and we would talk about citywide preservation issues. That is now pretty much defunct, so there is still the need for a citywide linkage of preservationists, especially when issues come along that are going to touch us all.

Q: (J. L. Zaring) We have enjoyed some really interesting presentations today, but although I presume we are undertaking this exercise because we perceive some sort of threat to Georgetown, I do not clearly see from any of the presentations what that threat is perceived to be. We have many problems. We went through a long period of rather disastrous development over the past twenty years. But does anybody really see a threat of new development in the Georgetown area, and if so where is it going to occur? What other problems should we be guarding against?

A: (Wilson) Georgetown, like other communities, must continue to be vigilant about warding off inappropriate large-scale developments. In addition, there is a management issue that does not necessarily involve large-scale development, but it involves the tremendous number of people coming into your community, both the commercial sector and the residential sector. How can your very fragile historic resources survive that influx of population and traffic? Effective planning requires that you lay out plans *before* serious problems take hold.

A: (Tanya Beauchamp) From the point of view of our office, and probably of the Commission of Fine Arts as well, the biggest threat to Georgetown's character is the infill of open space, the destruction of gardens. After the buildings, the most important, most definitive assets of Georgetown are the gardens and trees.

A: (Armato) Just as there is gentrification in housing, there can be a similar phenomenon in the commercial sector. As property values rise, many businesses that cater to residents, even though this is a very affluent neighborhood, find that they cannot make enough money to justify staying in their present locations. They cannot afford the rents anymore, or they are displaced by national chain stores. We need to be concerned about that if we are going to keep this neighborhood viable and convenient for the people who live here.

A: (Ruth France) I see *de*gentrification as the current threat to the commercial sector. We are seeing a "malling" of Georgetown. People do not come to Georgetown for the historic buildings; they come to party. They come to go to bars and restaurants. And that is dangerous, because what follows is disaster.

Comment: (Wilson) Acknowledgment of that syndrome has to be part of your management strategy, which must recognize that right now you are undergoing commercial displacement, that the uses targeted for the local

residents are being displaced by higher-priced uses catering to people who come into and then leave Georgetown, which contributes to your traffic problem. The fact that you would rather have a multiplicity of services that speak to your historic neighborhood, speak to the fact that you are a residential neighborhood, but also speak to the fact that you are a tourist site, all have to be incorporated into your management strategy, and that is the job of a management entity.

Comment: (Kathleen Hunter) When we talk about cultural diversity in Georgetown, although of course we want to begin with the racial-ethnic diversity that has been part of the city from its founding, we also should think about cultural diversity sliced in a different way—the working groups that have been here, the unique kinds of trades that have been here, the economic culture. We also need to begin thinking about the university students as part of the culture of Georgetown, not just another problem. They do in fact contribute to the neighborhood in some very interesting ways. I am president of an advisory group at Georgetown University's Center for Immigration Policy and Refugee Assistance, and I run around with those kids in vans on Wednesday nights when they tutor Hispanic kids all over the city.

My second observation is that, as the director of education at the National Trust, when I think about our lack of an inventory for Historic Georgetown, it occurs to me that, strangely perhaps, this may serve us well. We have a much more sophisticated notion now of what ought to be part of an inventory than we may have had ten or fifteen years ago, and we have an opportunity to do a much richer cultural inventory than we probably would have done earlier on.

DAY TWO:

OPENING REMARKS AND KEYNOTE ADDRESS

This session focused on stimulating and harnessing community commitment to urban revitalization through the establishment of a central Main Street management program.

Opening Remarks: Ronald Lee Fleming, President, Townscape Institute, Boston

Keynote Speaker: Norman Mintz, Project for Public Places in New York

SUMMARY OF REMARKS BY RONALD FLEMING

The concept of Main Street management is much more than simply hiring a consultant to stop by every couple of weeks or so, hear complaints, and make some suggestions. The Main Street manager *manages* his or her program from an office on the street, working closely and day-by-day with the merchants over an extended period—as long as it takes.

Ronald Fleming credits Norman Mintz with doing a great deal to establish the credence of this concept, beginning in the early seventies, when for a number of years he managed the Main Street Program in Corning, New York. "Norman was there to hear what the merchants had to say and to work with them on the design of individual signs and facades. He was able to see the results of his work, and so were many of the rest of us who made pilgrimages to Corning, one of the earliest examples of a successful Main Street program."

SUMMARY OF REMARKS BY NORMAN MINTZ

"For those of us who are involved in downtown revitalization, the most important thing for the street and for the community is to get things done. I am not happy unless I see results." According to Norman Mintz, this takes commitment from the community, a sound organization, and an individual willing and qualified to assume responsibility for carrying out the program: the manager.

To demonstrate the scope and magnitude of the downtown revitalization process, and to show some positive results in specific communities, Mintz used four cases studies, which he illustrated with slides. All were projects in which he and the firm with which he is associated, Project for Public Spaces (PPS), have been involved. PPS, a not-for-profit design and consulting firm based in New York City, works with downtowns all across the country.

Hoboken, New Jersey

Washington Street, in the heart of this square-mile community across the Hudson River from Manhattan, is a mile long and similar in many ways to Georgetown's main thoroughfare, M Street. Because of its length, Washington Street has strong commercial anchors on either end, but in the middle it goes through a residential neighborhood, resulting in a lively mix of homes and businesses.

Among the pressures on Washington Street in recent years was the opening, only half a mile away, of the Newport Center Mall, which stole away several businesses and swarms of customers. In addition, major renovations of the waterfront near Newport Center were being planned in conjunction with the Port Authority of New York and New Jersey.

Fortunately, the Community Development Agency of the City of Hoboken was sensitive to these pressures and determined to do whatever was necessary to ensure a future for Washington Street. PPS was hired to help with the analysis and planning. "Basically we spent a lot of time just observing the changes that had been taking place on Washington Street, the people who had been moving in, the people who had lived there for decades, the types of shops, and the changeover of stores that has occurred in the last couple of years."

Mintz and his colleagues discovered a number of unhealthy trends:

- Real estate speculation was driving up rents and driving out some of the longtime commercial occupants. Stores were being boarded up, and many buildings were up for sale.
- Because no one was coordinating the pickup of commercial refuse by the city, overflowing cartons of garbage remained on the street for days at a time.
- Graffiti and litter and people hanging out in front of abandoned stores gave the impression that crime was beginning to take hold. "This was not a real problem, it was a perceived one, but the public was beginning to feel unsafe."
- The Washington Street infrastructure, including the sidewalks, was decaying. Streetscape improvements made years before were being allowed to deteriorate.
- Many of the attempts over the previous ten years to rehabilitate building facades had been misguided, corrupting the architectural integrity of the street.
- Motorists had become accustomed to ignoring parking regulations, and double parking was exacerbating traffic problems.

To counter these trends, and to restore viability and vitality to Washington Street, PPS pursued the following strategy:

1) Gathering forces. Mintz's firm began immediately to cultivate the interest and trust of merchants, citizens, and community leaders by talking to them individually and in small groups. Gradually the frequency of and participation in the group meetings increased as people became excited about the revitalization process.

2) Management association. A new organization, the Hoboken Advantage, was formed to replace the loose confederation of a few "fiercely independent" merchants that previously had been Washington Street's only alliance. The board of directors of the new organization represented the public and private sectors equally.
3) On-site manager. One of its first actions, "and something we advocate strongly," was to hire a downtown manager to set up an office right on Washington Street, in a vacant storefront.
4) Immediate results. To show the community some immediate *visual* results, first, a simple but attention-getting promotion was organized for the Christmas shopping season: Ho-Ho-Hoboken. "Where they had nothing before, now they at least had a Santa Claus walking up and down Washington Street. The community got a big kick out of it." In addition, of the many storefronts and other facades that had not been properly cared for over the years, some had been covered over, and others were being "improved" in ways that destroyed their architectural integrity. The immediate push of the Hoboken Advantage and PPS was to identify properties that could be improved right away simply by uncovering the architectural treasures buried behind false fronts or by halting and reversing misguided changes.
5) Education. A longer-term, ongoing effort was initiated to educate property owners and merchants about what they had that was worth preserving, to make them aware of the need for facade rehabilitation and storefront improvements, and to convince them of the value of the architecture that existed on Washington Street. "In many cases, it takes very little time and not too much money to give a storefront some dimension and excitement. The idea was to convince the community and the merchants that something *could* be done."
6) Vision: long-term goals, intermediate improvements. People wanted a vision of what Washington Street could look like someday, "so some fancy renderings were put together to get people excited." To encourage property owners to make incremental improvements, a low-interest loan program was put together by the Community Development Agency. PPS provided free design consultation and worked closely with contractors through the implementation stage to ensure that the work was done correctly.
7) Ongoing problem solving. The street litter problem was a major priority for the Hoboken Advantage. On the advice of PPS, a company was hired to supplement—but not to take over—the city's collection services, a strategy that Mintz recommends for other communities. "If the city comes by twice a week to empty the trash, and you feel that it needs to be done more often, if you have your own organization, you can supplement those services with additional pickups."

   The city used the police department to counter the fear of street crime and to attack traffic problems, particularly those caused by illegal double parking. A patrol car was posted on the street to make sure the cars were always moving, and a number of foot patrolmen were hired to show a security presence.

Corning, New York

It was on Market Street in Corning, where Mintz himself served for nine years as the Main Street project manager, that he worked out and tested many of the techniques that he has since applied in communities across the country. In 1974, when he arrived, the street was already listed on the National Register of Historic Places: "four blocks of really terrific buildings, but nonetheless in the early seventies nothing very exciting was going on, and about 25 percent of the stores were vacant."

During the first years, Mintz's job was to assure the merchants, property owners, and the community that preserving and rehabilitating what they had was a worthwhile approach to revitalization. This was accomplished through walking tours, workshops, and individual visits and consultations. "Education is paramount. It takes a lot of time to get to know the merchants on a one-to-one basis, and you do not see instant results, but it pays off in the long run." Educational outreach into the community at large was accomplished with newsletters and by getting the local newspapers interested and involved.

The manager whom Mintz hired to replace himself when he left Corning provided programmatic continuity but also initiated his own new types of improvements. Where Mintz had worked primarily on the storefronts, the new manager concentrated on the upper floors of the buildings, most of which had been vacant for years. Many are now used as design studios, galleries, and apartments. Such new uses of real estate and other benefits to the community have been further stimulated by a special $100,000 fund, administered by the Market Street Restoration Agency, to encourage artists from across the country to move to Corning. Through the fund, approved artists—many of whom work with glass—have been given low-interest loans to pay for relocation.

Tourism is another important component of the Corning project. Over 600,000 people visit the Corning Glass Center each year, and the Market Street Restoration Agency works with the Corning Company to ensure that tour buses make stops in the downtown commercial district. Not only are Colorful banners visually exciting for visitors and residents, the process of designing and constructing them gives the agency a chance to work with all the local tourist attractions, who also help to pay for such projects.

Another successful program encourages people to set up bed and breakfasts in Corning. This is far more appropriate to the historic character of Market Street than a new ultramodern hotel would be.

Pittsfield, Massachusetts

All the funds for the Hoboken project come from the city. The program in Corning is funded by a private-sector corporation. In Pittsfield, the management organization, Pittsfield Central, is financed jointly by the city and the private sector. "The wonderful thing about management is that there is no one set way to do anything. All that matters is that the organization be strong."

The special area of expertise of Pittsfield Central's manager is promotion. She works very hard to ensure that some kind of event is going on all the time—from fence art shows to the annual Christmas parade to lunchtime concerts on the steps of city hall.

Like Hoboken, Pittsfield is under pressure from a mall that just opened nearby, along with the closing of North Street's anchor department store. A two-pronged effort to counteract these pressures has enjoyed a great deal of success:

First, Pittsfield Central's manager works with existing merchants to make their shops more attractive, through facade improvements and lively window displays. They also are encouraged to take out combined ads to entice the public to shop downtown.

Second, an ongoing effort was launched to bring in new businesses. Members of Pittsfield Central's board of directors were recruited to the Retail Improvement Committee, and—armed with a colorful brochure—they have managed to attract a number of new enterprises to North Street, including a food store and a clothing shop.

Grand Central District, New York City

Grand Central Station, one of the busiest crossroads in the world, is the centerpiece of the largest business improvement district in the nation, more than fifty square blocks in the heart of midtown Manhattan. The relatively new management organization, the Grand Central Partnership, already has solved what was formerly one of the area's worst problems—litter—by hiring a crew to "get dressed up in nice clean white shirts with the Partnership logo and keep the streets clean." Where possible, the clean-up crew also removes or paints over graffiti. To finance this and other improvement projects managed by the Grand Central Partnership, property owners pay an annual assessment. "I dare say midtown Manhattan is probably one of the cleanest areas in New York City, as busy as it is." In addition, uniformed security personnel have been hired to combat the perception of street crime in the area.

The Partnership's longer-term efforts include overseeing capital improvements to midtown public spaces, such as the planting of trees and the widening of sidewalks, and the development of guidelines for facade restorations and improvements. An illustrated brochure distributed free to merchants and property owners led to the development of a "design-criteria lease attachment," which landlords are encouraged to incorporate into their agreements with tenants.

QUESTIONS AND ANSWERS

Q: How do you measure the success of these initiatives, both initially and over the long term?

A: (Mintz) Although I have no precise dollars-and-cents standards, apart from measurable decreases in vacancy rates, I view results in terms of whether or

not a community comes to look at its downtown with fresh eyes. Often in the beginning people will be quite negative, but in response to visible improvements, soon a positive attitude begins to take hold. If the improvements keep coming, particularly the more substantial ones that take more time, eventually the community spirit is profoundly transformed.

Q: In Georgetown, for a number of reasons, it is difficult to get the city to work with us. Can programs like these be successfully implemented and maintained by the private sector?

A: (Mintz) Although in Hoboken the city took the leadership role, more often than not that role is filled by the private sector. If you wish to continue pursuing a city partnership, be sure to document everything you do, and then after some success, sit down with the officials and show them what you have accomplished. A municipality is more apt to be lured into participating if some other entity has already achieved some success.

Q: What does the private sector need to do to encourage cultural diversity in such an enterprise?

A: (Mintz) You have to work closely and proactively with the whole community. Business people can tend to work among themselves, to forget that there are others who share some of the goals of revitalization, who may be helpful in achieving them, and who have unique needs of their own. You must make a conscious effort throughout the planning process to include representatives from all the different constituencies.

The initiative for a management organization can come from various sources. In one city it can be the public sector, in another it can be the private sector. Whatever the source, it is important that a balance be reached between the various parties. Above all, be sure to glue the community (i.e., local activities, fraternal groups, cultural institutions, schools, etc.) by making these groups an active part in the board composition.

PANEL III:

INTERPRETING GEORGETOWN'S HISTORIC AND CULTURAL RESOURCES

The panel explored the best ways to help residents, businesses, and visitors recognize and appreciate the historical and cultural features of the community. How can an awareness of the community's heritage be integrated into the daily life of the neighborhood, and how can we help visitors develop a stewardship ethic towards the neighborhood?

Panelists: Ronald Lee Fleming (Panel Chairman), President, Townscape Institute, Boston
Jean Taylor Federico, Director, Historic Alexandria
Richard Levy, Businessman, Business and Professional Association of Georgetown Arts Project
Richard Longstreth, Professor of American Studies, The George Washington University
Gary Scott, Regional Historian, National Park Service
Becky Hannum, Director, Art in the Marketplace, The Rouse Company

SUMMARY OF REMARKS BY RONALD FLEMING

According to Ronald Fleming, the ideal interpretation goes beyond historic places to celebrate every aspects of a community, including ethnic identity, geography, and industry, all of which should be part of the interpretation strategy. He also advised telling the story of their preservation so people can be reminded of past victories, defeats, and policy choices. The techniques of interpretation vary widely, from the prosaic to the lively and innovative. To generate more of the latter, Fleming encouraged direct involvement of artists, artisans, and writers in the interpretation process, to work in concert with historians and preservationists. "Artists have often thought of the past as an impediment, and yet some of the most glorious things have been done by artisans and artists in that past, so there need to be some connections."

As president of the Townscape Institute, Fleming has worked in a variety of communities in the last few years on projects that he calls "place making," collaborating with artists and artisans and community residents. "One of the problems with modern American life is that everything is done by organizations and professionals. We need to empower people in neighborhoods to be involved again. I like very much the notion of using senior citizens and students to create pieces of the fabric of the city, which then give them a personal investment in it."

Fleming also favors the idea of using photographs to show how a place has changed over time. "Often photographic exhibits can be mounted where the public can study the street that the photos depict—in lighted bus stops, for example—so people can look up and see a whole block as it was in 1920, and then look down and see the way it is today."

In reference to the proliferation of malls in Georgetown, many in old buildings that have been radically altered, Fleming thought it might be a good idea if developers were required to interpret the changing condition of buildings as they evolved. "So much instant architecture has been created here, some of which has a nostalgic, quasi-historical quality to it, that it is hard for visitors to interpret what has happened over time. It would be helpful to give people a sense of what is new and what is old."

Fleming showed slides to illustrate the wide array of interpretation approaches in use around the country.

- Washington's Willard Hotel, which has a long and celebrated history, makes use of perhaps the most traditional way of marking buildings, the bronze plaque. This is not as popular as it once was. The metal has become extremely expensive, and frequently the plaques are stolen and sold for their bronze. Fleming suggested anodized aluminum, which can reproduce photographic imagery. The Park Service uses this.
- Wave Hill, a park in New York containing a series of interesting houses and a garden, features an interpretation of the social history of the families who once occupied those houses, with plaques that lead strollers through a historical review of the area. Similarly, in Washington, James Goode's *Capital Losses* is one of the few architectural books that goes beyond dates and styles to describe the families who lived in the houses and the extraordinary events that took place in them.
- Celebrating the humbler aspects of life as well as the great events is part of the new interpretative approach at the Independence Hall National Historic Park in Philadelphia. Visitors are now told about the more modest houses and public buildings and the people who lived and worked in them.
- Fleming's wife, Renata von Tscharner, developed a unique interpretation tool for the old city hall in Boston, the original site of the oldest school in America, Boston Latin Grammar School. A series of ceramic and bronze squares depicting the history of the school were created by artisan Lily Ann Rosenberg and embedded in the sidewalk to form a hopscotch pattern. Hopscotch is an eighteenth-century game that was played by the children who attended the school. The site is on the Freedom Trail, a line of bricks that leads pedestrians through Boston's historic core.
- The most comprehensive interpretation of a single building that Fleming has seen is inside the Pension Building, now the National Building Museum, in Washington. On one side a video display tells the story of the building, and opposite that is a vast series of historic photographs and letters, along with other written materials relating to the photographs.
- In about 1940 a store in Newburyport, where the vast majority of the architecture is federal, installed an art deco front. Recently, when the street was being restored, the question arose about whether the storefront should be

removed. The restorers chose to keep the deco look, enlivening the street with the juxtaposition of two wildly contrasting styles while remaining true to the history of a constantly evolving cityscape.

- For the Cincinnati bicentennial, the Townscape Institute was commissioned to create a computerized information system for downtown visitors. Users could choose among a variety of subject areas, including tours and trails, centennial events, and past and future views. "People were constantly pushing the buttons, getting involved. It made them active explorers rather than passive viewers."
- For the Brooklyn Bridge centennial, environmental artist Jane Greengold created a series of rooms inside the bridge occupied by an imaginary character from the last century who helped people understand the whole history of the bridge through diary accounts of her life.
- In Seattle, an artist did a series of ten dance steps on Broadway at the bus stops. "You can literally dance your way down the street."
- You can interpret the whole spirit of a town, Fleming advised. In Flint, Michigan, his organization helped preservationists celebrate the history of the automobile and the labor union movement, in particular the greatest strike in American history, the Flint Strike of 1936-37. A ceramic-tile mural based on a series of photographs of historic vignettes and interspersed with text, including quotes about labor unions from Abraham Lincoln, became "almost like a religious shrine."
- Between 1988 and 1990, the organization assisted in the Radnor, Pennsylvania, Gateway Enhancement Strategy by recruiting and coordinating a collaborative design team that included an environmental artist and a landscape architectural firm for the design of a five-mile corridor of historic Lancaster Pike and the intersection of a new arterial highway. The strategy included a megalithic "mental" landscape recalling Radnorshire, Wales, with a dozen sculpture elements including a "Stonehenge" park, a twenty-two-foot cairn, and a twenty-six-foot granite obelisk sandblasted with symbols from the Township seal.
- In 1988 the organization developed a public art plan and implementation strategy, and juried the resulting public art commissions, for the Marion Street Transit Parkway in Tampa, Florida.
- Finally, with the James Center Art Plan and Commissions, in Richmond, Virginia, the group addressed the need to humanize the ground level of downtown Richmond's largest commercial complex and defined guidelines and metaphors for public art suited to the surrounding area. It also coordinated five art commissions valued at more than one million dollars.

After concluding his slide show, Fleming introduced the panelists:

- Richard Levy, a property developer with a background in the arts, would talk about the need for a master plan—a unifying force—for Georgetown.
- Richard Longstreth would bring a historian's perspective to the challenges of planning and interpretation.
- Jean Taylor Federico, director of Historic Alexandria, "which has the luxury of government funding," would talk about the need for Georgetown and Alexandria to rediscover their common roots.

- Gary Scott, a historian with the National Park Service and for several years the historian at the National Cathedral, would speak about the interpretation projects in the works at the Park Service.

SUMMARY OF REMARKS BY RICHARD LEVY

When Richard Levy hears Georgetowners pining for the good old days, his response is, "I can tell you they were not good old days. Georgetown has gone through many ups and downs and cycles, but there is no one moment of a glorious past, although the city's evolution is very interesting." He is staggered by the fact that Georgetown sits on top of so many incredible resources but seems unable to come together to catalogue and interpret and make the best use of them. "The diversity that is the history and the present of Georgetown is both its strength and its Achilles heel." Residents, merchants, and property owners are constantly at odds, and what is sorely lacking is some kind of unifying force to pull people together to take responsibility for their community.

Unfortunately, responsibility is easy for everyone, including Levy, to avoid. A businessperson *and* a resident, on weekends he goes home, closes his door, gazes out the back window, "and it looks like I'm in the country. It is totally removed from what goes on on Wisconsin Avenue or M Street. That remoteness encourages me to say, 'I'll just give up the streets over the weekends,' rather than take responsibility for what goes on." The merchants respond in much the same way, refusing to be held accountable, to set standards for what they want of and for the community, to encourage visitors to treat the cityscape respectfully.

The only way property owners, merchants, and residents will ever work together is through a shared vision, articulated in a master plan that everyone can buy into, so that Georgetown can become the kind of lively but orderly environment that people can be happy in and proud of.

SUMMARY OF REMARKS BY RICHARD LONGSTRETH

"For whom does Georgetown want to be a retail district?" Richard Longstreth asked, noting that in any redevelopment effort, those in charge must know who their target audience is. And it is never any one group but, rather, a range of people, he insisted. In Georgetown this means people from the community, people from throughout the metropolitan area, and tourists from all over the world. "I do not live in Georgetown. I cannot afford to live in Georgetown. Some of my family and friends do, or used to, and my wife grew up here. Everybody has a very distinct opinion about who should come here, who should not come here, who should shop here, what should be for sale and what should not be for sale here." Although he realizes that there will probably never be a pure consensus, he warned that as long as so many fundamental disagreements remain, there is little hope for the long-term efficacy of the commercial district.

He stressed the need for a strong central organization to take charge—to supervise the development and strict enforcement of guidelines. "Some of the most draconian measures in managing a retail district have led to some of the greatest long-term successes."

Longstreth feels that the target-audience, or target-audiences, question is critical to interpretation because Georgetown has to know whom it is interpreting itself for. It must make itself readable and accessible, and yet it must remain true to itself. It must not be allowed to degenerate into a sideshow, "where the hype wreaks havoc on the historic character."

He concluded with some advice on explanatory publications, noting that throughout Europe, even in "minor" eighteenth-century churches in Rome, "the tourist can walk in off the street and get a better publication with better illustrations and more information about that building than you can get at the U.S. Capitol." The European guidebooks are informative, accurate, beautifully illustrated, and affordable, but Americans have never learned how to put their own versions together. "I think one of the best ways for the body public to acquire this kind of information is from something that costs under ten dollars, with lots of color illustrations and a succinct text. These sorts of things should be available at newsstands and bookstores."

SUMMARY OF REMARKS BY JEAN TAYLOR FEDERICO

From across the Potomac, Jean Federico views Georgetown as a sister city sharing a common heritage with Alexandria, whose historic district she is responsible for, as well as with other historic districts throughout the metropolitan area. One way to rediscover the common roots is to dig into one's own history to the depth at which your roots grow together with those of others.

She pointed out a number of areas that are ripe for research and interpretation in Georgetown and gave some advice on how to pursue those efforts:

- Georgetown has a wealth of tax records, inventories, wills, and census records—documents from the late eighteenth and early nineteenth century—that everyone in the area needs to know much more about.
- Although Georgetown has existed for centuries, in general its past is poorly documented. To correct this situation, people in the community should be encouraged to write histories, to write articles for publication, to document their findings with plaques and wall markers.
- Urban archaeology can play an important role in historical research, and Washington's historic preservation officer can advise on what has been done so far, what needs to be done, and how to go about it.
- Long-established local institutions such as Georgetown University and Georgetown Visitation School have a wealth of relics from the city's past. Several years ago, Federico discovered Georgetown Visitation's needlework, including early views of Washington City done by schoolgirls in the 1790s.

Federico laid particular stress on the importance of proper documentation of historic structures that are to be restored. "In the eight years that I have been in Alexandria, we are constantly going back to redo things we thought we had done right. Start with furnishing plans and historic structures reports so that you have all the evidence before you take the first step." She also recommended conducting a paint analysis early on, before plans are drawn up.

The depth and breadth of the necessary research on historic buildings will require huge bodies of volunteers. Although Federico has a very large staff and a generous budget, she relies heavily on hundreds of volunteers, for archaeological work, for Historic Alexandria's tourism operation, and to help out at every one of the city's historic sites.

In staffing, the focus of research, and the makeup of the board of directors (if such a structure is used), it is crucial to reflect the full diversity of the community's ethnic, racial, and socioeconomic mix. "We all know that in Alexandria and certainly in Georgetown, there were free blacks and there were slaves, and we must not gloss over this." Everyone in the community must have a sense of full participation, including the descendants of the immigrant groups who came to Georgetown in the early nineteenth century. "They should play a major role in how you interpret your history, and they should be involved in the planning from the very beginning."

Alexandria attracts over a million visitors a year, and the city is vitally interested in maintaining tourism as a strong component of the economy. "But you must understand that the major role of a tourism initiative is to put people in hotels and restaurants, not to bring them to your historic sites." Getting the tourist out of the hotel to explore local history remains the responsibility of those directly in charge of the sites, who should not overlook the financial and public relations benefits of renting out historic sites for weddings and other social occasions.

Georgetown also desperately needs to rediscover its waterfront. On the other side of the Potomac, Alexandria has put considerable money and effort into waterfront redevelopment, not to return things to the way they were in the nineteenth century but to create an inviting modern recreational area with historical resonances. "The fact that we have an anchor, a linchpin, the Torpedo Factory in the middle of the revitalized waterfront, is tremendously important for our tourism."

Parking is a problem on both sides of the river, but particularly in Georgetown, which does not have Metro access. Federico recommended organizing shuttle vans to stop at specific sites in Georgetown, to get people moving from one place to another without having to resort to their private cars.

Federico strongly advocated conducting a visitors survey to find out what people want of Georgetown. Why did they come in the first place? What specifically did they come to do and see? What improvements would they appreciate?

Program evaluations are equally important. Find out what people think about what you are doing. Ask them to fill out a survey form to give you some honest feedback so you can determine if you are reaching your target audience.

Finally, Federico urged Georgetowners to celebrate their accomplishments. "Even if the only thing you do after this seminar is get together to celebrate the fact that you got together and that you have these things in common to talk about, you get a sense of cohesion from these gatherings."

SUMMARY OF REMARKS BY GARY SCOTT

Gary Scott began with a story illustrating the power of myths. The historic Old Stone House in Georgetown is the oldest house in the District of Columbia. All through the latter nineteenth century and until 1950, when the Park Service took over, there was a plaque on the building designating it as "George Washington's Engineering Headquarters," and it was commonly believed that in that house L'Enfant first showed Washington his plan for the capital city.

Then about the time of the congressional debates over acquisition of the Old Stone House by the Park Service, it was pointed out that, regardless of the plaque, no one had ever proved that Washington or L'Enfant had even visited the house. And there was not a scrap of evidence that the fabled first Washington planning meeting had taken place there.

Fortunately, a successful pitch was made for acquiring and restoring the Old Stone House for its architectural merit, and Congress agreed to take it into the National Park Service. But as Scott pointed out, "The legends and myths that surrounded the house were just as interesting as is the rather banal story we tell there today," and without that plaque and the community's acceptance of what it told them, the house would have been torn down decades before.

Myths and legends stimulate people's interest in the history of a place, and right now that interest could use some stimulation. Although there are many old publications on Historic Georgetown, including booklets and brochures, self-guided walking tours, and books on architectural history, most of them are out of print. "I submit to you that this is evidence that twenty or thirty years ago people were a lot more interested in Georgetown history than they are today. How can we bring that back? What is the Park Service doing?"

- An attempt will be made to reinterpret the Old Stone House, through a study financed by a small grant to examine "how this vernacular house managed to survive so long simply because of the legends associated with it. We want to tell that story."
- When the Whitehurst Freeway is finished, the Park Service will acquire a small piece of land next to Georgetown Park, and the plan is to put up "waysides" depicting the story of Georgetown.
- The Park Service had an agreement with the city in 1984 to take over ten acres of the Georgetown waterfront, where boathouses were to be erected and a walkway laid down running all the way to the Key Bridge. "But as long as

the city has their trash trucks there, as long as the parking lots are there—and parking is a problem, perhaps one that cannot be solved—the waterfront will not come over to us."

- The D.C. Department of Transportation has assured the Park Service that the main pier in the middle of the C&O Canal is going to be taken out, and some sort of footprint will be established to show where Francis Scott Key's house was. "We intend to interpret the site of Key's house, which was taken down to make room for a ramp of the Whitehurst Freeway in the forties, and now the ramp is being taken out."

In closing, Scott returned to the Old Stone House to talk about what he feels is one of the most crucial needs of Historic Georgetown and the District of Columbia as a whole. The 1950 legislation established that the National Park Service was to receive the Old Stone House for the purpose of establishing inside it a museum celebrating the earliest beginnings of the cities of Washington and Georgetown. This has not happened. "Now we are at a bicentennial, and we are still looking for a site to interpret the founding of the city of Washington and the early history, and we have none." A site must be found, and Scott feels strongly that the most appropriate location is Georgetown.

SUMMARY OF REMARKS BY BECKY HANNUM

Before coming here this morning, Becky Hannum said that she went back to her copy of *Megatrends*. In 1982, John Naisbitt said "we must learn to balance the material wonders of technology with the spiritual demands of our human nature. The need for compensatory high touch is everywhere. The more high tech in our society, the more we will want to create high touch environments, with soft edges balancing the hard edges of technology."

The Rouse Company translated this high touch need into programs that have given people the opportunity to express themselves where they choose to gather. They added puppet workshops to puppet performances, make-and-take kites to kite displays, quilting demonstrations as a complement to quilt exhibits. They invited the community to learn how paper is made or dance to live big-band orchestras. Why? Because that is what people said they wanted.

Several years ago, Hannum worked with Faneuil Hall Marketplace on a specific problem. The Marketplace had lost the locals because of international fame. The Rouse Company went to Plimoth Plantation and asked if the people there would create a pilot program: The Rouse Company's and Plimoth's first urban living history program. Could the Faneuil Hall Marketplace history and story be brought to life and used to reinforce the property's sense of place to the Bostonian? Plimoth Plantation did. It was one of a series of things the Marketplace funded to attract the local market.

Four characters—two original marketmen and two of Josiah Quincy's daughters—strolled the market chatting with people. Through them, much was learned about what was missing from the scene, such as a portable setting,

props, and quiet time. Families especially enjoy meeting visitors from the past—it changes their knowledge of American history.

Originally, marketplaces were filled with merchants who, to survive, were theatrical—street cries, bells, drums, all sorts of devices were used to set each one apart from the crowd. Through the ages, merchants lost their sense of theater; thus liveliness has had to be booked into the marketplace.

I think Georgetown as a destination, that tastefully uses history as its hook, could become an attractive theater and a splendid place to informally learn while visiting. People want to be with people. And they also want:

- Safe interaction with one another
- Shopping and browsing
- Services
- Opportunities to learn about themselves and others—topics of interest, including their own and other cultures'
- Communication of new and different ideas
- Unexpected encounters
- Satisfaction of curiosity

The merchants of Georgetown might consider training in theatrical techniques. Hire Arena State or Woolly Mammoth to help. Themes and events that become special traditions might also be developed:

- Tow-path mule pulling
- Trolley track walking tours
- Living history characters
- Did You Know sheets
- Maps that reveal the geographic changes and historic features
- Coach residents to become storytellers—tape them and sell the Georgetown Storytellers Series

The criteria used at the Rouse Company for years to develop programs in communities is to listen carefully for what is needed, what is missing. Often the community will not necessarily know, but keep probing the questions. Usually, something emerges.

The future of Georgetown as a well-managed mixed-use site requires that it be treated as a people place, a living, vibrant theater, a "high touch" environment. Create the script, the vision, with—not for—the community. Residents must help to formulate it to own it. This can be done by using a core group representing various constituencies. It must first and foremost be a livable community for its citizens. If that is in place, the visitors will come.

Livability needs the unexpected encounter, the surprise, the unpredictable. Through careful interactive programming this can be achieved. The theme in this day and age of "high tech" ought to be about experiential learning, about bringing curiosity to the surface. Examples of what this looks like are living history characters, experiencing Georgetown's historic richness on self-guided

walking tours with informative maps, theatrical merchants, an interactive interpretation center. Annual events that rally the community, create pride, meet the community's needs, and become special traditions must be established in Georgetown.

QUESTIONS AND ANSWERS

Comment: (Richard Longstreth) There is a widely held perception of Georgetown as a late-eighteenth-, early-nineteenth-century community, and indeed there are marvelous examples of federal architecture here. But much of Georgetown is later than that. Probably the great majority of the buildings were erected in the second half of the nineteenth and early twentieth centuries. The churches, such as Mount Zion, are among the many examples of buildings that do not fit into the popular federal image, and yet people are very interested in them, as the crowded visitors' book at Mount Zion proves. Stylistic variety conveys a sense of change over time, and this is desirable. You do not want Georgetown to look "done." I would beg people to think not only about the cultural diversity but also about the physical diversity of our community, in terms of function, in terms of character, in terms of the different epochs the city embodies. Retaining that intricate matrix is an important objective.

Comment: (Norma Davis Smith, Citizens Association of Georgetown) For the record, I would like to tell you a little bit about the Citizens Association of Georgetown, which was established in 1963 and is the oldest civic association in the District of Columbia. Among our many programs and activities, we have been instrumental in obtaining a number of important landmark designations, and we contributed significantly to the successful effort to save the Old Stone House.

According to our bylaws, "The object of the Association shall be to preserve the historic character, to develop the aesthetic values in Georgetown as the place in which the nation's capital was planned, to help protect the interests of the residents and homeowners, and to assist in making it a pleasant place to live. To these ends, the Association shall act on matters which affect Georgetown and Washington, including the maintenance of Georgetown as an in-town area of homes and gardens. The Association will assist Congress, the District of Columbia officials, and appropriate federal agencies in the fulfillment of their duties and will gather, preserve, and impart information of value to the members of the Association."

Recently we passed a resolution calling the Whitehurst Freeway "totally incompatible with its location on the waterfront" and urging officials to adopt a new plan to remove the present structure. The resolution has been sent to the mayor. The Commission of Fine Arts, the Committee of One Hundred on the Federal City, and the Business and Professional Association of Georgetown all support the removal plan.

Q: (Ronald Fleming) In some communities developers have been assessed a percentage of their project budgets to pay for public art. Could such a fund be set up for interpreting this city?

A: (Richard Levy) There is a movement afoot to create a Business Improvement District in Georgetown, with annual assessments that would bring in revenue for such purposes. Clearly there are resources in this community that could contribute toward bringing our history alive in a variety of ways, not only markers but also special events and ongoing activities. In fact, there are so many different useful approaches to interpretation that ultimately we must bring the Citizens Association together with the Business and Professional Association together with the Georgetown University together with the Historic Georgetown Foundation and the property owners and say, "Hey, we all have a stake and it is time to invest in this part of our future, by resurrecting the past." These things are doable, but only when we find a way to work together to create the master plan we can all buy into.

Q: (Robert Lyle, Georgetown Library) While Alexandria has its own government, Georgetown is sort of a stepchild of Washington. We do not govern ourselves. Could the panel talk about the ramifications of that situation?

A: (Longstreth) First of all, you are by no means alone. There are many districts with strong individual identities and the ability to get what they want, even though they are within the jurisdiction of larger governmental bodies. With Georgetown, outside your boundaries many people think of you as a force to be reckoned with, and you could take better advantage of that. Of course, counter to this line of thinking is the perception by another set of outsiders, who observe all the internal squabbling and differences of opinion, that Georgetown cannot get its act together.

Comment: (Levy) Which makes us *not* a force to be reckoned with. We could be if we had common goals, which sometimes has happened, but most of the time our effectiveness has been neutralized by all the squabbling.

Comment: (Fleming) Your master plan will be one way to encourage unity, which means you must make it accessible to all citizens. You might even publish the proposed master plan as an insert in the newspaper, and perhaps hold a series of public forums.

Comment: (Barbara Dodson Walker) Newspapers also should be used to solicit the interest and involvement of groups and individuals who are part of Georgetown's heritage but who may not feel welcome to participate in what you are doing. You need what they have to contribute. My husband, who is a genealogist, once told the Boston Society, "You need to study black history to finish your own personal history."

Comment: (Kathy Smith, Historical Society of Washington) You can tell the dynamic story of the growth and change of this whole city in Georgetown, which goes back 250 years. The waterfront at M Street alone we can take from the 1730s, when the first ferry started running, through the canal story, the Victorian story of the development of working-class housing in that area, industrialization, waterpower. It is one of the few places you can tell the story of blacks in Washington, and the relationships between blacks and whites, because it remained a mixed area much longer than other parts of the city. But although the Georgetown of today is a fairly recent

phenomenon, it comes as a surprise to people that here was a real town with representatives of every cultural and socioeconomic layer.

Comment: (Fleming) That would make a wonderful caption for a marker: "Here was a real town."

Comment: (Kathleen A. H. Graff) One of our greatest efforts to encourage unity, which has sort of foundered in the past couple of years, has been the Common Committee, consisting of representatives from the business community, the Citizens Association, the universities, some of the developers, and the ANCs. We would get together each month and talk about problems and possible solutions, and we were amazed by how many concerns we had in common. A lot of progress was made. I would like to see the organization revived.

Q: (Fleming) Could it work as an ongoing committee of the master plan?
A: (Graff) It might be a good *foundation* for the master plan.

Comment: (Fleming) We have talked about the fact that you cannot know your own history until you know the history of the other people whose heritage intersects with yours. Maybe you cannot succeed in interpreting Georgetown until you have a strategy that encourages the interpretation of other neighborhoods as well.

PANEL IV:
DESIGNING GEORGETOWN'S FUTURE

The panel explored all the diverse elements that need to be considered in designing a future for Georgetown that respects its historical and cultural heritage, and takes into consideration the needs of residents, businesses, and visitors, including transportation, housing, businesses, entertainment, and the Georgetown University campus.

Panelists: Marilyn Taylor (Panel Chairperson), Partner, Skidmore, Owings and Merrill
John Richards Andrews, Chairman, Old Georgetown Board, D.C. Fine Arts Commission
Peter Armato, Executive Director, Business and Professional Association of Georgetown
Curtis Coward, Counsel to DART, Northern Virginia
David Dutton, Advisory Council on Historic Preservation
John Fondersmith, D.C. Office of Planning
Robert Marshall, Georgetown University Planning Department
Dorn McGrath, Director, Institute for Urban Development Research

SUMMARY OF REMARKS BY MARILYN TAYLOR

"Urban design for Georgetown—the tobacco port of 1751 and the historic village of 1991—must, as its first premise, define and maintain a careful balance between large and small," Marilyn Taylor began. Although Georgetown consists of more than 100 blocks, a university campus, at least four major parks, and an extensive waterfront, it is the small detail that defines this community in people's minds: "the brick pattern, the newel post, the carefully proportioned window, the front stoop, the flower waiting by the picket fence." Keeping such details in the foreground is critical to good urban design.

The large-scale aspects of Georgetown are more difficult to grapple with. Often they seem to run counter to the preservationist's vision. They introduce tremendous pressure for changes, some of which—increasingly dense automobile and pedestrian traffic, buildings with facade dimensions greater than forty-five feet, isolated centers that pull people off the street—are perceived as threats. But change in some form is inevitable. The trick is to control the direction and degree of change.

In recent years, urban designers, preservationists, planners, and developers, working more cooperatively than in the past, have developed a great number of effective tools. But without a vision the tools are ineffective; they can even be dangerous.

How is this vision to be achieved, this set of broad strokes by which incremental proposals can be judged and to which incremental actions can attach? First, it is tremendously important to define the objectives, which must rest on a clear understanding of whom Georgetown is for. The residents, the regional community, visitors to Washington, neighboring historic districts, the next generation—all must be considered, and considered fairly and appropriately.

Once the objectives have been articulated, the how-to questions must be addressed. How do the individual historic resources fit into the overall pattern of use and activity that the community wants to encourage? How can the incremental changes that are inherent in vital urban places be channeled toward a coherent future Georgetown?

Finally, critical to the development of a feasible action plan is distinguishing between what will happen on its own and what will require intervention.

As a framework for the panel discussion to follow, Taylor offered a seven-point urban design action plan for Historic Georgetown:

1) Plan for transportation. "You can use ferries. Use feet. Maybe that great companion of the foot, the trolley, can help out."
2) Protect the residential neighborhoods—their physical qualities, their environment, their life-style.
3) Plan both the public and the private spaces. Take control of the streets and alleys. Make clear what is public domain, where visitors are welcome and where they are not.
4) Plan the retail mix and distribution step by step.
5) Get to the water. "So much of the time one spends in Georgetown you feel that the water is just beyond your grasp. For a port town to be in this situation is a real missed opportunity."
6) Create places where people can have a good time without spending money—learning something, walking, experiencing and understanding Georgetown's history.
7) *Cause* change; do not fear it. Exercise stewardship of the land and of the built—and yet-to-be-built—urban environment.

Taylor next introduced her colleagues on the panel:

- Dorn McGrath, director of the Institute for Urban Development Research, would provide a historical context for the critical issue of transportation planning.
- Continuing the theme of transportation, Curtis Coward, a lawyer with the firm of McGuire, Woods, Battle and Boothe, would discuss an initiative in northern Virginia that makes use of an interesting implementation technique, one that may be applicable to Georgetown's long-term plan.
- David Dutton's responsibilities at the Advisory Council on Historic Preservation include reviewing transportation plans for their impact on historic resources.
- Peter Armato, executive director of the Business and Professional Association of Georgetown, would shift the focus from transportation to a wider view of

a number of key urban design issues and mechanisms for implementing improvements.

- One of Georgetown's most prominent long-term "citizens," Georgetown University, would be represented by Robert Marshall, from the university's planning department, who would discuss the relationship of his institution to the Historic Georgetown planning process.
- Finally, like Taylor, both John Richards Andrews and John Fondersmith are Georgetown "old-timers." Andrews, an architect and longtime member of the Old Georgetown Board, and Fondersmith, of the D.C. Office of Planning, each in his own way deals with how community objectives can be implemented through the mechanisms and planning procedures that they work with at their respective organizations.

SUMMARY OF REMARKS BY DORN McGRATH

Having been asked to discuss the diverse elements that need to be considered in designing a future for Historic Georgetown, and in so doing to take into account the needs of residents, businesses, and visitors, Dorn McGrath explained that he would "emphasize the needs of all of those components of Georgetown as reflected in the urgent problem of planning for transportation." He used slides to illustrate his points.

Of the first slide, a shot of bumper-to-bumper traffic on M Street, McGrath said that he sometimes asks his students if they recognize the locale. "And a chorus of voices comes back with, 'Why, it's Georgetown.'" Today, this is Georgetown as everyone knows it. But it was not always this way.

The next slide was of an old engraving of Pierre Charles L'Enfant sitting on a rock near Mount Albans, looking down the river at a time when much of Washington was still "virgin turf." L'Enfant had been commissioned by the president to come up with a plan for the new capital city, and he started with the unspoiled terrain outside Georgetown. In his mind at the time, the latter city was an afterthought, a subdivision across the creek, a condescending view that is yet to be overcome.

L'Enfant's revered grid system for the District of Columbia—"the plan we celebrate, we honor, we protect very carefully"—was produced in a couple of weekends. Influenced only slightly by the extant city of Georgetown, the plan required Georgetown to do most of the adjusting.

An 1863 view from the Washington Monument looking toward Georgetown, at the time still quite rural, captured the distinct visual rhythm of the piers and the river bridge near where the Key Bridge now stands. A century later the L'Enfant plan lived on; the definitive coherence of architectural scale had been preserved. But now there was a different rhythm of arches at the river. "The point I want to make is that both the waterfront and Georgetown have changed dramatically."

A view of the middle seventies showed "a great string of cars" parked downstream from the Key Bridge, all the way to the concrete plant—"not a pretty sight"—with transit trucks and storage yards on the site. The view was not much better upstream, where a tall pile of salt was stored by the District in anticipation of winter snowstorms.

In 1978, the concrete plant was gone, but the parking lots remained. Then a few years later the commercial development known as Washington Harbor was completed. "Of course the ever-present feature that defines this waterfront is the Whitehurst Freeway, as the transportation technology of the 1950s emphatically asserts itself." The tremendous positive change that has occurred is the transformation of the Georgetown waterfront from an industrial slum into something that bids to become quite elegant, and may well do so, according to McGrath, "but from almost any angle the Whitehurst Freeway is not an asset."

For too long Georgetown has been an afterthought to much of the planning for the city as a whole. In particular, public policy for the waterfront is extremely unclear, and "bit by bit, project by project, we are backing into a future, which, I would submit, is hardly the way to plan for this very special part of the city."

Closing with slides depicting how a similar challenge is being met on the West Coast, McGrath noted that in San Francisco the Embarcadero Freeway has blocked the public's view of the Bay for decades, as a result of the "freeway thinking of the fifties and sixties." Now, "with a little nudging from a recent earthquake," the structure is being taken down and the city is recapturing its waterfront. "We need to do much the same for our waterfront. We must overcome the piecemeal activity that, project by project, has characterized the process of development in Georgetown to date."

SUMMARY OF REMARKS BY CURTIS COWARD

"It is not for those of us who live in northern Virginia, and who enjoy Georgetown perhaps to your detriment, to suggest what the vision for this community ought to be," stated Curtis Coward. Rather, he would share some thoughts on implementing a transportation plan that might prove useful later on, "as you attempt to implement whatever vision emerges from this process."

His presentation comprised three key recommendations:

1) Plan your transportation in context, both internally and externally. There will necessarily be a major transportation component to whatever plan is developed, and two features are essential: an internal transportation plan consistent with the needs and integrity of Georgetown, and an external plan that integrates Georgetown with the rest of the region. "This is not an island. It is going to have to be part of an integrated whole, and your plan should contemplate Georgetown's role in the overall transportation context."

2) Explore alternative financing mechanisms. Your transportation plan must include specific provisions for financing your vision. In the absence of that

component, "no matter how brilliant or focused or insightful the vision might be," the plan will never be carried out. "It is not useful simply to hold up a picture. The picture will have to be accompanied by words, and those words will have to address how the plan is to be implemented."

Coward suggested following some of the models around the country with respect to alternative transportation financing, including a nearby example in northern Virginia, the Route 28 Project. This was accomplished with a form of tax increment financing that integrated land use with transportation finance, by putting the locality in a position to negotiate with those paying the additional tax on issues such as density, permissible uses, and other inducements. "The integration of land use and transportation is absolutely critical, and the taxing district model that we, through great pain and agony, ultimately were able to develop has provided a very useful and comprehensive tool with which to address those issues."

3) Create a deadline-driven procedure for the implementation of your plan. One of the great frustrations for any initiative such as this is the lack of any requirement that a political jurisdiction take action, either implementing or rejecting the plan, by a specific date. In the absence of a deadline, the evolution of these kinds of initiatives tends to be the expenditure of an enormous amount of energy for a prolonged period through the staunch perseverance of those committed to the project, followed by creeping frustration, and then eventually the engineering data and the studies that underlie the vision become stale and the probability of implementation begins to deteriorate exponentially. To avoid this syndrome, it is crucial to have a mechanism for scheduled implementation in place before submitting a plan.

SUMMARY OF REMARKS BY DAVID DUTTON

The Advisory Council on Historic Preservation, a nineteen-member body appointed by the president, is responsible for reviewing relevant federal projects, as required by Section 106 of the National Historic Preservation Act, David Dutton explained. The act states that federal agencies must take into account how each of their undertakings is going to affect historic properties and must afford the council a reasonable opportunity to comment. For the purposes of Section 106, a relevant undertaking is defined as any federal action—including construction, rehabilitation, repair, demolition, licensing, permits, loans, loan guarantees, grants, and federal property transfers—that affects historic property, which means any property either listed or considered eligible for listing on the National Register.

Dutton advised that although the speakers thus far had tended to focus on the waterfront, Georgetown needs to consider the possible effects of changing the transportation design in that location on the rest of the community. For example, are there underwater archaeological resources that would be affected by demolition or new construction? What will be the impact of the new transportation plan on the traffic flow in and out of Georgetown? Will it transfer development pressures to other areas? The council strives for a balance

between the needs of historic preservation and development, "and we certainly think that the two of them can coexist." But peaceful coexistence does not just happen. It must be planned in the context of an overall strategy that serves the needs of the whole community.

Finally, from the council's perspective, the most important component of any transportation planning forum is looking at historic resources *as* resources, taking them into account from the very beginning in regard to how whatever plan is eventually developed will affect them, both directly and indirectly.

SUMMARY OF REMARKS BY PETER ARMATO

Peter Armato divided his remarks into four categories: 1) key urban design issues, 2) projects currently being pursued by the Business and Professional Association of Georgetown (BPAG) through its new committee initiative, 3) mechanisms for implementing some of these projects, and 4) the importance of cooperation in developing and implementing a master plan.

Urban design issues

- The Georgetown waterfront should be recognized as both a recreational and a historical resource.
- Ways must be found to make the streetscape more attractive for pedestrians. One of these might be widening the sidewalks.
- With new construction, care must be taken to preserve Georgetown's unique vistas.
- Special treatments of the boundaries and entrances to Georgetown can provide significant aesthetic links to the rest of the city and the region.
- Georgetown suffers from the lack of a town center. "We have no place that we can say is the heart and soul of the community, no one place that has either the historic or the geographic significance of a town square."

Projects currently being pursued by special committees

- BPAG's Retail Mix and Business Development Committee is focusing on the issue of marketing Georgetown's commercial district, by trying to entice the right kinds of retailers into locating here—those that residents and visitors alike will frequent.
- A committee that works on streetscape and public space management is exploring ways to make Georgetown more pedestrian-friendly.
- The new committee for transportation and parking is studying the park-and-shop concept, which many Georgetown retailers are interested in. Various ways of linking with the regional transit system also are being considered.
- The Clean Georgetown Campaign is putting together a proposal that would involve a voluntary, cooperative litter removal program.
- In the area of community safety and crime prevention, special events such as Halloween in Georgetown are receiving particular attention. This past year, the police were persuaded to do what they had been reluctant to do in the past: open up the streets rather than close them on Halloween and provide a

significant police presence to set the tone for a calm, pleasant, relatively subdued holiday.
- One committee is working on event planning, in particular on Christmas promotions designed to stimulate enthusiasm for holiday shopping in Georgetown.

Mechanisms for implementing projects

- Cities around the country have come up with a new funding mechanism that often is referred to as a Business Improvement District—tax assessments on commercial property within a well-defined geographic area that supplement what local government can do to implement a broad range of capital improvements and new services. BPAG has begun the process of gathering support from property owners, a large number of whom are already committed to the concept.
- The other mechanism, Centralized Retail Management (CRM), would answer the challenges in a diverse commercial district by relying on the management techniques of the shopping mall or festival market. Largely through agreements among property owners, CRM seeks to maintain some control over the retail mix in the community, to make sure there is an effective mechanism for dealing with litter, to improve the pedestrian experience, ensure personal safety, and program and coordinate special events.

Cooperation

Halloween was a good example, as was the hard-won consensus through which a liquor license moratorium was achieved a couple of years ago. But most encouraging has been the recent cooperation on the Whitehurst Freeway. While the District government is moving forward with its plan to rehabilitate this artery, BPAG and the Citizens Association are jointly proposing alternatives that would allow for the eventual dismantling of the elevated freeway.

SUMMARY OF REMARKS BY ROBERT MARSHALL

In support of Armato's emphasis on cooperation, Robert Marshall, of the Georgetown University Planning Department, noted that one of his office's major objectives is "to meld the citizens of Georgetown with the university in a cooperative manner to solve some of our common challenges." The university is seeking ways to interact with the local neighborhoods in a more cohesive manner and is working on the campus itself to bring the students back inside, "to confine them somewhat to the university plan and help keep the neighborhoods and the university separate but still intermingling."

The second major issue is transportation, including the provision of more parking on campus, controlling ingress and egress, and minimizing traffic flow through the surrounding neighborhoods. The university is also working with the federal government on the development of an economical, nonpolluting transit system.

The institution is fully cognizant of its continuing impact on the community, positive and negative, current and potential. "We sit up on the hill, we are the western boundary of Georgetown, and we want to help solve some of the problems that occur when you have a university in a historic community."

SUMMARY OF REMARKS BY JOHN RICHARDS ANDREWS

"Walking through Georgetown, comparing it to other cities—perhaps Charleston, South Carolina, most frequently—one develops a feeling for the place, not just the buildings but the trees, the open spaces, and the people," John Richards Andrews began.

About nine years ago, Andrews was invited to sit on the Old Georgetown Board, a panel of three architects established in law by Congress in 1950 to advise the Commission of Fine Arts. "It is a relatively short law, but when it was first written it seemed to be all-inclusive. Since that time we have found out that developers, builders, and architects can think of things that we never thought of before."

When he first began attending meetings of the Old Georgetown Board, not as a member but as an architect presenting his own cases, the procedure was to go to a meeting and sit down at a table with the three architects and discuss what one was proposing to do—in those days usually enclosing a back porch or adding a new fence or something equally minor. But over time the scale of the submitted proposals has grown enormously, and so have the problems. As Georgetown became an ever-more-successful urban space—a space that more and more people wanted to come to—developers grew bolder and more ambitious. To counter this, "we keep reaching out to take a little bit more control, and we get our wrists slapped every once in a while."

The range of issues confronted by the board encompasses the following:

- Trees, especially those that frame the houses, contribute significantly to Georgetown's unique character, everyone agrees. But people are discovering that they can burrow underground to get more space and yet avoid being reviewed because these underground expansions cannot be seen from public space—a necessary condition before the board can demand a review. No new tree can grow over this burrowing.
- Many people put up awnings and signs without bothering to consult the Old Georgetown Board, even though by law they can be fined for doing so.
- Cooperation. The Old Georgetown Board works closely with the citizens of Georgetown as well as with other committees and community groups. "A good friend is the Citizens Association of Georgetown, although they may not consider us always on their side." To accommodate the new ANC program, the board modified its meeting schedule so that the ANC would be convening prior to board meetings. "We listen to the ANC. This does not mean that we are going to do what they say, but we do weigh their opinions."
- Citizen involvement. "When I first started, the citizens were not there. They are there now—wonderful groups that go out and notify people about what is

happening in the community." They make sure that those who are going to be affected by proposals are kept informed, which is a tremendous help to the board since the staff of the Commission of Fine Arts does not have the time to take care of this.

In regard to the master plan, Andrews stressed that, apart from the zoning law, the Old Georgetown Board has no authority to cite against proposed developments that it considers objectionable. The Commission of Fine Arts and the Old Georgetown Board are not proactive. They must react to what is brought before them. "Without some sort of plan, it is difficult to stop the flood. We are not talking about a plan that says no change. We are talking about change where we want it."

In the future, the citizens of Georgetown should agree on a shared vision of the visual environment of public spaces in the Historic District. It should contain:

- The rules for development, i.e., acceptable density, volume, and mass to be allowed in buildable areas of existing open space or "underdeveloped" lots. (Save the trees. No burrowing.)
- Public parking spaces, other than street parking, should be created to ease the load on residential side streets.
- Particular notice should be taken of sidewalk and street surface (concrete wheelchair-access ramps in brick sidewalks), streetlights and signs, and street trees (new, missing, or sick) to improve the visual environment.
- On commercial buildings, signs, awnings, security grilles, telephones, and the like that take away from the feeling of place should be "corrected."
- A building survey should be conducted to establish the historic context.

SUMMARY OF REMARKS BY JOHN FONDERSMITH

John Fondersmith began by explaining Washington's three-tiered planning system. The comprehensive plan, adopted in 1984-85 and amended last year, deals with issues on a citywide basis, including *some* objectives and policies that relate to Georgetown. In addition, three of the eight proposed ward plans have been adopted. One of these, the Ward 2 Plan, includes several references to the special nature of Georgetown, "but still not the kind of detailed answers you might want to find." The third tier comprises the small-area plans, ranging from a few to several blocks. Approximately sixty-five small-area plans are proposed to be undertaken throughout the city. With the comprehensive plan adopted and the ward planning process essentially completed, the D.C. Office of Planning is concentrating more on the small-area planning process. Fondersmith felt the small-area process was the most appropriate to what was being discussed at this forum.

Georgetown is not presently proposed for a small-area planning study. At some point, Historic Georgetown will have to decide if the plan that is to be prepared is to be an official plan (i.e., go through the process and be adopted by council resolution) or whether it is to be an unofficial consensus report that provides ideas.

He advised that whatever kind of plan might be adopted, it must deal with a number of key issues, including:

- Green spaces. Washington is fortunate to have so many communities that contain, are surrounded by, or are near parks. However, Georgetown's ring of public parks, cemeteries, and estates is unique. How can that greenbelt be better used? Is it in danger? Can it be enhanced?
- The unique character of Georgetown's streets. The character of the streets in the residential neighborhoods is the most important single element defining Georgetown. This pattern must be understood and built into future preservation planning. The overall pattern is more important than just the sum of individual buildings.
- The new Georgetown. A great deal of change has taken place in a relatively short time. Starting with Canal Square in 1971, approximately twenty new complexes and major buildings have been built in the last two decades, redefining the area south, and in a few cases north, of M Street. It is time to step back and look at these as a whole. How well have they worked? What could have been done better? What can be done better with future developments?
- Georgetown University. How does the campus relate to the community? How should it relate?
- The C&O Canal. This historic feature slicing through the lower part of Georgetown definitely can be better used and more accurately, more richly interpreted. The role of this first mile of canal (from the zero milestone to Key Bridge) needs to be stressed.
- The waterfront deserves careful, cooperative, imaginative long-range planning. The Whitehurst Freeway renovation now under way is by no means necessarily the final solution. Additional issues of open space design, parking, and restaurants need to be addressed and resolved. With continued development of other waterfronts along the Potomac, Georgetown could become part of a larger "waterfront community."
- Commercial spines. M Street and Wisconsin Avenue must be a vital part of the master plan. Streetscape improvements in other historic communities, such as Alexandria, Fredericksburg, and Annapolis can provide examples. Quality materials and elegant but simple design are important.
- Community services and facilities. What does Georgetown need in terms of community facilities? What does it share with the city as a whole and with the region? What should it be sharing?

In planning for its future, Georgetown must develop a "big picture." Don't be so "precious" or so oriented to an imagined history that you lose sight of real community needs.

QUESTIONS AND ANSWERS

Comment: (Marilyn Taylor) I would like to underline what Curtis Coward said about establishing deadline-driven procedures. There is a good reason that so many of the large-scale initiatives we have seen over the last ten years

have come from the private sector, because the private sector has an imperative for decision making that the public sector is often able to sidestep, not necessarily because they mean to do so but because it is so difficult to bring plans to resolution.

Another point I want to emphasize is that since the beginning of this country's major road building program in the 1940s, we as designers have learned that roads must be designed qualitatively as well as quantitatively. There is much more to the exercise of laying out a street, a road, or a highway than the number of vehicles that are going to go through it and how many cars are going to turn right or left.

Finally, to pick up on Robert Marshall's discussion of Georgetown University's plans, communities across the United States are actively seeking ways in which local universities do not just mean transportation and population problems but function as community resources. For example, students who are motivated to become part of the community, even temporarily, can help with some of the manpower-heavy tasks that a community faces, such as doing some of the initial legwork in researching historic resources.

Q: (Mickey Kline) How do we make the two major streets of our commercial area more attractive and useful to pedestrians?

A: (Taylor) Although this is a difficult issue, we should remember that sometimes the thing that seems hardest to change is the key that unlocks the problem. I think we have to go back and question whether it is possible to reclaim a traffic lane for the sidewalks.

A: (Peter Armato) Apparently M Street has been widened at various times over the years to accommodate the heavy demand for the regional mobility function it serves, which must be taken into account in any plan for significant change. But I think you would garner a lot of support from individual businesses, residents, and maybe even from some people in the District government for the widening of the sidewalks.

A: (Dorn McGrath) I agree wholeheartedly. Although folklore and current engineering attitudes in the District of Columbia would suggest that you cannot give up an inch of M Street, the fact is that M Street *could* give back a lane. In conjunction with an improved K Street, M Street could provide the capacities needed to handle the regional transportation and traffic flow demands as well as accommodate the need for an improved pedestrian environment in Georgetown.

Q: (Barbara D. Walker) With regard to all the proposals for redoing the waterfront to make it more attractive for recreation purposes, what about the practical uses to which much of it is now devoted, such as the storing of salt for snowstorms? Where are you going to store the materials necessary to operate our community if they are removed from the waterfront? And what about parking? We will need more, not less, as more people come to Georgetown.

A: (Taylor) Certainly we cannot simply push aside all those uses that make our community workable. But there are alternatives. It is the responsibility of the urban design team that you put together to make sure that all those functional aspects of the city are taken care of in the plan. But those

functions should not be the starting point. The starting point should be: What is it that you want to accomplish?

The waterfront has been mentioned by the panelists as a critical element of the plan in at least four different ways: the desire to get people down to the water; the retail opportunities that can occur only on a waterfront; the fact that Georgetown was once an important port, which must be acknowledged as part of a broad interpretation of its history; and the notion of the missing town square, a livability gap that the waterfront might be made to fill.

A: (McGrath) There is really only one more building that is likely to be built on the water side of K Street or the freeway: the Rosewood Hotel, which will have its own parking, just as Washington Harbor does, and as all the new buildings on the uphill side of K Street do. So there is no need for any more parking along that street. The important thing is to return the waterfront to park use; if need be, a park could even lend itself to a ferry landing. But storing trucks and salt is hardly the most enlightened use of that land. There needs to be a place in the city for those housekeeping items, but not the Georgetown waterfront.

Comment: (Jim Thackaberry) Following up on Peter Armato's concern about the lack of a public square, perhaps the C&O Canal could be used as a kind of long, linear square. Even now, summertime concerts near the foundry treat the canal as the equivalent of a public square. Originally it was the driving force of Georgetown's industrial energy, an element of interpretation that if stressed in the town square concept could connect contemporary Georgetown to an important part of its history.

Q: (J. L. Zaring) Yesterday one of the panelists challenged Georgetown to make its own contribution to resolving some of the social problems of the city as a whole. Does the panel have any specific suggestions in this regard? What sort of social contributions might the master plan make?

A: (Taylor) One thing you can do is use the master plan to *express*, if not to resolve, important social issues, and to articulate the connection between Georgetown and other areas of the city, including other historic districts. As Georgetown begins to explain and express itself and its history, if the connections to other places are made clear, that is a significant step toward expressing the larger social responsibilities.

A: (Armato) One of the major attractions of Georgetown through the latter part of the nineteenth and early part of the twentieth century was the availability of affordable housing, which meant that people could live within walking distance of where they worked. That is not the case today, and unfortunately for most people who work here, we do not have an adequate link to the regional transit system. Improving connections with metro-rail, along with solving some of the parking and traffic problems, would also improve the pedestrian environment. I do not expect to see more affordable housing in Georgetown, however, without substantial government subsidy.

A: (McGrath) No neighborhood in the city wants any part of the homeless, and this ward has been more effective than most in keeping them out. I do not think this is something we should take pride in. Georgetown should consider the example set by two of its neighbors, who have developed a useful

mechanism based on the knowledge that homelessness is far more profound than simply putting a temporary roof over someone's head or providing some sort of floating public housing. Through the Anacostia-Congress Heights Partnership for the Prevention of Homelessness, those two neighboring communities are taking on their fair share of the responsibility, and a Georgetown partnership could be formed along the same lines. There is a citywide committee of business and neighborhood leaders who are dealing with this critical social need, and this is an effort in which I think Georgetown would be well advised to become involved.

SUMMARY OF CLOSING REMARKS BY KATHLEEN HUNTER

As our forum draws to a close, I want to say that the National Trust is extremely pleased to have supported this community effort. We are a national organization, but we are in Georgetown's backyard, and if we cannot be relevant to our own community we are not going to be relevant across the country.

A number of issues have come up again and again over the last two days. One is the importance of recognizing, celebrating, and giving witness to the preciousness of your resources, your history, and your cultural diversity. Another is that although in the end what you are dealing with are your own community issues, you must seek new partners outside your community to help you develop and carry out your plans and to work cooperatively with you on such enormous citywide and regional issues as homelessness and the Whitehurst Freeway. You must form alliances that will allow you to become problem solvers rather than reactive advocates. You must become proactive planners. I hope we will continue to be one of your partners.

SUMMARY OF CLOSING REMARKS BY B. J. GERBER

New challenges lie ahead. If the historic district is to survive, vital programs must be developed to meet them. These should bring aesthetic, economic, and educational benefits to Washington, to the region, and to visitors from across the nation and from other parts of the world.

In addition to preservation and interpretive activities, we should be concerned with creative urban planning to achieve harmony, beauty, and integrity as we relate the city to its tidewater setting. We should encourage economic development appropriate to the community's needs as a dynamic place to live, work, and visit.

Georgetown, as a museum without walls, is a major feature of the local economy. Visitors attracted by scenic, attractive, and informative surroundings bring prosperity to the community. It has exceptional resources for interpreting the founding of the nation's capital. The purpose of this planning forum is to develop unique and innovative programs to interpret that history without disruption to its contemporary functions.

I want to thank the extraordinary panelists who have worked so hard to help us get this process started. I hope you will stay with us as we move on through the process of developing the documents and submitting them to various citizens groups, business people, and professionals and scholars for consideration and refinement. This process will continue over the next year until we come up with the projects that are going to be acceptable to the community as a whole.

I also want to thank the National Trust for its support, without which these meetings could not have happened, and the Morris and Gwendolyn Cafritz Foundation, which provided the funds to begin our process, and MMP International Corporation for its steadfast financial and administrative support.

The individual who will be responsible for preparing the initial document, based on these two days of meetings, is William Keens, president of Keens Company. I want to thank him for recording our discussions, which, in written form, will be made available to all of you for your deliberations and input.

Finally, I want to close with the observation that, in this process, we are celebrating not only our city, our community, and our families; we are celebrating ourselves as a people, as Americans. We are seeking out and promoting the connections of this wonderful city, the symbol of George Washington's extraordinary vision of nationhood, to all Americans. The story that we are going to be telling is the story of our emerging and evolving nation. It is in our shared heritage that we, at last, catch a glimpse of Historic Washington's glorious future.

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