

Illustrative 1



Illustrative 2



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

ZONING COMMISSION

District of Columbia

CASE NO.12-08

EXHIBIT NO.2A2

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8. Implementation Strategies and Next Steps

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As discussed throughout this plan, the redevelopment of Saint Elizabeths will require a multi-year, multi-stakeholder effort to address the multiple challenges associated with the successful revitalization of the campus. The District government must lead a rigorous solicitation process to select a development partner, to coordinate infrastructure and transportation systems investment, and to ensure that development responds to the objectives of this plan. There is also an important implementation role for regional organizations, such as the DC Water and Sewer Authority, the Washington Metropolitan Transportation Authority, the National Park Service and other agencies of the federal government, including the Department of Homeland Security and the General Services Administration. The surrounding communities, Ward 8 stakeholders, historic preservation groups and the City Council are also vested implementation partners critical to the success of the redevelopment process. No one group can bring about the rebirth of the Saint Elizabeths. A broad coalition of partners must work together to implement this plan.

Solicitation Process and Timeline

Upon approval of the plan by the City Council, the Office of the Deputy Mayor for Planning and Economic Development (DMPED) will lead solicitation process to select a development partner (or partners). The solicitation will include the broad development guidance and principles from the Framework Plan to ensure that proposals respond to District and community objectives. Affordable housing and Green Building requirements will also be included. The solicitation process will be an open call for interest from the development community and may include the entire campus or portions of it. Typically developers have between 120-180 days to respond in writing to the solicitation requirements. An important part of the process is the opportunity for the developers who responded to the solicitation to present their concepts to the community. Ideally, the proposals will include site plans that blend a developer's feasibility assessment with current market conditions, and guidance from the Framework Plan.

Throughout the proposal preparation and review process, DMPED will afford community

stakeholders opportunities to provide feedback on the redevelopment strategy, including participation in a public presentation where a shortlist of developers provide overviews of their proposals. The proposal review process includes an internal government review panel that evaluates the responses, conducts interviews, and makes a recommendation to the Deputy Mayor and Mayor. Following the selection of a development partner, the District begins a negotiation process that results in an Exclusive Rights Agreement (ERA) and later a Land Disposition Agreement (LDA), which must be approved by the Council.

The approval of the LDA is by no means the end of the process, rather the beginning of the next stage of planning and development. The developer must also finalize a site plan and architectural renderings, obtain zoning entitlements and complete the required Section 106 historic and HPRB review process. These latter stages of the process will include opportunities for public input and engagement.

The Deputy Mayor's office has developed an initial timeline for the solicitation process for Saint Elizabeths East. The following broad timeline is subject to change, but generally reflects the Administration's determination to implement this plan. Under this timeline, construction at Saint Elizabeths could begin in 2012 and continue in phases until the campus is fully built out.

Release of Solicitation	Winter 2009
Close of Solicitation, Proposals Due	Spring 2009
Public Presentation of Proposals	Spring 2009
Selection of Development Partner(s)	Summer 2009
Submission of Negotiated Documents to Council	Winter 2009 – Spring 2010

Interagency Coordination and Implementation

Many of the infrastructure, transportation systems, and community development challenges associated with the redevelopment of the campus will be addressed through the detailed master planning process once a developer is selected for the site. Additional community engagement and participation in that process will ensure that the goals of the Framework Plan and new community needs are addressed in the final site plan. In the near term, there are a number of actions that government agencies must undertake to address immediate needs and plan for future development on the campus.

OP	Office of Planning
DMPED	Deputy Mayor for Planning and Economic Development
SHPO	State Historic
DPR	Department of Parks and Recreation
CAH	Commission on Arts
DMH	Department of Mental
OPM	Office of Property Management
DDOT	District Department of
WMATA	Washington Metropolitan Area Transit Authority
GSA	General Services
NCPC	National Capital Planning Commission
NPS	National Park Service
WASA	Water and Sewer

Item No.	Goals by Category	Recommendation	Sponsor Agency/ Organization	Implementation Strategy/ Partnership	District Funding	Timeframe/ Projected	Remarks
1	District Government use	Review and consult on specific parcels for strategic government use, such as the Evidence Warehouse, Water Tower, Saint Elizabeths Hospital overflow facility	DMPED	OPM, DMH, OP, SHPO	Yes	Short Term	
2	Utilities and Infrastructure	Conduct a design competition for a new water tower	DC WASA	OP, DMPED, NCPC, SHPO	No	Short Term	
3	Utilities and Infrastructure	Coordinate with OPM for the provision of temporary service to entire EC- feed from Alabama to Substation in Big 129	PEPCO	OPM, DMPED	Yes	Short Term	
4	Transportation	Conduct transit option study (spur line, infill station, new entrance, shuttles)	WMATA	OP, DDOT, GSA, DMPED	Yes	Mid Term	Potential mitigation strategy for GSA
5	Transportation	Explore with the National Park Service and Federal Government a new exit off of Suitland Parkway to enhance the connectivity with the East Campus	DDOT	NPS, OP, GSA, DMPED	Potentially	Short Term	Potential mitigation strategy for GSA
6	Transportation	Explore a potential link to Fort Station, across from Suitland Parkway, to the campus via a green corridor and bike path	DDOT	NPS, OP, GSA, DMPED	Yes	Mid Term	Potential mitigation strategy for GSA
7	Community Development	Assess opportunities for senior, supportive, and special needs housing on the East Campus to inform future development solicitations	DHCD	DMPED	Yes	Short Term	Potential mitigation strategy for GSA
8	Community Development	Conduct public art and commemorative works plan developed with the community	CAH & SHPO	DMPED, OP	No	Short Term	Potential mitigation strategy for GSA
9	Community Development	A. Update building condition study to determine available space for interim uses B. Develop a community RFP proposal for interim use of East Campus buildings	DMPED	OPM, DMH	Yes	Mid Term	Additional funding sources: Tax Credits, Tax Abatement, Payment in Lieu of Taxes (PILOT), Tax Increment Financing (TIF)
10	Community Development	Devise ways to more clearly identify Saint Elizabeths Hospital as a notable site on the African-American Heritage Trail	SHPO	DMPED, Cultural Tourism DC	Yes	Short Term	Potential mitigation strategy for GSA
11	Community Development	Provide economic incentives for quality retail creation through mixed-use development and re-use of existing buildings	DMPED		Yes	Mid Term	
12	Community Development	Target neighborhood Investment Fund (NIF) and other financial resources to stabilize and expand local, small businesses along Martin Luther King Jr. Ave.	DMPED		Yes	Short Term	
13	Community Development	Explore local health care needs of community and target appropriate adaptive reuse parcels to retain for increased healthcare amenities.	DMPED	DMH, SouthEast Hospital, Other Medical Education institutions	Unk	Short Term	Potential mitigation strategy for GSA
14	Community Development	Evaluate opportunities for expansion of recreational offerings with new development to meet unmet needs of the community	DPR	DMPED	Yes	Short Term	

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9. Acknowledgements

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10. Appendices

The objective of the illustrative plans presented in the Redevelopment Framework chapter is to show how the development principles and guidance can be utilized to create a more detailed site plan for the East Campus. The illustrative plans are conceptual in nature and do not represent specific direction on future development. Still, the illustrative plans demonstrate the urban design and character of the new neighborhoods that reflect the broad planning principles that informed this planning process. Further, they illustrate development potential and arrangement of uses in building footprints at a range of heights and densities. The following section discusses each neighborhood in greater detail, suggesting key elements that future designers should consider with the redevelopment of each area.

APPENDICES

North Campus

This neighborhood presents an opportunity to create a significant mixed-use neighborhood anchored by a federal government tenant. The District has been in discussions with the U.S. General Services Administration (GSA) and the Department of Homeland Security regarding the opportunity to move up to 750,000 square feet of DHS program plus associated parking from the West Campus onto the East Campus. A new DHS facility would be secured within a perimeter fence or other mechanism to ensure the development met current security requirements.

With an anchor tenant in the North Campus there is a critical mass of employees to support new retail and services, such as restaurants, coffee shops, banks, and dry cleaners. There may also be an opportunity for commercial office space, hotel, or conference facilities. These other uses would be located outside of the secured perimeter thereby facilitating interaction between DHS employees and residents within the East Campus and across Martin Luther King Jr. Avenue.

The stable and dry barn, the latter of which is one of two historic barns remaining in the District, are the last built evidence of the agricultural heritage of the hospital, and provide an excellent opportunity for civic and public uses. Such uses might include a community center, conference facilities, urban gardens, or youth equestrian program that would be non-secured and accessible to the public. Thoughtful consideration should also be given to the reuse of the two historic cottages that are located near Martin Luther King Jr. Avenue.

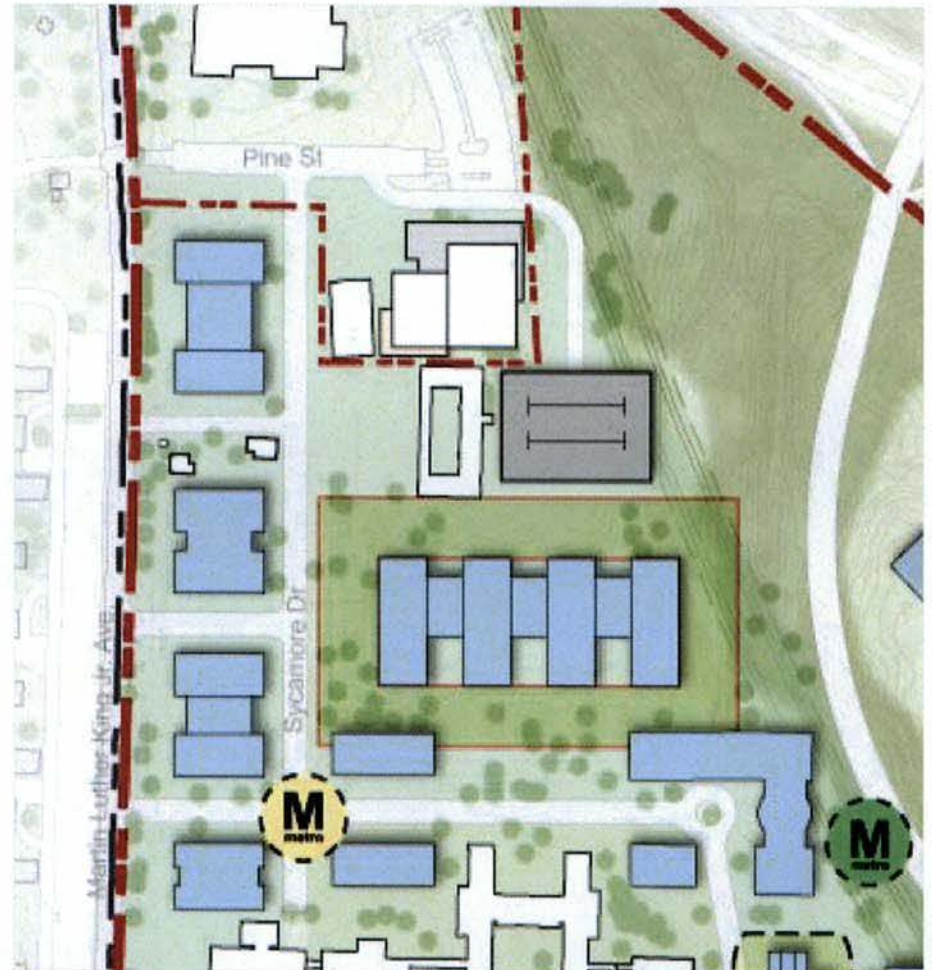
The stream valley immediately east of the North Campus offers an opportunity for a vehicular connection down to Suitland Parkway, which runs along the northern edge of the campus. The illustrative plans also show the option of either a new infill Metro station (indicated in green) or a new spur Metro line that would provide enhanced transit access to the campus for both existing residents and future workers. Such an improvement would do a great deal to address the regional traffic issues that will likely result from redevelopment of the campus.

The preferred development intensity on the North Campus is medium density mixed-use. Any new infill development will range between four to seven stories occurring along MLK Jr. Avenue and six to eight story ranges located in and around the ravine towards the proposed parkway. Development along and around the ravine should take advantage of the steep topography to add additional density and height facing the proposed Parkway.

North Campus Illustrative Development Opportunity

North Campus	Sq. Ft. Range
Residential	0 to 200,000
Office	1,000,000-1,800,000
Institutional	0-100,000
Retail	10,000 to 100,000
Civic / Community	0-30,000
Adaptive Reuse	23,000
Development Opportunity 1,500,000 Sq. Ft. Including 23,000 Sq. Ft. of adaptive reuse	

Right: Illustrative 1



Right: Illustrative 2



APPENDICES

Maple Campus

This area builds on its existing assets to create a unique neighborhood of adaptively reused historic structures and new infill development. The new neighborhood is organized around the historic Maple Quad which is a true campus organized around a green. The existing two to six story buildings frame the open space and provide an excellent opportunity for adaptive reuse as educational or institutional facilities. Infill development around the campus, along Martin Luther King Jr. Avenue and next to the ravine provides an opportunity for new residential, office, or institutional uses.

Similar to the North Campus, the Suitland Parkway connection would also serve as a benefit to the Maple Quad. The provision of the Suitland Parkway connection will help mitigate some of the impacts of new development and provide an alternative access point to the campus.

The preferred development intensity in the Maple Quad is medium-density commercial, moderate-density residential, and/or institutional uses. Any new infill development will range between four to seven stories concentrated along Martin Luther King Jr. Avenue and six to eight stories behind the Maple Quad towards the proposed parkway. Development along and around the ravine should take advantage of the steep topography to add additional density and height facing the proposed parkway. Maintaining viewsheds and open space at both gates is an important aspect of this neighborhood.

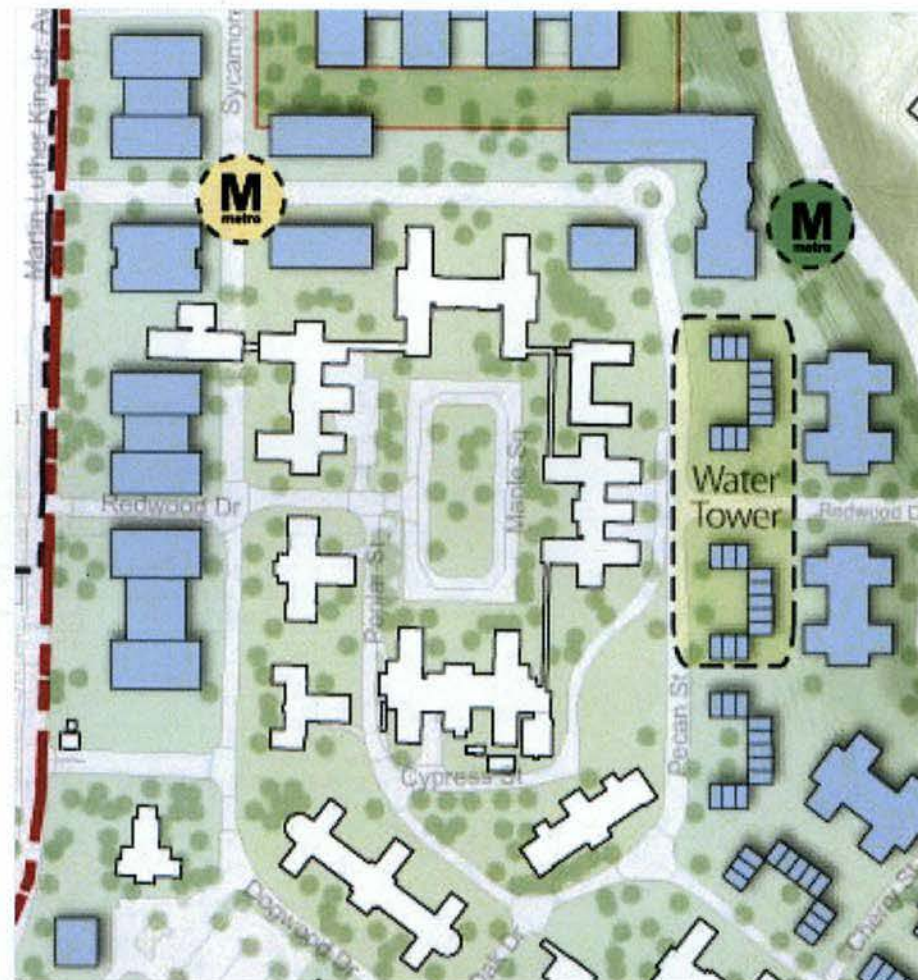
Maple Campus Illustrative Development Opportunity

Maple Quad	Sq. Ft. Range
Residential	0 to 200,000
Office	0-600,000
Institutional	50,000-400,000
Retail	-
Civic / Community	0-30,000
Adaptive Reuse	500,000
Development Opportunity 1,000,000 Sq. Ft. Including 500,000 Sq. Ft. of adaptive reuse	

Right: Illustrative 1



Right: Illustrative 2



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APPENDICES

Town Square

Designed with both existing and new residents in mind, the Town Square is primarily civic and retail in character, taking advantage of the civic nature of the Saint Elizabeths Chapel and the neighborhood's position along Martin Luther King Jr. Avenue SE.

In both illustrative plans, the Town Square is the civic hub of the new and existing neighborhoods, anchored by a renovated and repurposed Saint Elizabeths Chapel. Neighborhood serving retail, restaurants, childcare facilities, health clinics, a community center, and small-tenant office space are ideal amenities to locate in the Town Square neighborhood. A variety of buildings forms are encouraged, including residential units above retail space, as well as apartments and townhouses. The neighborhood's character is derived from its civic nature and new architecture should reflect this. The buildings should be oriented towards Martin Luther King Jr. Avenue or inward to the Square itself.

Public realm improvements, including wide sidewalks, lawns and generous planting strips, connect the campus's open spaces and existing neighborhoods. The lawns around the chapel are retained and upgraded, and a new town square or green is developed immediately adjacent to the chapel, at the heart of the Town Square neighborhood. Residents attending concerts, performances and community meetings can spill out onto the square afterwards and in the summer, outdoor concerts can be held on the lawn.

The preferred development intensity in the Town Square is low-moderate density mixed use and local public facilities. Building heights should mainly be between three to four stories, reflecting the heights of the existing buildings and acting as a transition between the existing two-story neighborhood to the south and the new higher density development to the north.

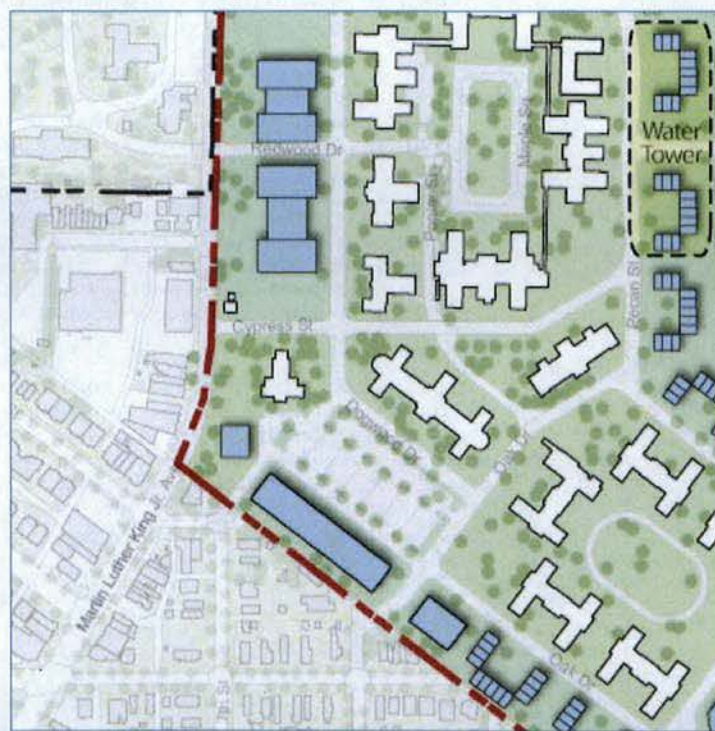
Town Square Illustrative Development Opportunity

Town Square	Sq. Ft. Range
Residential	0 to 100,000
Office	0-100,000
Institutional	-
Retail	34,000 – 60,000
Civic / Community	0-30,000
Adaptive Reuse	11,500
Development Opportunity 150,000 Sq. Ft. including 11,500 Sq. Ft. of adaptive reuse	

Right: Illustrative 1



Right: Illustrative 2



CT Village

This neighborhood is primarily residential in character and situated between Congress Heights Station and the Town Square. Illustrative plan 1 assumes that all of the buildings are preserved and reused for residential. However, future development should explore through the consulting process removal of the central kitchen/ cafeteria building and CT-4 as shown in Illustrative 2. By removing the kitchen, a new central lawn is created that connects to a campus-wide system of open spaces and provides an amenities for residents.

A variety of housing types are encouraged along new interior roads and along Alabama Avenue, including townhouses, stacked townhouses and apartments. New residential development connects the existing adjacent neighborhood to the redeveloped CT buildings. Illustrative 2 also suggests additional demolition of contributing and non-contributing buildings in the area north of the existing CT buildings, due to its proximity to the Metro station and the ravine.

Like the other new neighborhoods, public realm improvements in CT Village include wide sidewalks, lawns and generous planting strips to connect the open spaces of the campus and the existing neighborhoods. The neighborhood also offers excellent views over the ravine to the new hospital and the green space beyond.

Movement through this neighborhood is easy – it is connected to the existing neighborhood to the south by three new roads, including two that connect directly onto Alabama Avenue and one onto Malcolm X Boulevard. It also provides two direct connections between the Transit Village and the Town Square, providing easy access to community amenities and the Metro station.

The preferred development intensity in the CT Village is low-moderate density residential and local public facilities. The density of this area remains relatively low, acting as a transition between the existing two-story neighborhood to the south and the new higher density development to the north. Most buildings are oriented inward, toward the CT buildings and the lawn.

CT Village Illustrative Development Opportunity

CT Village	Sq. Ft. Range
Residential	200,000 – 350,000
Office	0 -150,000
Institutional	-
Retail	0 – 30,000
Civic / Community	0-30,000
Adaptive Reuse	350,000
Development Opportunity 320,000 Sq. Ft. including 275,000 Sq. Ft. of adaptive reuse	

Right: Illustrative 1



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Right: Illustrative 2



Transit Village

This neighborhood allows for a mix of higher density uses that take advantage of the Congress Heights Metro station and access to Alabama Avenue. Higher density, mixed-use development at the Congress Heights Metro station is a critical step in supporting any redevelopment of the Saint Elizabeths site, in serving local commercial needs and in responding to the District's desire for Transit Oriented Development (TOD). An area of mostly new construction, the neighborhood has a distinctive character based on its mix of uses and on its connections to the new hospital and to the rest of the region through the Metro.

In the Illustrative Plans new buildings are oriented to Alabama Avenue as well as to the internal streets around a new Congress Heights Square. Architectural elements of these buildings, such as doors, windows, stoops and balconies, will further reinforce this orientation. Street-level amenities like shops, cafes and newspaper stands will energize the square and create an active environment around the Metro station.

The neighborhood is connected to the adjacent neighborhoods by secondary neighborhood roads and to both rail and bus transportation at Congress Heights Station. The neighborhood provides an opportunity for transit-oriented development (TOD), a mix of uses within a comfortable walking distance of the station. The illustrative plan assumes creative solutions to discourage surface parking while providing appropriate bus loading and kiss- and -ride facilities.

The preferred development intensity at the Transit Village is medium density mixed-use and local public facilities. Street-oriented buildings of four to seven stories will line Congress Heights Square and Alabama Avenue with building heights tapering down towards Alabama Avenue. Development around the ravine should take advantage of the topography to add additional density.

Transit Village Illustrative Development Opportunity

Transit Village	Sq. Ft. Range
Residential	500,000 - 1,000,000
Office	500,000 -1,000,000
Institutional	-
Retail	0 – 30,000
Civic / Community	0-30,000
Adaptive Reuse	124,000
Development Opportunity 1,500,000 Sq. Ft. including 124,000 Sq. Ft. of adaptive reuse	



Right: Illustrative 1



Right: Illustrative 2

