

5. Existing Site Conditions

Heritage Resources	23
Historic Campus Form & Character	26
Recent Public Investment	27
Environment and Infrastructure	28
Transportation and Transit Access	30
Market Analysis	32
Development Opportunity	33

In this chapter, Saint Elizabeths East Campus was analyzed to determine locations for future development. This analysis begins with an inventory of the buildings and landscape, includes a discussion of the controlling legal frameworks governing historic preservation on the site, and evaluates both buildings and open space for potential adaptive reuse and infill development. The analysis includes a review of the architectural character of the campus, since an understanding of the existing urban design of the campus will guide the urban design of future redevelopment. Connections to the surrounding neighborhoods, between the two campuses, and to the regional transportation networks are examined in detail. Finally, the existing real estate markets are examined to suggest a future redevelopment program.

This space left blank intentionally

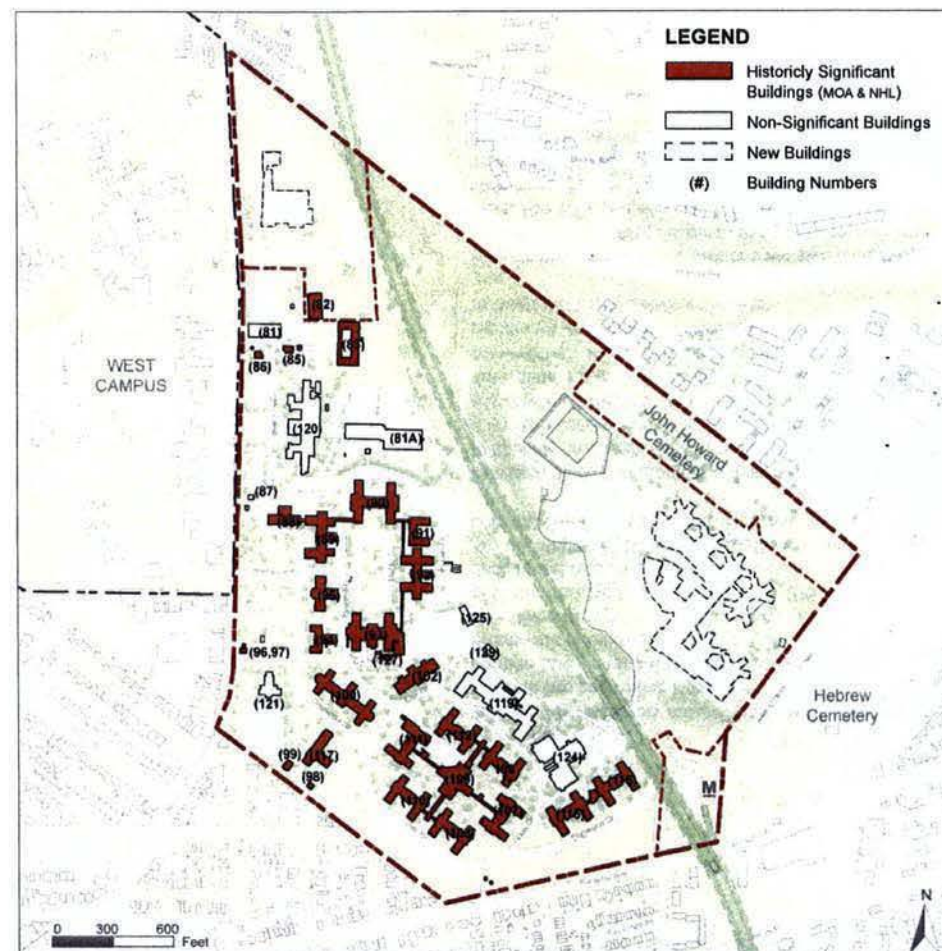
Heritage Resources

Legal Protections

The redevelopment of the East Campus will be a complex undertaking for the District and future development partners. Several preservation controls protect historic resources on the East Campus and will require coordination throughout the preservation review process. Both the East and West campuses are protected as a National Historic Landmark (NHL). National Historic Landmarks are nationally significant historic places designated by the Secretary of the Interior because they possess exceptional value or quality in illustrating or interpreting the heritage of the United States. Through the NHL, ninety specific buildings, the Civil War Cemetery and the wall have been designated as contributing historic resources. The East Campus is also a locally designated historic district.

With the transfer of the East Campus in 1987, the District of Columbia entered into a Memorandum of Agreement (MOA) with US Department of Health and Human Services (HHS), General Services Administration (GSA), and the Advisory Council on Historic Preservation (ACHP). Signatories agreed to preserve the historic resources they controlled on the two campuses and the important green spaces adjacent.

The diagram at right shows the location of those protected historic resources on campus explicitly identified in either the MOA or the NHL designation and the local designation.



Bldg #	Bldg Name	Non-Contributing Bldg Area (GSF)	Contributing Bldg Area (GSF)
79	Cottage 8	2,161.00	
80	Cottage 7	2,969.00	
81	Garage/Motor Pool	10,400	
81A	Temp. Homeless Shelter		
82	Dry Barn		21,840
83	Horse Barn		23,156
85	Cottage 10		2,140
86	Cottage 9		1,801
87	Gatehouse 3	347	
88	Blackburn Laboratory		22,590
89	R Bldg		31,278
90	Smith Center		107,455
91	Glenside		9,434
92	Nichols		111,930
93	William A. White		139,926
94	N Bldg		13,869
95	I Bldg		18,275
96	Comfort Station		206
97	Gatehouse 4		347
98	Comfort Station ?		206
99	Cottage 6		2,924
100	P Bldg		39,099
102	Behavioral Studies		33,920
106	CT-3		41,331
107	CT-4		41,753
108	CT-5		35,123
109	CT Kitchen		51,062
110	CT-6		36,164
111	CT-1		41,207
112	CT-2		41,207
115	CT-8		41,317
116	CT-7		41,317
117	Barton Hall		20,178
119	Haydon	172,970	
120	Dix Pavillion	214,985	
121	Chapel	11,560	
122	John Howard Pavillion	193,543	
126	Refrigeration Plant	3,736	
127	William A. White Annex		11,026
129	East Side Substation	3,088	
39 bldgs.		766,629.00	990,081.00

Left: Existing Building Contributing and Non-Contributing buildings chart

The primary regulatory means for ensuring compliance with the two controlling legal protections is the Section 106 Historic Review Process. This historic preservation review process mandated by Section 106 is outlined in regulations issued by ACHP. The District of Columbia also has a local Section 106 for locally designated resources, including the East Campus. Any development at Saint Elizabeths will require a consultation process and HPRB review.

However, since this process is designed to respond to specific proposals rather than a framework plan, it is necessary to evaluate any future proposals for any adverse effects on the historic resources and determine if these effects can be avoided, minimized or mitigated. If shown to be necessary, more significant alterations, or demolitions can be explored through the historic review process.

Historic preservation designations will also limit the demolition of existing buildings to create new building sites. The East Campus has 39 buildings, totaling a little more than 1.76 million gross SF. 29 of these buildings, totaling approximately 990,081 SF are protected by historic preservation designations.

The historic buildings at Saint Elizabeths are in varying stages of disrepair, with many requiring immediate stabilization and repair. A building condition assessment in 2002 by McKissack + McKissack revealed a correlation between building condition and occupancy: the longer a building had been vacant, the worse its condition. Building conditions were assessed through an additional visual survey conducted in Spring 2003 and through review of the earlier McKissack study. Buildings in poor condition generally had multiple systems failure and / or serious defects to the exterior walls, roof, windows or doors.

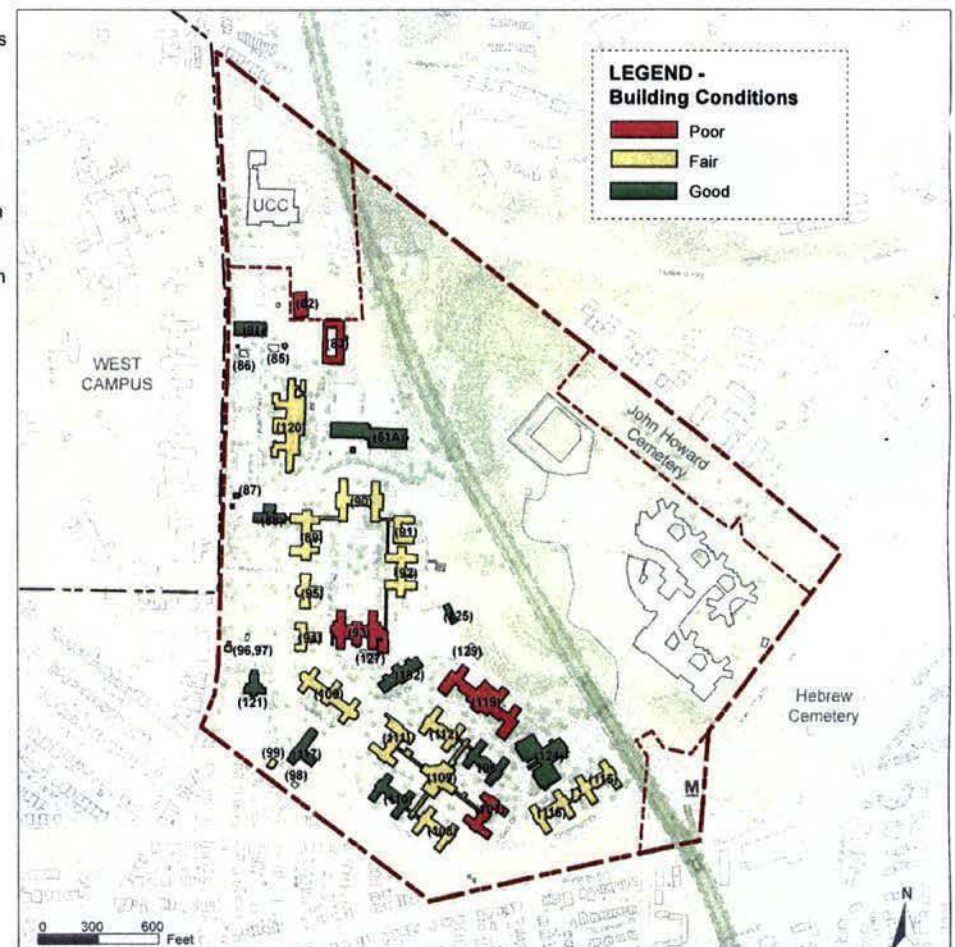
Buildings in fair condition showed evidence of moderate damage to walls, windows or doors, or evidence of water damage. Buildings in good condition showed little if any evidence of water damage or water infiltration. Buildings which were described in poor condition included the following:

- Building 82 Dairy Barn (since stabilized)
- Building 93, William A. White (since stabilized)
- Building 119 Haydon
- Building 83, Equestrian Barn
- Building 107, CT-4

Changes in construction technology, building codes, and the poor condition of some of the historic buildings pose financial challenges for adaptive reuse. These challenges include:

- Historic floorplates are much narrower than contemporary demand, which may limit the appeal of some of the historic buildings for tenants that desire standardized, modern-width floorplates.
- Fixed, load-bearing, interior masonry walls, which carry roof and floor loads, can limit the ways that floors are laid out. This may restrict the appeal of some historic buildings for tenants that desire open floor plans.
- Repairs to deteriorated structures, removal of lead paint, asbestos and other hazardous materials, and retrofitting for life-safety and fair housing regulations is more costly for adaptive reuse projects than new construction.

Developers may however, make use of federal rehabilitation tax credits to offset some of the costs associated with the rehabilitation of these historic structures.



Historic Campus Form and Character

Like the majority of American institutional campuses, Saint Elizabeths grew over time in a series of clusters. Although this growth was at times haphazard, the hand of a strong designer also occasionally guided it. Most of the campus, and particularly the older portions to the west of Martin Luther King Jr. Avenue, can be understood as a collection of quadrangles defined and contained by groups of buildings: it is the association of built form and landscape rather than any one particular example of either that is the strongest element of the campus.

The campus grew across Martin Luther King, Jr., Avenue early in the 20th century to form the cluster of buildings around the Maple Campus. The tight spacing of the seven buildings effectively contains a central green and lend the space an intimate feel. As in the Olmsted landscape on the West Campus, mature specimen trees break up the space. While the buildings range in height from two to six stories, they are for the most part kept separate by the large green (450' x 300'), which helps modulate the height differences. The remnants of a working farm lie just north of the Maple Quad.

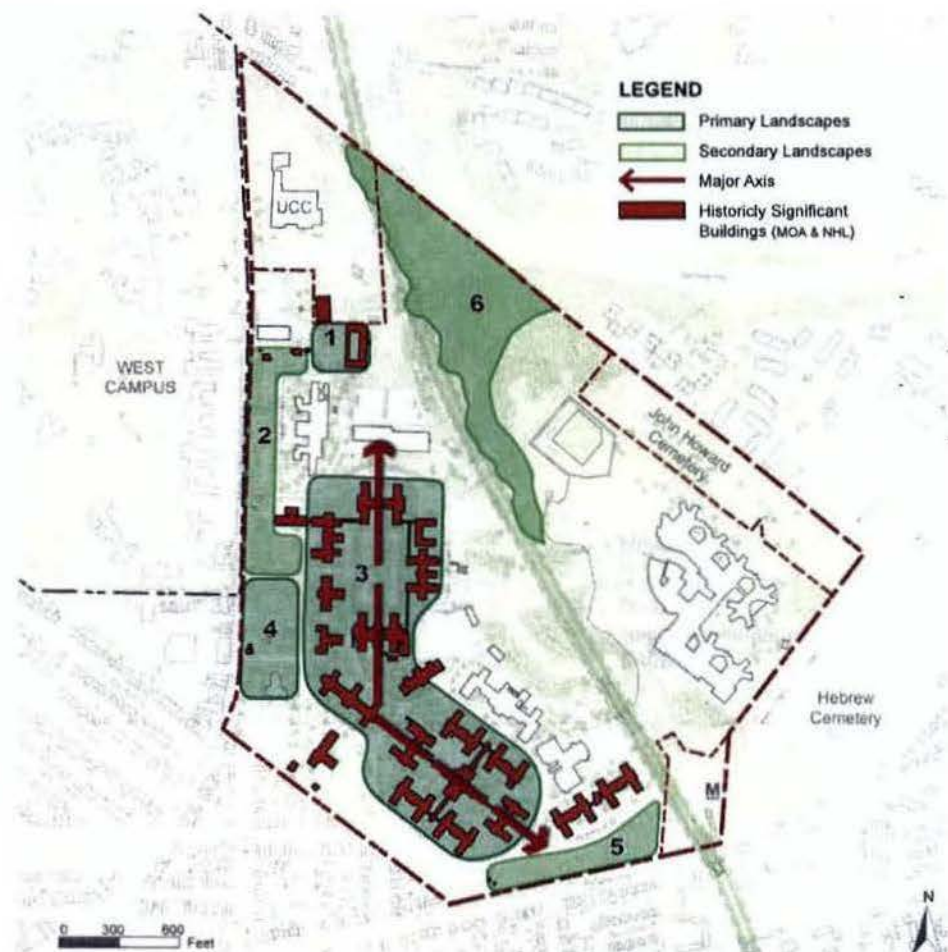
The newest parts of the prewar campus lie to the southeast. The CT Buildings (#106-116), RMB (#124), Behavioral Studies (#102), the P Building (#100), Barton Hall (#117) and Haydon Hall (#119) are not organized by any strong landscape design, but rather were placed to make efficient use of the remaining property in the area. They are indicated as the CT Campus in the diagram at right. Several of these buildings are attractive and with sensitive demolition and infill, new and more resolved landscape spaces can help rationalize this part of the campus.

Much of the existing open space on the East Campus exists as a wide (200' -300') buffer between the roads and the edge of the buildings. While this land initially acted as a buffer between the community, it provides an opportunity for sensitive infill development that will knit together the interior of the campus with the surrounding neighborhoods.

While the majority of the campus area is open space, it is necessary to identify areas for preservation and future infill development. To that end, the various open spaces of the campus have been evaluated using a number of criteria. These include: the cohesion and quality of particular spaces, the prominence of the original designer and the condition of the plant materials in the particular landscape. Landscape areas should be sensitively preserved or integrated into new development include: "

1. Landscape around old farm buildings
2. Lawn 'forecourt' along Martin Luther King Jr. Avenue
3. Maple Campus Quadrangle
4. Front Lawn by Main Entrance and Chapel
5. Lawn 'forecourt' along Alabama Avenue
6. Stream Valley

The diagram at the right indicates those areas where future master planning must balance infill development that meets the goals of the framework with signature open spaces that will add character and enhance the sense of place.

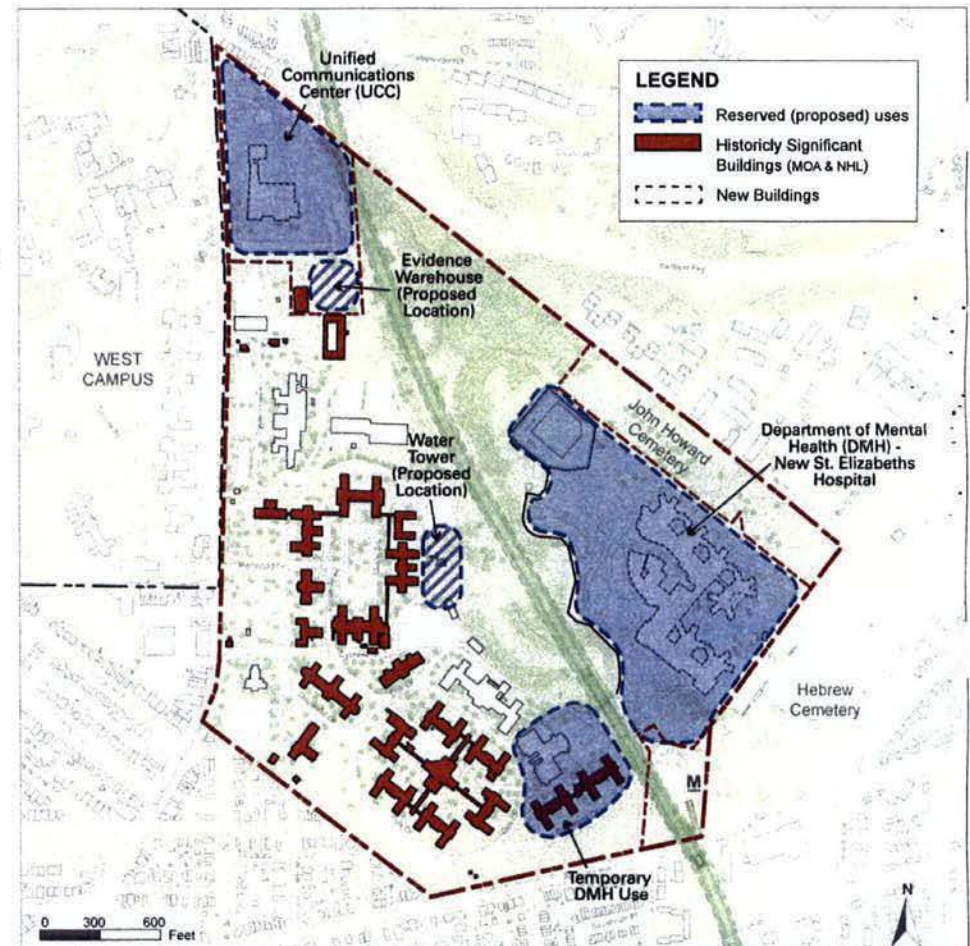


Recent Public Investment

In addition to the historic preservation legal protection, several additional factors affect the amount of land available for new development and the character of that development: existing government facilities and uses, site topography, environmental issues, utilities and infrastructure, transportation access, and development capacity. The following section discusses these conditions and presents the resulting methodology that will guide future development on the campus. The new development on the campus will not affect the following existing facilities, rather incorporate them into the holistic vision for the campus:

- The Department of Mental Health (DMH) is constructing a new hospital in the southeastern corner of the East Campus. In the interim, three existing buildings on the East Campus will remain in hospital use: CT-8 (#115), CT-7 (#116) and RMB (#124). DMH expects to continue to use RMB (#124) to handle overflow patients; in the long term there is the opportunity to construct an overflow facility on the former John Howard Pavilion site or other land adjacent to the new hospital. Construction began in 2006 on a new 450,000 square foot, 292 bed state-of-the-art facility to replace the 150-year old Hospital. The new hospital incorporates the best practices in modern, in patient mental health care with an environmentally sensitive design and sustainable strategies. Completion of the hospital is scheduled for 2010.
- The Unified Communications Center (UCC), the new Emergency 911 and 311 Call Center, is a 12 acres secured facility at the northern end of the East Campus.
- The future Metropolitan Police Department Evidence Warehouse is proposed to relocate to the East Campus on an approximately 2.15 acre site just south of the UCC and north of the stable. This 26,800 sf fully automated facility will provide a secured and controlled environment for MPD evidence.
- The DC Water and Sewer Authority proposes to replace the existing water tower on the East Campus. Its new position will be determined in part by this document.

Final locations for all proposed projects will be determined through the Section 106 process.



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

Environment and Infrastructure

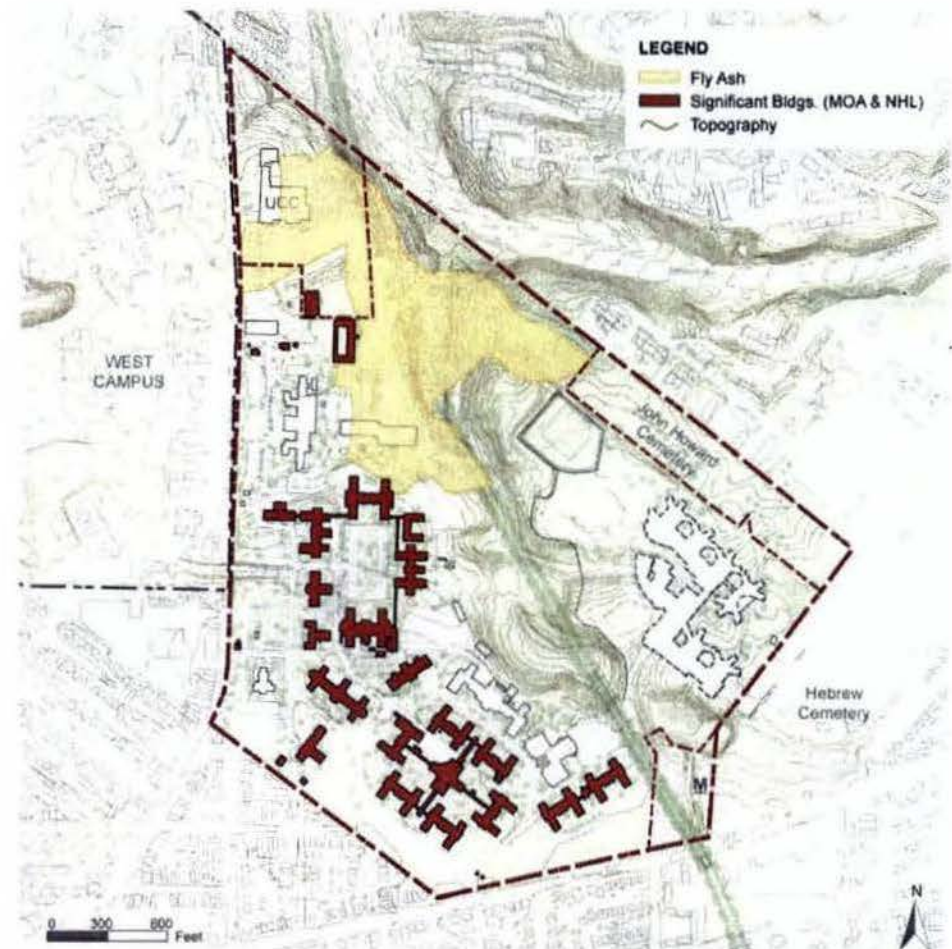
A Phase I Environmental Assessment has not been commissioned for the site but will be an essential step for any future development. Numerous activities occurred on this site that warrant further investigation of potential contaminants and hazards. Specifically, the past use of medical clinics, furniture woodshops, vehicle maintenance, coal ash disposal, laundry/dry cleaning and landfilling activities can be associated with potential contaminants.

On the East campus, suspected contaminants and environmental conditions relate to the former use of the vehicle maintenance activities surrounding the motor pool facility, the northeast landfill locations containing Fly Ash debris and the medical research facilities that may contain bio-medical hazardous wastes such as discarded needles, glass debris with chemical traces such as mercury. No documentation has been developed from the West Campus environmental studies that indicate subsurface biological hazards, so it is not expected that this risk exists on the East Campus.

Contamination from laboratory and medical waste may occur in the form of chemical contaminations near the waste facilities. Lastly, building construction contaminants are expected to be prevalent and largely consisting of lead-based paint, ACM (asbestos containing materials) for buildings such as floor tile, mastic for floor tiles, ceiling tiles, insulation, plaster, transite panels, roofing materials, piping materials, poly-chlorinated biphenyls (PCB) electrical components (switchgear, transformers, cabling insulation, cabling oils).

Lastly, it should not be ruled out that past farming and agricultural activities on campus resulted in storage of chemicals on site to facilitate those activities, such as pesticides and herbicides. Lastly, it should not be ruled out that past farming and agricultural activities on campus resulted in storage of chemicals on site to facilitate those activities, such as pesticides and

herbicides.



Utilities and Infrastructure

Water Service

Water is supplied to the East campus from a 14" main that extends from the existing water tower. The West Campus is supplied from a 20" main extends beneath Martin Luther King, Jr. Boulevard. The 20" main has been replaced in one section south of the campus, and plans to replace the portions northward and parallel to the campuses are pending. A second 24" main traverses Alabama Avenue. A pumping station for the domestic water system on the East Campus is located in building 120, the Dix building.

Studies by the District of Columbia Water and Sewer Authority have identified the need for several new storage facilities to support population growth and development, to provide additional water pressure to certain areas of the District, and to provide emergency backup service. The most immediate need is for two million gallons of elevated storage in the southern portion of the Anacostia first high service area. Ultimately the water tower will connect to the 20" main beneath Martin Luther King Avenue and the 24" main on Alabama Avenue. DCWASA has proposed a new water tower on the East Campus to address significant water pressure issues in Ward 8. For maximum efficiency, the 2,000,000 gallon tank would be placed on a high point of the site; however, the exact location of the water tower requires further planning and consultation.

It is believed that the existing network of water supply piping is in a deteriorated state and development plans should consider include provisions for new service connecting to the new supply tank, scheduled for completion in 2013.

Fire Pressure

Hydrant flow tests associated with the new Hospital construction confirm that the existing pressure is insufficient for fire fighting purposes on Campus. Development plans should be based on the fire suppression needs being provided by way of the new water tower.

Sanitary Sewer

The sanitary sewer system for the East campus drains to a 10" main beneath Martin Luther King Jr Avenue and continues north. The existing conditions of the sewer system have not been fully investigated to determine its integrity. A hydraulic flow analysis and condition survey are necessary in order to properly quantify the extent of reuse and/or extent of needed replacement.

Power

The Potomac Electric Power Company (PEPCO) provides electricity to the Campus by way of building 129, the switching substation, which is considered in good condition. An existing switching station is located in building 120, the Dix building, which supplies power to some facilities on campus. The new hospital facility has power supplied temporarily overhead from building 120, while waiting for the permanent service to be supplied by PEPCO directly from Alabama Avenue.

Steam

The East Campus currently uses steam for heating and hot water service. Boilers are located in building 120, the Dix building, and building 111, the CT-1 building. Steam will not be used for the new development infrastructure, including bioretention swales, permeable pavement, rain gardens and green

The existing steam tunnels follow the alignment of the roadways on the East Campus and are in a state of disrepair. The tunnels may require complete removal as the current depth below grade of approximately 3 - 4' will conflict the placement of new utilities and service. Prior to demolition of the tunnels and piping, the remediation of the piping and insulation may be required as it is suspected to be ACM concrete piping due to the timeframe of its installation.

In addition, the asbestos fiber reinforced insulation and other features will also require hazardous material remediation efforts. An environmental assessment of the existing conditions of the tunnel concrete, piping and appurtenances is necessary to properly assess the necessary removal and cleanup protocols.

The option of retaining and maintaining a centralized utility plant for the East Campus will be considered in the evaluation of master developer plan proposals.

Telecom

Verizon is the service provider for telecom to the East Campus. Locations and conditions of the existing transmission lines within the Campus is unknown.

Natural Gas

Washington Gas provides natural gas service to the East and West campuses through a network of underground piping, which are fed from high pressure mains located in rights of way of nearby roadways. Active gas lines currently service the occupied buildings.

Stormwater System

While the sanitary and storm sewers have been separated, no provision was made to treat stormwater quality, only quantity. Depending on the intensity of future development, a combination of new stormwater management ponds and vaults should be considered to bring stormwater quality up to contemporary standards. Additionally, consideration should be given to state of the art, green stormwater management technology, including bioretention swales, permeable pavement, rain gardens and green roofs.

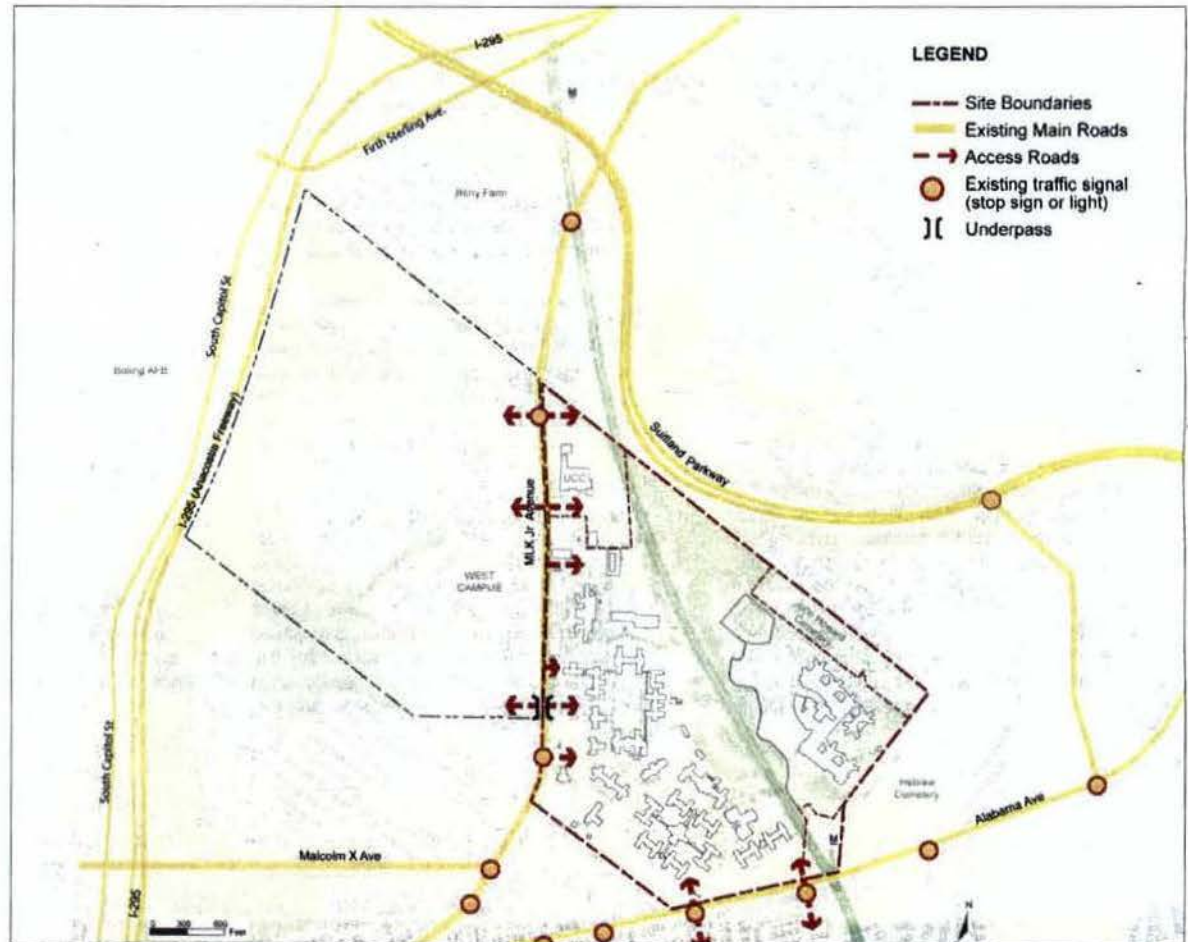
Transportation and Access

The neighborhoods around Saint Elizabeths grew up around an isolated campus. As a result, Saint Elizabeths is now physically disconnected from its neighbors by highways, steep slopes, perimeter fences and walls. Barry Farm is cut off to the north, as are parts of Congress Heights to the southwest. A stream valley runs between the new mental health facility and the remainder of the East Campus, while cemeteries separate it from eastern neighborhoods. These circulation barriers are shown in the diagram at right.

An indirect local street network prevents convenient access to Saint Elizabeths from both I-295 and Suitland Parkway. The campus is served primarily by Martin Luther King, Jr. Avenue and Alabama Avenue SE. Martin Luther King Jr. Avenue is a four lane collector, linking Congress Heights to Anacostia; it is the only connection north and south across the campus. Martin Luther King Jr. Avenue is also designated a high priority corridor for premium transit in the form of Bus Rapid Transit and Rapid Bus according to the District's Transit Alternatives Analysis. Internally, the campus is served by a system of narrow, winding streets that cannot support significant new traffic volumes.

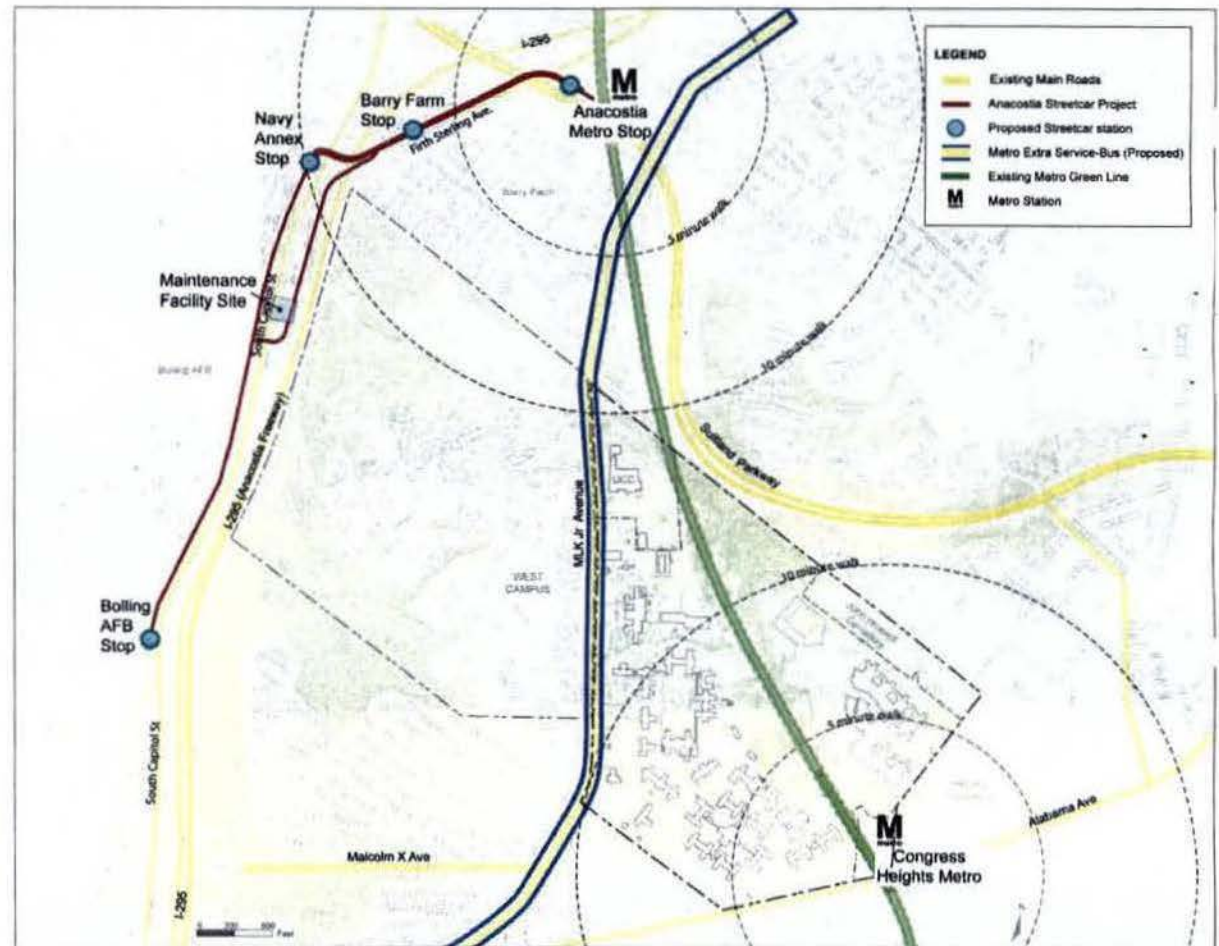
A generous right of way encourages high speed travel along its length, as does the absence of signalized crosswalks. The minimal sidewalk between the 10' wall and the curb on the west side is not pedestrian-friendly. While the wall cannot be moved, the road right of way could be shifted east into the open space along the western edge of the East Campus. This would not only allow for enlargement of the western sidewalk, but also permit the inclusion of light rail, rapid bus or other transportation improvements in the right-of-way.

In order for redevelopment of Saint Elizabeths to be viable, significant transportation improvements will have to be made, particularly to the nearby highways.



Transit Services

The Congress Heights and Anacostia Metro stations on Green Line serve the neighborhoods surrounding Saint Elizabeths. The Congress Heights Metro station, located adjacent to the southeast edge of the East Campus provides the most direct transit access to the campus. From the Metro station it is a 15-20 minute walk to the northern edge of the East Campus. Additionally, the Anacostia Metrorail Station has one of the highest bus to rail transfers within the Metro system. The Anacostia 4-stop starter line Streetcar Project identified in the diagram to the right will run along the western edge of the campus.



Market Analysis

A market study was conducted for the 2006 draft Framework Plan found that there was a demand for 2903 units of housing over the next ten years at an absorption rate of approximately 290 housing units per year. New residential development would include a mixture of for-sale and rental units in both new construction and adaptive reuse historic buildings. These new residential units should support a mix of incomes, including both market rate units and affordable units, subsidized with low-income housing tax credits.

While the study recognizes the demand for housing on the site, particularly by young couples, young families and empty-nesters, it also emphasizes that residential development will be heavily dependent on the quality and character of any nonresidential uses that are successfully introduced on the site. These uses could include a significant federal government, university presence (dorms, classrooms, office and lab space), retail space, and / or small entertainment venues, but must result in a 24 hour population. There is space on the East campus to accommodate a range of higher education facility types, from a community college to a specialized trade school.

Another driver for residential demand is on-campus neighborhood-oriented retail development. This amenity will not only make the campus an attractive place to live, but will also serve the existing neighborhoods and help capture retail dollars currently being spent outside the District. The Retail Action Strategy (RARAS) prepared in 2008, looked at the existing and projected retail conditions of two (2) submarkets in Ward 8 - South Capitol Street and Anacostia/Poplar Point.

Given proximity of the Anacostia/Poplar Point submarket to the Saint Elizabeths Campus, the findings inform the overall demand for retail in the northern portion of Ward 8 affecting the intensity of future retail development at both Poplar Point and Saint Elizabeths. In the short term, the submarket can support an additional 111,100 and 147,900 square feet of retail by 2012. However, because of the planned development in the submarket, future retail development at Saint Elizabeths should take into consideration a larger trade area to ensure desired and supportable community retail is achieved.

Since there is currently little demand for large tenant office space in Congress Heights, new speculative office construction at Saint Elizabeths would have to compete with South Capitol Street, Southeast Federal Center, and NoMa. A near-term opportunity lies in locating District and/or federal government office tenants on the Campus, especially to take advantage of the transit-oriented development (TOD) opportunity at an infill Metro Station on the Campus or at the Congress Heights metro station. A second opportunity envisages attracting a large educational or institutional entity to the Maple Campus. The District can make a strong case for the attractiveness of the setting, both because of the unique historic setting and proximity to the Center City. This type of entity could both reuse the historic buildings and develop new facilities to accommodate its particular program.

Right: current commercial developments in the area



Development Opportunity

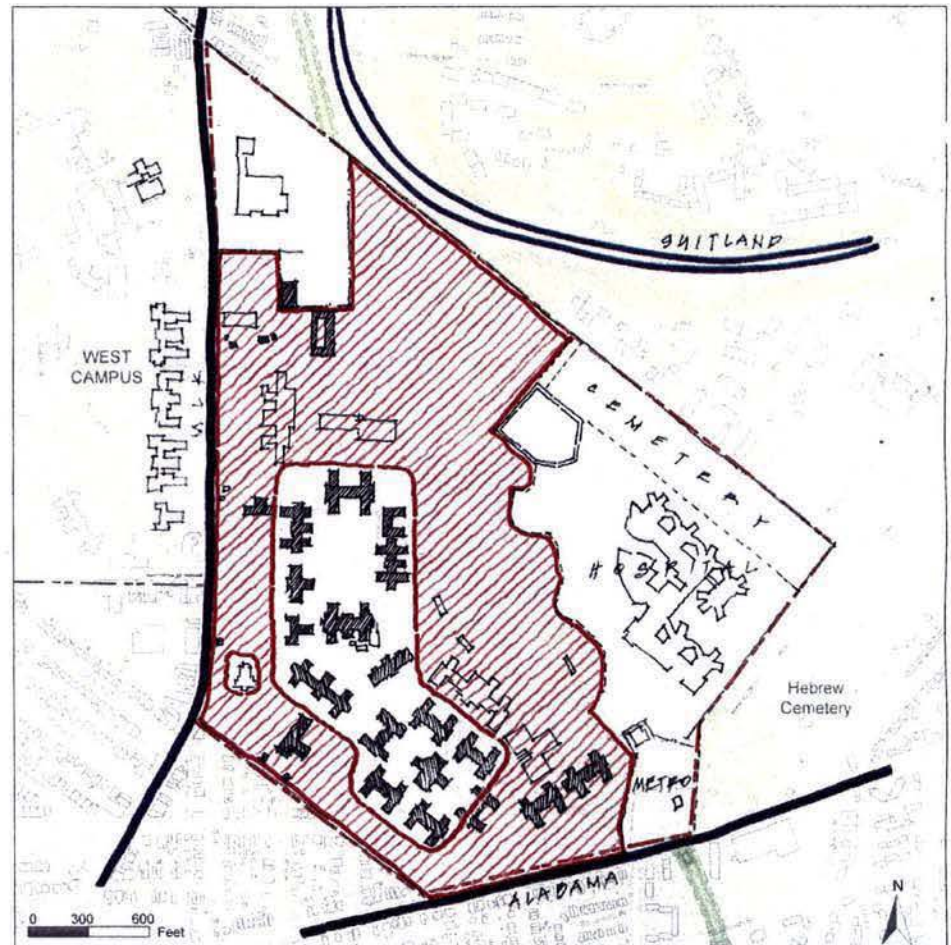
Redevelopment on the East Campus is limited due to its designation as a national historic landmark. Of the 39 buildings on the campus, 29 are protected by historic preservation regulations; the remaining 20 non contributing buildings could be demolished to create new development parcels. Although the historic nature of the campus presents some unique challenges for redevelopment, there is an opportunity for sensitive infill development that captures the identity and character of the campus without compromising its historic fabric.

The 2006 Framework Plan created a working methodology to shape the development potential of the campus. This methodology is designed to prioritize individual historic resources at Saint Elizabeths. In this way the most significant resources can be identified for preservation and reuse, while the less noteworthy resources may be identified for more significant interventions.

The diagram to the right, depicts areas that can support infill development. The road fragments of the existing campus connect to form a street framework that builds on the original road layout,

while serving new development.

Implementation of this Framework Plan will require the development of a more detailed master plan for the campus. A historic preservation evaluation will also be conducted through the Section 106 and Historic Preservation Review Board. Significant alteration and demolition of contributing historic buildings can only be approved through these processes.



This space left blank intentionally

6. Development Principles

These eight principles for future development at Saint Elizabeths are based on the vision and recurring themes of opening up the campus, creating connections, preserving the historic character, attracting private development, celebrating community heritage and treating existing residents fairly and equitably. They were created with input from a variety of stakeholders through the 2003 planning process and the 2008 update process. While broad and aspirational, they are intended to guide future planning and development activities at Saint Elizabeths.

Development Principles

1. Capture the Unique Identity to Create a Sense of Place

Saint Elizabeths has the unique feeling of a series of small villages in a rural, pastoral campus setting, yet is located two miles from the Capitol. The campus is defined by its heritage resources, open space and topography - natural bluffs, plateau and wooded hills - as well as its connection to the Anacostia River. Together, these elements highlight the campus' unique feel, character and sense of place. This unique identity and sense of place should be reinforced in new neighborhoods that blend the adaptive reuse of historic buildings and contextual infill development throughout the campus.

2. Reinvigorate the Campus as an Important Neighborhood Center

Historically Saint Elizabeths played a significant role as a unique and special place in the Nation, the District, and also for the residents of Congress Heights. The redevelopment should reinvigorate the campus as an important multi-neighborhood center. It should feature a broad mix of uses that integrates places to live, work and play and enhances the vibrant communities that surround it. The redeveloped campus should include cultural, retail, educational, social and recreational amenities that improve the quality of life for new and existing residents. New, diverse, mixed-use neighborhoods should provide for a mix of incomes and housing types for all people

-allowing for market rate housing, affordable housing, housing for families, transitional housing, housing for the physically challenged, and senior housing. The new Saint Elizabeths hospital should be an integral part of the campus redevelopment and reflect the progression in the treatment of mental health patients.

3. Preserve and Celebrate Heritage Resources

It is critical for the redevelopment to preserve and celebrate the rich heritage resources on the campus and in the surrounding community so that there is a strong physical and commemorative link between past and present.

The campus itself is a National Historic Landmark and a District of Columbia historic district. Its buildings and grounds are rich with the history of the people who built them, who managed them and who stayed in them. The campus is the best example of the history and evolution of progressive mental health treatment in the United States. To the maximum extent possible, the historic resources, open spaces and view corridors should be preserved and maintained. Additions to historic structures, changes to the landscape, and demolition or relocation of buildings should be considered on a case-by-case basis through the Section 106 and HPRB review processes and in the context of the entire framework plan. In addition to the physical assets, innovative commemorative works should celebrate the legacy of the campus and surrounding communities in Civil War history and as a

historically African American community.

4. Embody the District's Design and Sustainability Goals

Saint Elizabeths presents a unique opportunity to develop new neighborhoods that embody the District's goal of creating sustainable, walkable neighborhoods that offer rich amenities, housing choices, and transportation options. Development should be street-oriented, urban, at a suitable density, provide for active ground floor uses and capitalize upon existing and proposed transit networks. Building design and materials should be environmentally sustainable, contribute to vibrant city life, strengthen the sense of place of new neighborhoods at Saint Elizabeths. As our city and region continues to change over the next decade, development at Saint Elizabeths can lead the way in creating our sustainable future city.

5. Create a Strong Public Realm

A successful public realm defines strong communities and attracts investment. Saint Elizabeths possesses the opportunity to create a strong park and open space system, a network of great streets and sidewalks and the public "fabric" which will bind together old and new buildings and public and private development. A successful public realm at Saint Elizabeths should provide many opportunities for recreational, cultural and arts activities for children, adults, families, seniors and the mentally ill.

6. Improve Community Connectivity and Open Up access to the Campus

The campus was designed to be separate from the land and communities that surround it. Its topography -natural bluff, plateau and wooded hills -further defines that separation. Successful redevelopment of the campus will encourage a variety of physical linkages and connections between the campus and surrounding communities, the waterfront, downtown and the rest of the District of Columbia. These physical linkages include: heritage resources, road networks, open space systems, monuments and markers and development opportunities. These linkages will open up the campus, reveal its assets, and attract people and investment. New secure facilities should allow public access to open spaces and the campus cannot be walled-off again.

7. Enhance Multi-modal Transportation Networks

With the rising cost of transportation, the preference for alternative modes of transportation and living closer to services, jobs, and amenities is also increasing. It is critical to improve the local and regional transportation access to the campus to attract and sustain development on the East Campus and ease impacts of the proposed DHS development on the West Campus. Investment in transportation improvements should be focused on transit, pedestrians, and bikes. New designs for street and

transportation networks and a mix of appropriate land uses will help define the balance between these modes.

8. Support Wider Economic Development Initiatives

Saint Elizabeths is one of the few remaining large scale District owned properties that can catalyze revitalization. Long-term sustainability depends upon the campus' ability to attract private development and generate revenues. It is important that new development is fair and equitable to existing and long-term residents, discourage displacement and improve opportunities for existing residents and businesses to stay in the neighborhood. This could, for example, be through job training at a new educational facility, through the provision of permanent jobs, or through construction employment.

This space left blank intentionally

7. Redevelopment Framework

Methodology	40	Transportation, Transit & Access	46
New Neighborhoods	42	Public Open Spaces	48
Land Uses	43	Special Places	49
Development Scale	44	Illustrative Plans	50

The Framework Plan illustrates development objectives, design principles and land use goals to guide the redevelopment of Saint Elizabeths over time. It could take up to thirty years to redevelop the entire campus; therefore this chapter provides guidance to the future developers and designers who will be responsible for creating more detailed master plans for implementing a redevelopment program. This chapter includes both broad development guidance and illustrative plans. The first part of the chapter offers guidance on the mix of land uses, development scale, open space system, circulation and access, and the creation of special places. The discussion of campus wide systems and how the new neighborhoods fit together is broad enough to allow for flexibility while still shaping new development that is in keeping with the vision and development principles articulated in the plan.

The second section provides illustrative plans that represent two ways of developing the campus using this guidance. The illustrative plans are a refined version of the 2006 Framework Plan that has been updated based on current District development priorities and additional community input. They offer two development options that ensure new development is compatible with the existing historic buildings and landscape. More specifically, they provide guidance for both the design of new buildings and the rehabilitation of existing ones. As the evolution of Saint Elizabeths East continues, the Framework Plan is designed to be flexible and comprehensive, so that all improvements are part of a single fabric or single vision.

Methodology

St Elizabeths East is a National Historic Landmark (NHL) and local historic district. Its historic buildings and grounds are a significant resource and redevelopment will respect and capitalize on this unique resource.

The following text and diagrams identify the over-arching urban design principles, site and architectural attributes that together give St Elizabeths East its distinctive character. Understanding and respecting this character will provide direction for the redevelopment of the campus. The diagrams are intended to be sequential with the Development Opportunity Diagram exhibiting a summary of previous principles and campus attributes.

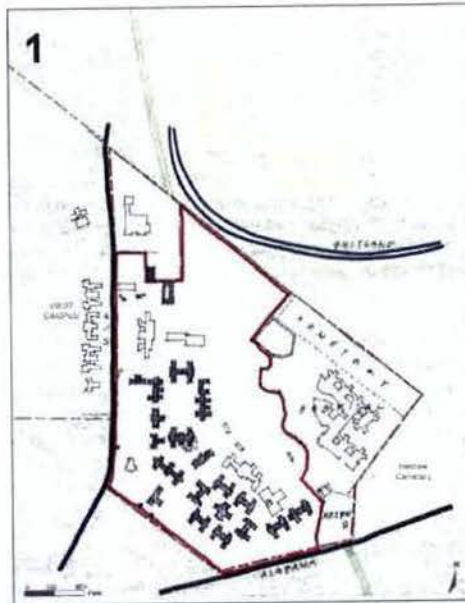
Exhibit 1 - Existing Constraints

The East Campus contains several existing structures and improvements to remain including: the UCC, the new Saint Elizabeths Hospital, and Congress Heights Metro Station. The net remaining land represents the study area for the Redevelopment Framework Plan. Within the study area there are designated historic structures and landscapes that are protected by either the NHL designation, local historic district, or the terms of the MOA. Exhibit 1 shows the study area including the designated historic structures (hatched).

Exhibit 2 - Major Campus Organization

The significant buildings of the East Campus can be described as two quadrangles (quads) of buildings, one square with Martin Luther King Jr. Ave. and a second square with the south west property boundary. There are several more randomly placed buildings between and along the west and south edge of the two quads.

The major organizing theme of the East Campus is



the central north south axis through the Maple quad connecting to and angling to the east through the CT quad. There is a symmetry building placement and resulting green space that gives the East Campus its organization and urban design character.

Also the original East Campus was set on a plateau with the eastern edge defined by a stream valley. This meandering open space of slopes and trees defined the campus eastern edge. More recent grading and filling has eroded what was likely a significant aspect of the campus.

Exhibit 3 - Building Placement and Resulting Green Space

The formality of the Maple and CT quads can be further defined by sub axis that move perpendicular to the major axis as identified in Exhibit 3.

The Maple quad is slightly asymmetrical being composed of two distinct building types: three larger 5 story hospital administration buildings and three 2 story residential type buildings. These buildings help to frame a central green space. As a result the building axis has been drawn through the more prominent



buildings.

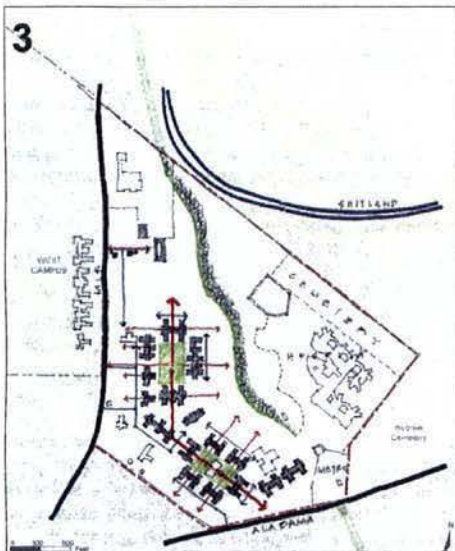
The CT quad is symmetrical with six residential structures. The major axis moves through the center of the four buildings east and west of the quad. The additional residential buildings are asymmetrical and are located outside the quad along Alabama Avenue. The kitchen building within the quad divides the central green space into four smaller parts.

A similar axis for green spaces and green connectors emanating from the two quads parallel to the building axis occur between the buildings.

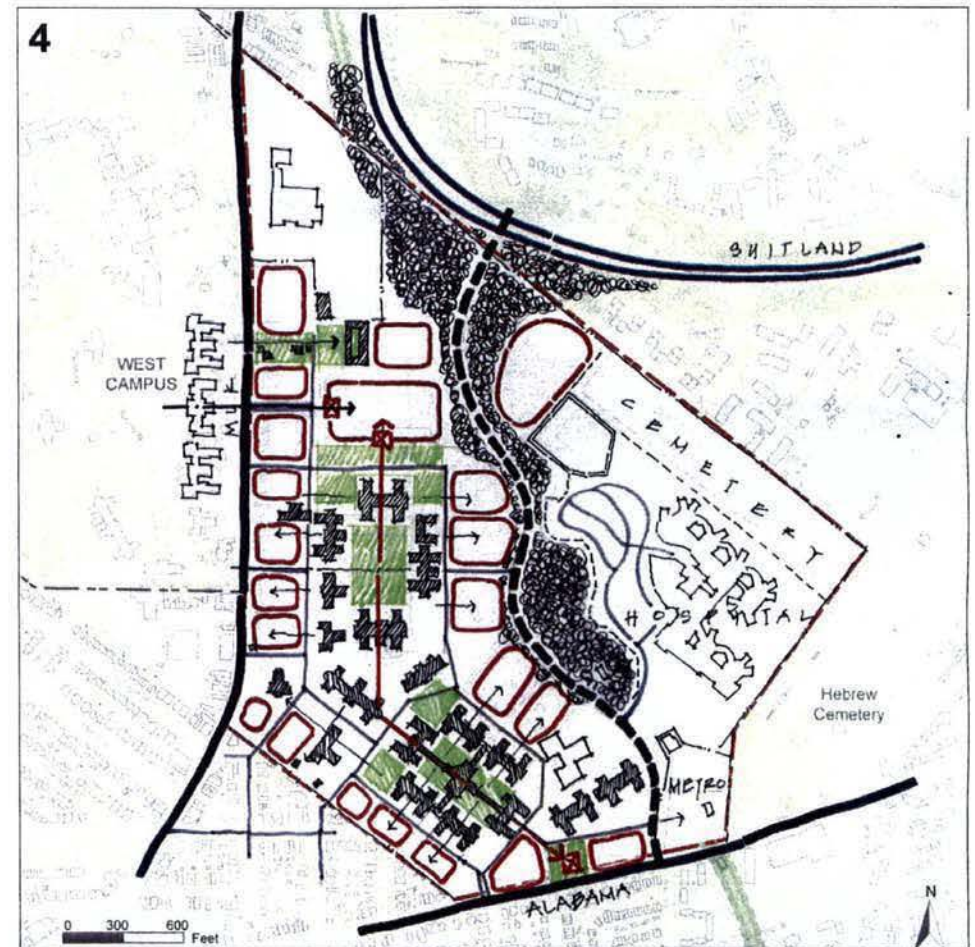
Exhibit 4 - Development Opportunity Diagram

The final diagram in this series serves as the basis for the broad planning guidance and the illustrative plans found in the remainder of this chapter. Infill opportunity areas shown in red respond to and reflect the axial pattern described in Exhibits 2 and 3. Logical pads of new development surround the existing clusters of historic buildings and suggest a new street network.

Another organizing element of the diagram is the transformation of the stream valley on the eastern edge of the historic campus to a proposed road that links Suitland parkway with Alabama Avenue, completing a perimeter road network. Martin Luther King Jr. and Alabama Avenues allow traffic to access the campus's full perimeter, lessens the dependence on Martin Luther King Jr. Avenue as the primary connector, and reduces the need to bring traffic into the campus interior. This open space, in combination with the proposed connector road, could become a new front door for the new Saint Elizabeth Hospital and the East Campus redevelopment.



Curb to building setbacks for new infill development will have an important role in maintaining the campus character. While buffers between quads preserve distinctiveness and provide some setback along Martin Luther King Jr. Avenue, the need for new building setbacks is minimal; particularly near the existing Metro station or in the stream valley. New landscape improvements would ideally follow the simple restrained theme set by the original campus: large lawn areas with informally placed canopy trees and selective use of foundation plantings. Canopy trees would not follow streets or be regimented in placement but would rather be part of the larger organic arrangement of campus trees.



New Neighborhoods

To retain its character and make redevelopment manageable and contextual to the existing site and building types, the campus will be redeveloped through the creation of five new neighborhoods. Each neighborhood possesses a unique character defined by its scale, mix of uses, open space, density and the relative amount of adaptive reuse and new infill. For example, the Maple Campus has a strong historic character based on its rehabilitated buildings and quad neighborhoods like the North Campus and the Congress Heights Metro Station have a far different flavor, with a predominance of new architecture.

A Section 106 consultation to address the cumulative impacts of development on historic resources will be required for the next level of master planning associated with implementing this plan.

North Campus

The North Campus neighborhood anchors new development and creates a vibrant street edge along Martin Luther King Jr. Avenue. Preservation and reuse of the barns, cottages and adjacent green for special uses is preferred. The height and intensity of new development will be focused on the interior of this neighborhood near the ravine. Preferred land uses include commercial-driven mixed-use development featuring government office and limited residential.

Maple Quad

The Maple Quad lends itself to the adaptive reuse of existing buildings as institutional or educational land uses. Preservation of the green quadrangle is desired for community and civic uses. Infill development within this neighborhood should provide a transition between the North Campus and existing historic buildings. New development along Martin Luther King Jr. Avenue should feature pedestrian oriented ground floor uses to activate this

Town Square

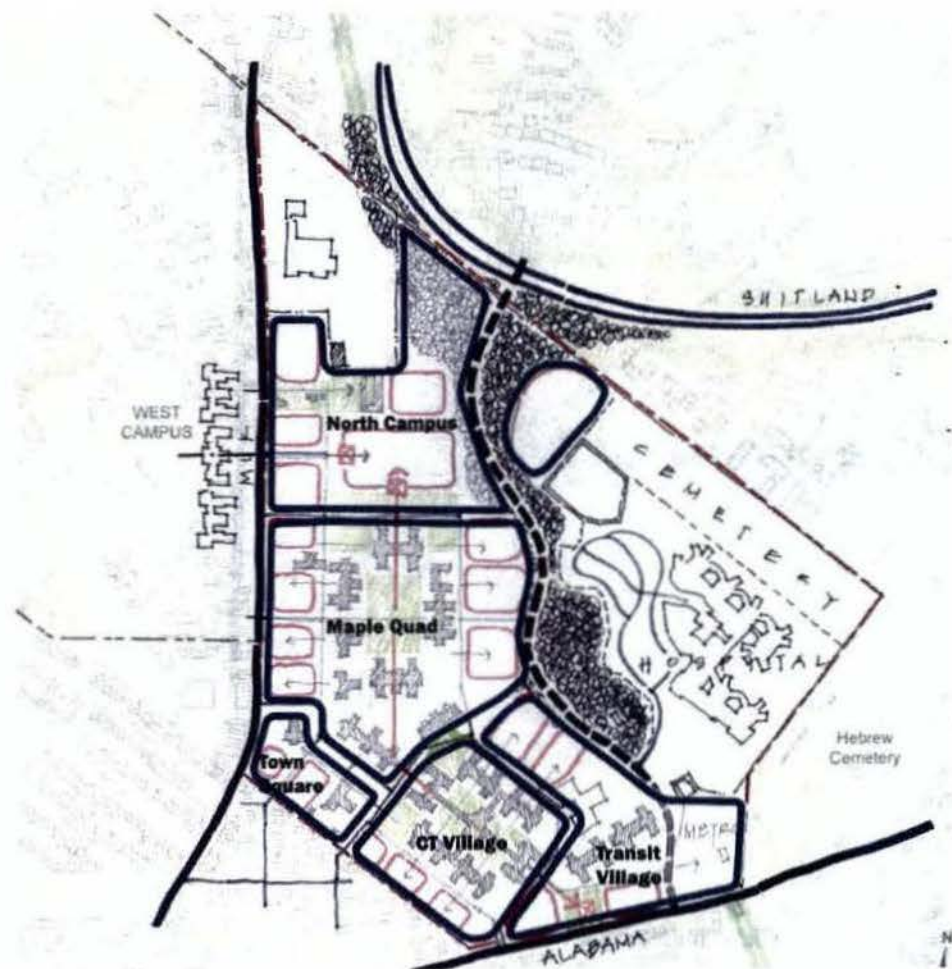
New development in the Town Square neighborhood anchors an emerging retail main street that begins further south along Martin Luther King Jr. Avenue. A mix of commercial, residential, and community uses create a hub of activity that connects the existing neighborhood to the rest of the campus. Additional civic uses may include a community center, child care, health clinic, etc. Green space is incorporated into the broader network of open spaces on the campus.

CT Village

CT Village is a residential neighborhood that features the adaptively reused and restored historically significant buildings around a new green quad. New development will blend seamlessly into the old and the scale of development will be sensitive to the low scale residential area to the south of the campus.

Transit Village

This new neighborhood will incorporate Transit Oriented Design (TOD) principles by providing a mix of land uses at the Congress Heights Metro station. A proposed parkway along the ravine enhances connectivity and creates an opportunity for active recreation.



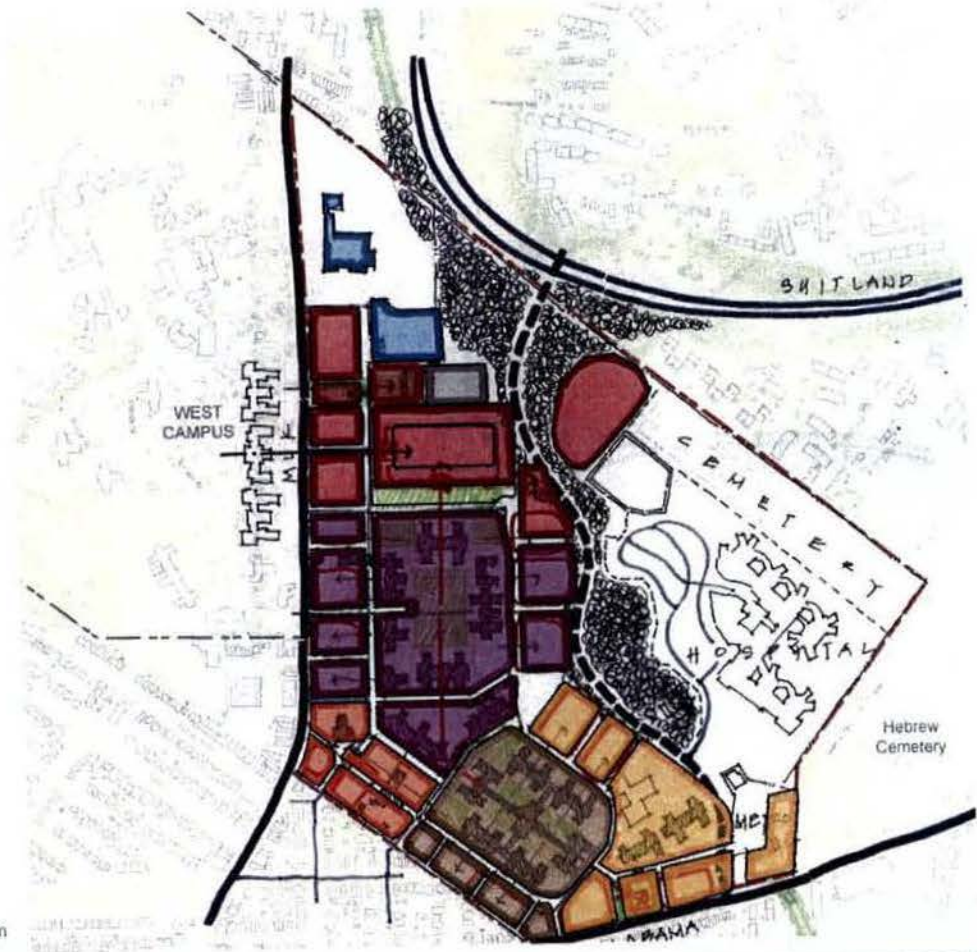
Land Uses

One of the development principles of the Framework Plan is to reinvigorate the campus as an important multi-neighborhood center. Central to this principle is the presence of a dynamic mix of uses on the campus and within each new neighborhood that blend places to live, work and play. Community amenities, including cultural, educational, social, and recreational spaces are important features in this plan. New residential development at Saint Elizabeths should include a range of housing choices that are affordable to multiple income levels. There is also a unique opportunity to provide housing for people with special needs, especially the physically and mentally challenged and seniors.

The land use diagram right illustrates the preferred locations for land uses by new neighborhood. The categories are purposefully broad to be responsive to future market shifts and potential for multiple development partners. Still, each campus has its own identity supported by a tailored mix of uses that blend together to create a comprehensive framework for redevelopment. In case of the historic buildings, future uses may depend upon the condition of the buildings and the appropriateness of the use to the physical character of the buildings.

- North Campus** ■
 - Commercial Office
 - Government Office (federal and municipal)
 - Neighborhood Retail
 - Hotel/Conference
 - Residential
- Maple Quad** ■
 - Institutional
 - Educational
 - Community Amenities
 - Neighborhood Retail
 - * Other adaptive reuses that are appropriate for the character of the existing historic buildings
- Town Square** ■
 - Neighborhood Retail
 - Community Amenities
- CT Village** ■
 - Residential
 - * Other adaptive reuses that are appropriate for the character of the existing historic buildings
- Transit Village** ■
 - Residential
 - Commercial Office
 - Government Office (municipal)
 - Neighborhood Retail
 - Community Amenities
- Existing and New Government Uses** ■
 - Unified Communications Center
- Hospital (new)**
- Hospital (old - to be demolished)**
- Evidence Warehouse (planned)**

Right: Land Use Diagram



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

Urban Design and Sustainability

Saint Elizabeths presents a unique opportunity to realize the District's urban design and sustainability goals at a large scale. Sustainability can be achieved through innovation and excellence in both individual building design and neighborhood systems.

Green Building

Green building is an approach to buildings design, construction and operations that conserves resources while it protects human health. Green buildings use less energy, consume fewer natural resources such as water and forest products, and emit fewer pollutants into the environment. Because they are designed to make use of natural light and good ventilation, green buildings provide a healthier indoor environment for their occupants. Studies show that students in green buildings learn better and workers in green buildings are more productive.

Green buildings is an integral part of the District's sustainable development strategy. The Green Building Act of 2006 requires that all District public buildings meet the US Green Building Council's LEED certification standards for environmental performance. The District supports private sector innovation by expediting LEED Gold-level projects through the permitting process. By 2012, all new private development projects will be required to meet LEED certification.

Sustainable Neighborhood Systems

Energy-sharing systems, such as geo-thermal loops, can take excess heat generation from one use (office) and harness it for another use (residential) where it is needed. These systems within multi-building projects can achieve significant cost-savings.

Stormwater Management

The management and treatment of stormwater and its runoff by replicating pre-development watershed conditions, replenishing groundwater, filtering pollutants, and reducing and slowing runoff could reduce flooding in the area. A wide range of innovative techniques can lessen the demand on traditional structured "pipe" techniques. An example could be the utilization of "Green Roofs" to lower energy costs and reduce impervious surface water runoff.

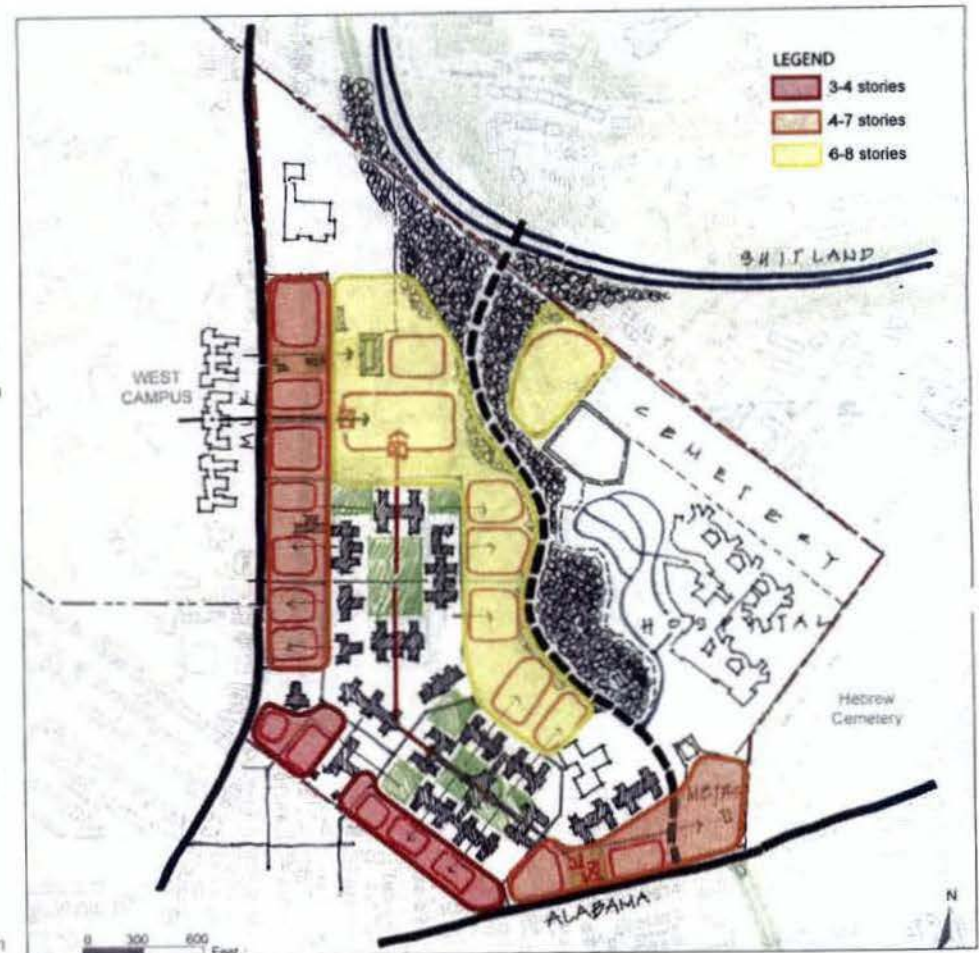
Development Scale and Urban Design

The diagram on the right illustrates the ranges of development intensity on the East campus. Higher density, mixed-use development at the Congress Heights Metro station and the North Campus is a critical step in supporting any redevelopment of Saint Elizabeths East, in serving local commercial needs, and in responding to the District's desire for Transit Oriented Development (TOD). The chart on the following page provides recommendation on the scale of development and urban design features. These are critical to achieving the dual goals of sensitive infill development and walkable, amenity rich, urban neighborhoods.

General Urban Design recommendations:

- High-quality architecture that is creative, sustainable, and contextual to the campus
- Street wall variety through articulation of building facades, massing, setbacks, etc.
- Ground floor retail and pedestrian level conditions that encourage retail creation and walkability through building materials, storefront displays, signage, etc.
- Appropriate transition between new development and the historic buildings, grounds, and adjacent lower scale residential neighborhoods.

Right: Development Scale Diagram



Development Scale Chart

New Neighborhood	Development Intensity	Urban Design Guidance
North Campus	Medium density Commercial retail and Residential Mixed Use	- Height and bulk focused on Campus interior – 4 to 7 stories along Martin Luther King Jr. Avenue and 6 to 8 stories 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 - Create dynamic public realm and amenities to encourage walkability and connections to the West campus - Ground floor for all buildings to be approximately 14' floor to ceiling to accommodate retail tenants especially along MLK and streets adjacent to proposed Infill Metro station - Create an iconic architectural terminus for two vistas: 1) north of the maple campus and Smith Center building and east of the west campus A (Administration) building
Maple Quad	Medium density commercial Institutional Educational Residential Mixed Use	4-7 stories along Martin Luther King Jr. Avenue and 6 to 8 stories towards the proposed Parkway - Compatible scaled architecture would respond to building placement of the original quad - Respect the viewshed along Redwood Drive from Martin Luther King Jr. Avenue to the Nichols building - Development along and around the ravine should take advantage of the steep topography to add additional density and height facing the proposed Parkway
Town Square	Low-moderate density commercial and residential mixed use	- Infill development to face back towards the original campus with compatibly scaled 3 to 4 story buildings - Surface parking lot to be designed and landscaped to accommodate special events in addition to parking; low impact design and use of impervious surfaces is preferred - Ground floor for all buildings to be approximately 14' floor to ceiling to accommodate retail tenants
CT Village	Low-moderate density residential mixed use	- Infill development incrementally scaled towards the campus interior; 3 to 4 stories along south west boundary and 6 to 8 stories towards the proposed connector road - Adaptive reuse of existing historic buildings as residential
Transit Village	Medium density commercial and residential mixed use	- Infill development height and bulk stepping up to campus interior; preferred 3 to 4 along Alabama Avenue and 6 to 8 stories towards the proposed Parkway - Establish a special use / iconic architecture at Alabama Avenue that aligns with the major axis through the CT Village quad

Transportation, Transit and Access

While development of the East Campus will evolve over time, it is critical that transportation, access and circulation needs are addressed comprehensively and at the earliest development stage. It is also critical to seek a transportation solution that balances the campus's pedestrian scale and historic significance with modern, multimodal options. Redevelopment should prioritize alternative modes of transportation including additional transit opportunities, transferring the costs of street infrastructure and parking to transit alternatives, and spreading traffic capacity along the East Campus perimeter.

The District, the federal government and the private sector are encouraged to consider the following recommendations for further study and analysis.

Parkway

The introduction of a proposed new road linking Suitland Parkway with Alabama Avenue when combined with Martin Luther King Jr. Avenue and Alabama Avenue could ring the East Campus with collector streets then offer immediate access to a regional carrier. The perimeter collector system would distribute traffic demand, reduce cross campus traffic and open the stream valley as an open space and recreation opportunity. This recommendation should be explored with the National Park Service, Federal government and the District Department of Transportation (DDOT) to enhance connectivity to the East Campus.

Martin Luther King Jr. Avenue

Martin Luther King Jr. Avenue is one of the District's Great Streets. The Great Streets programs seeks to coordinate major transportation improvements and economic development initiatives to spur commercial corridor revitalization. Improvements to Martin Luther King Jr. Avenue that are warranted because of development on either campus must meet the

District's Great Streets standards.

Future improvements should also be coordinated with federal government proposals for the West Campus. Current plans are considering an additional turn lane and median along Martin Luther King Jr. Avenue to service the West Campus gates 1 & 2. Any street improvements including turn lanes, additional moving lanes, transit ways, etc. may have to be accommodated within the East Campus right of way. In designing these improvements, careful attention must be paid to ensuring that the public realm is maintained and accessible for pedestrian mobility.

Two additional traffic signals, at the UCC entrance and at a new street north of the Maple Quad's Smith Center, would complement the two existing signals at north gate and next to the Chapel (Gate 4). The new signals will provide traffic calming along Martin Luther King Jr. Avenue and encourage pedestrian movement between the East and West campuses. They will also direct traffic to Gates 2 and 3 of the West Campus.

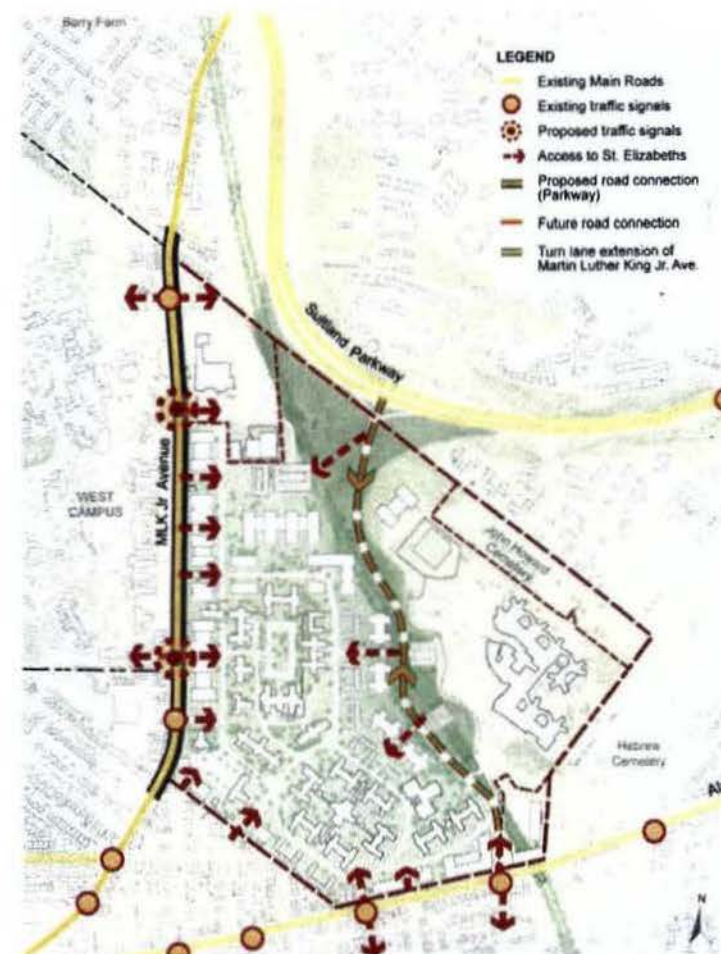
Future signalization requires further study and analysis by DDOT.

Alabama Avenue

Safe and enhanced access to and from the campus along Alabama Avenue is an important topic for future consideration and analysis. The existing signals along Alabama Avenue at the current entrances will likely remain. The addition of a proposed connector road to Suitland Parkway may alleviate cut through traffic in the interior of the campus. It will also provide a new opportunity to create a more significant entrance to the new hospital.

Interior Street Grid

The curvilinear nature of the existing road network should be respected wherever possible in designing a future interior street grid. The addition of new roads will ease the burden of new traffic on the existing, low volume streets which were not designed for vehicular traffic. It is highly recommend that new roads feature traffic calming measures to deter cut through traffic.



Alternative Modes

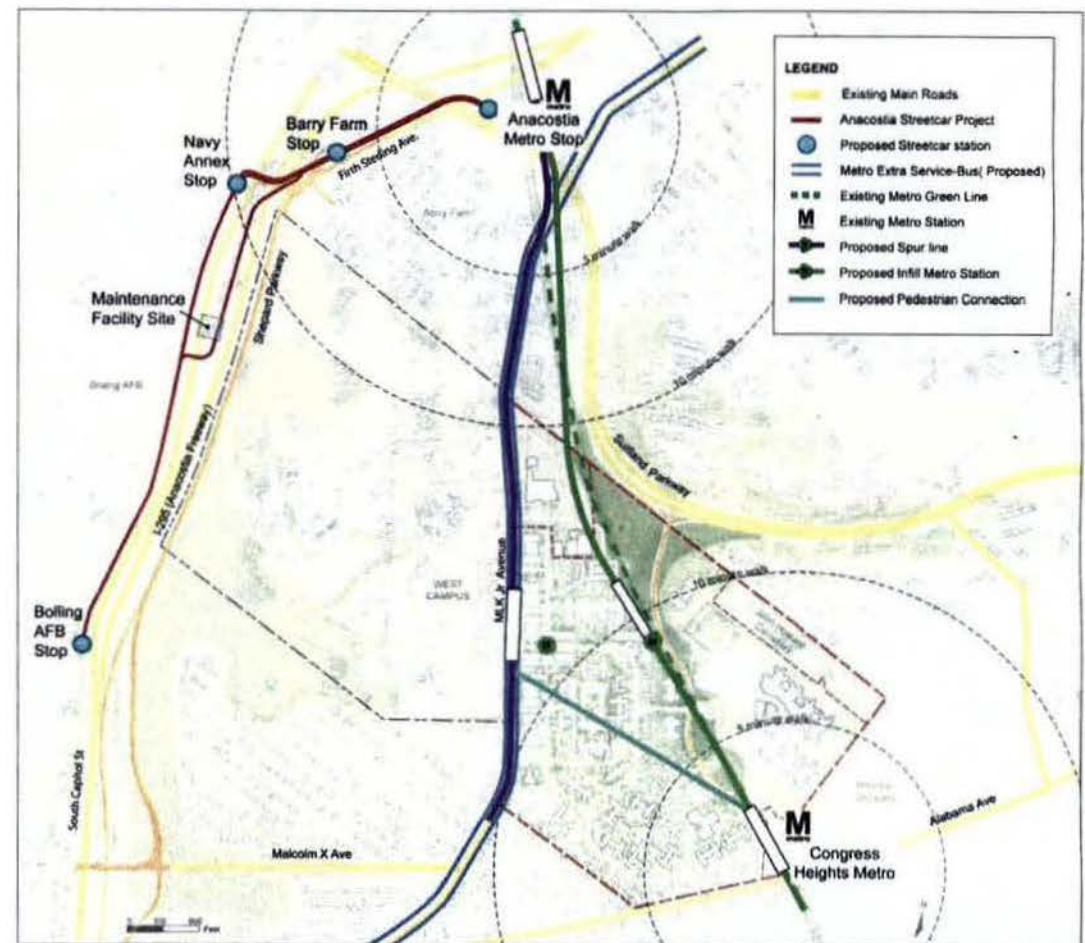
With the rising cost of fuel and the District's goal of reducing its carbon footprint, alternative modes of transportation to, from, and within the campus should be explored with the implementation of this plan. This plan proposes two options for further consideration by the District and the Washington Metropolitan Area Transit Authority (WMATA): a new infill Metro station on the Green line, similar to the New York Avenue Metro station project of the red line and a new spur line.

Initial examination of the Metro tunnels reveals that an on campus station, between the Congress Heights and Anacostia stations would be difficult to build because the existing tunnel was constructed at a continuous 3% slope. A new station would require almost full reconstruction of the tunnel to support a level station platform. A spur line is preferred because of the opportunity to enhance transit connectivity to other neighborhoods of Ward 8 and anchor commercial Transit Oriented Development along Martin Luther King Jr. Avenue. Detailed study and fiscal analysis by the District and WMATA is needed to fully understand the engineering and cost implications of either option.

In addition to transit, pedestrian and bicycle facilities are important to pursue in accordance with the District Department of Transportation's Bicycle and Pedestrian Master Plans. A green corridor that links the campus with Fort Stanton Park across Suitland Parkway is a highly desired connection.

Parking

There is a strong preference for accommodating parking for the majority of new development will be accommodated in underground or wrap-around garages. Where surface parking is needed, low-impact design standards should be followed. New infill construction adjacent to historic buildings is encouraged to maximize shared parking opportunities.



SAINT ELIZABETHS EAST - FINAL DRAFT SEPTEMBER 2008

Public Realm and Open Space

As discussed earlier in the plan, the campus character and open space system are important aspects of the historic campus. The large lawn areas randomly populated with mature canopy trees create an arboretum like display. This combined with the restrained use of shrubbery including foundation planting provide a complementary background for the significant buildings. New infill development and adaptive reuse of the original campus should preserve or emulate this open space character wherever possible and enhance its accessibility to the larger community.

In this plan, each of the new neighborhoods has its own unique opportunity to contribute to the open space network. Open spaces on campus should be connected with a system of sidewalks and paths for walking and biking linked to larger park systems outside of the campus, such as the Fort Circle Parks, Oxon Run Park, and Poplar Point.

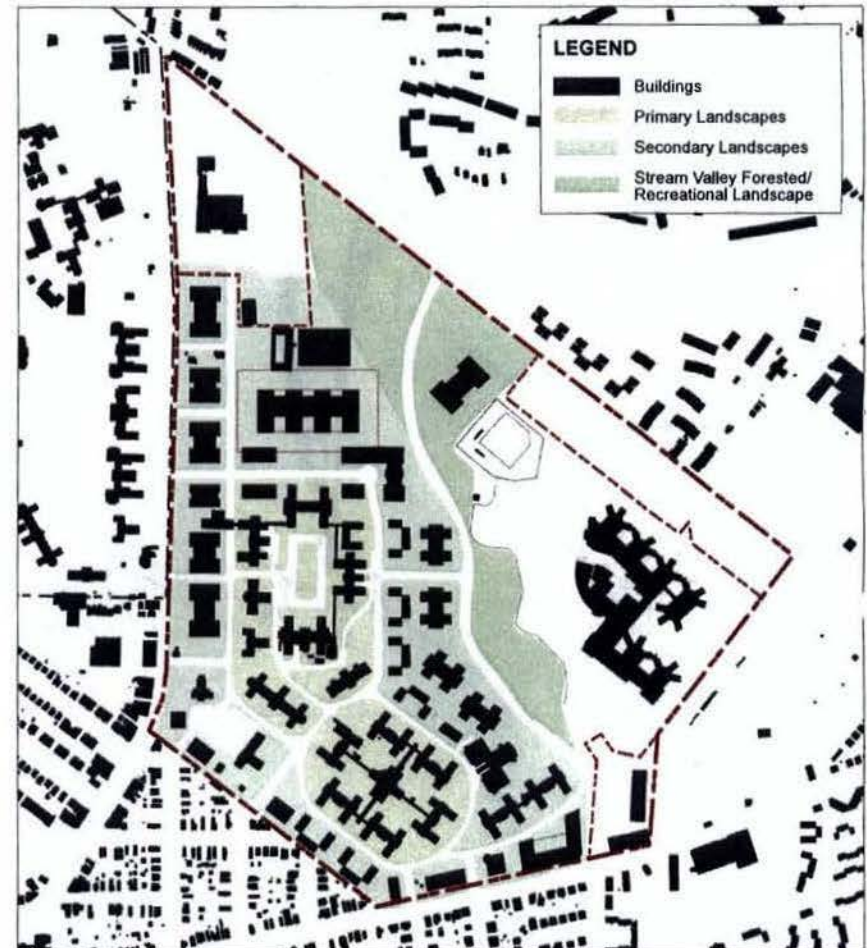
Potential opportunities to enhance the campus open space network and public realm include:

- North Campus - the forecourt to the equestrian barn and the lawns surrounding the two historic residential cottages; Public realm in the North campus and along MLK is critical to creating a dynamic 24/7 neighborhood not walled off from office development
- Maple Quad - internal landscaped quad
- Town Square - green space in front of the chapel or landscaped plaza
- CT Village - a second green quad similar the Maple Quad could be created by removing the existing kitchen. This suggestion would require negotiation through the historic preservation review process.

- Transit Village - green park space or landscaped plaza along Alabama Avenue that terminates the view from CT Village.
- Parkway - the new parkway collector road connecting Suitland Parkway with Alabama Avenue introduces access and surveillance to the campus interior. This creates an opportunity for new recreation facilities such as play fields, tennis and basketball courts.

Other design elements that can enhance the open space network include:

- Setbacks - a generous curb-to-building dimension along the treed collector streets continuing the campus character.
- Existing Trees - Preservation of the campus open space development should provide room for preserving healthy trees and their root systems.
- Sidewalks - the large building setbacks and open space will allow a more organic (curving) sidewalk layout reminiscent of the original road layout.
- Integrate public art and commemorative markers where appropriate.



Special Places

Throughout the community process in 2003 and 2008, stakeholders emphasized the need to commemorate and honor not only the history of the campus, but also its connection to the rich history of Anacostia, Barry Farms, and Congress Heights. Another prevalent theme was to ensure that new development was inclusive of existing residents. This inclusiveness can materialize in a variety of forms: housing that is affordable, jobs and training opportunities, education facilities, recreation, and retail choices. While future development will shape these uses, it was important that the development framework provide guidance on the opportunity for commemorative spaces, community facilities, and innovative public works.

Commemorative Spaces

Maintaining the history and legacy of the campus was an important theme that was repeated throughout this planning process. Participants recommended a system of memorials, markers, or other commemorative devices to celebrate campus history and community heritage.

Community Facilities

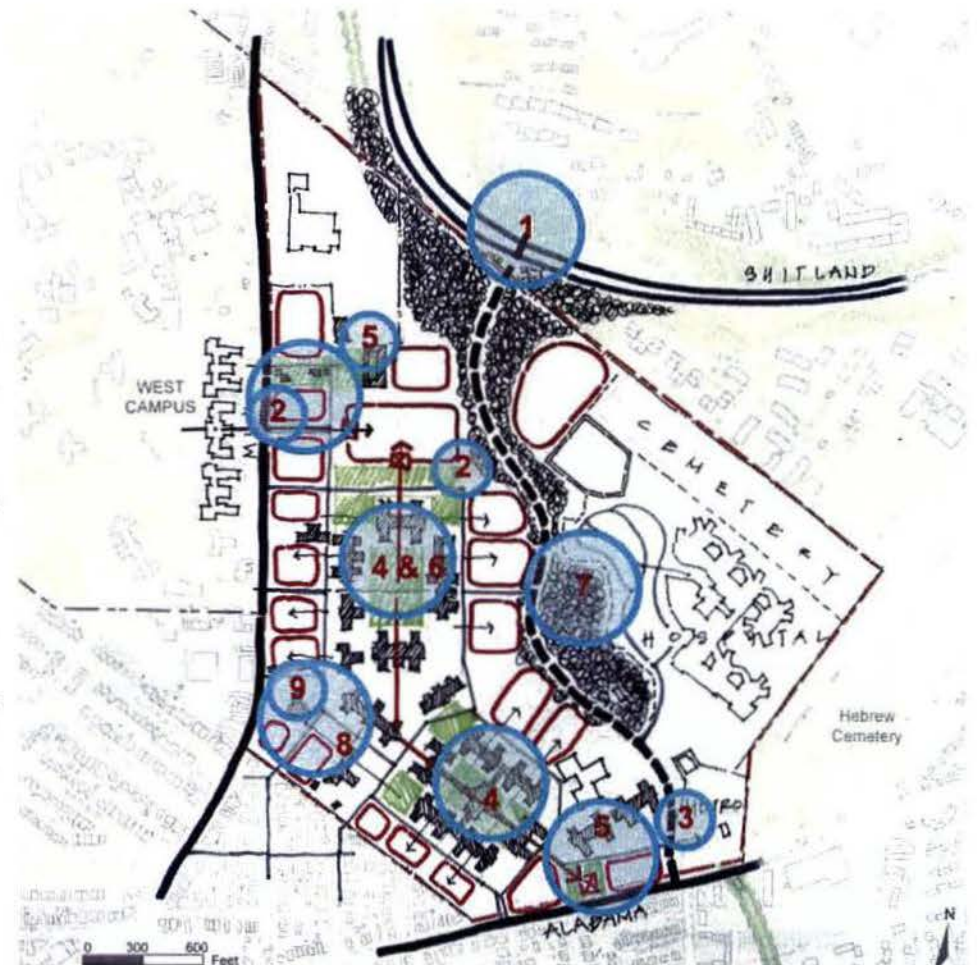
Neighbors of Saint Elizabeths expressed a desire to include community needs with new facilities on the campus. Examples include connecting job training to new uses such as hospitality or retail. There is a further opportunity to connect green-collar jobs to the construction industry. Green-collar construction workers are educated in the best practices of building environmentally sustainable projects. Designing for sustainable development, reduced energy costs, and healthier environments is increasingly important in the real estate development and construction industries.

Public Works

Until the 1950's, cities placed a high value on the architecture and aesthetic appeal of major public works projects, such as water towers. The District and DCWASA have a unique opportunity to pursue design excellence in the proposed new water tower. The water tower could be designed as a piece of innovative public art or commemorative work. The District and WASA will work with community stakeholders and design professionals to explore this opportunity.

Legend

1. Traffic Alternatives to Martin Luther King Ave - a new interchange at Suitland Parkway and Parkway connector road Alabama Avenue will reduce traffic along Martin Luther King.
2. New Station Opportunity - the framework plan identifies a new Metro Station opportunity, the preferred option, in a new spur line from Anacostia station or a new station along the existing Green line.
3. Connections to existing Metro Station - plan identifies a system of streets and sidewalks that link the Station to the East and West Campuses.
4. Park Space - the Plan, see Community Open Space, the east campus will be almost fully public accessible and the campus, all the park and recreation spaces will be available to the community.
5. Special Use Opportunity - in addition to the education opportunity the plan provides for special use opportunities such as the Equestrian Barn, Chapel, and the space along Alabama Avenue. Also many of the historic buildings being preserved would lend themselves to special / community uses.
6. Educational / Institutional - the Maple Campus has three larger buildings, 350,000 GSF total, would accommodate classroom uses and the 3 smaller buildings would accommodate classroom or housing.
7. Interim Recreation Opportunity - the new Parkway linking Suitland Parkway and Alabama Avenue open the campus interior to the public and could accommodate recreational opportunities.
8. Town Square - amenity Retail approximately 30,000 to 60,000 GSF as part of a mixed use development would anchor and strengthen the commercial along Martin Luther King and serve as a community retail center.
9. Chapel - the Chapel has a good location along Martin Luther King and with its history of serving the community should be used as a great new community space and serve as the center of the Town Square.



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

Illustrative Plans

The two illustrative plans presented in this chapter offer an opportunity to provide guidance on the redevelopment of Saint Elizabeths East. Both plans were derived from the planning principles developed during the 2008 update and reflect the broad planning guidance presented in this chapter.

The objective of the illustrative plans is to show how the development principles and guidance can be utilized to create a more detailed site plan for the East Campus. Illustrative 1 is a direct reflection of the preservation requirements of the Memorandum of Agreement (MOA) that requires the retention of certain historic buildings and grounds. Illustrative 2 identifies the development potential within specific neighborhoods under the assumption that seven historic buildings are removed upon the completion of the required historic review processes.

The illustrative plans are conceptual in nature and do not represent restrictions 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.

Both plans share a vision for the North Campus and the Maple Campus that includes medium density mixed use development that is anchored by a federal government tenant and two different options for new Metro stations. Both plans also bring development to Martin Luther King Jr. Avenue, one of the District's Great Streets. Ground-floor retail and community facilities will help to create a dynamic, walkable public realm that will activate both Martin Luther King Jr. Avenue and interior streets leading to the proposed Metro.

The primary differences between the two lie in the development opportunity area in and around the Town Square, CT Village, and the Transit Village. In Illustrative 1, contextual infill development surrounds the historic core. Illustrative 2 assumes the removal of seven historic buildings. These buildings were selected strategically because of either duplication in building type, their condition, or a combination of both. Illustrative 2 shows new development and open space in place of the historic buildings. Both plans show sensitivity to the intensity of development adjacent to the low scale neighborhoods south of the campus.

Illustrative 1



Illustrative 2



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

This space left blank intentionally

8. Implementation Strategies and Next Steps

Solicitation Process and Timeline	54
Interagency Coordination and Implementation	55

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 Bldg 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 Suttland 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 Suttland 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	

This space left blank intentionally

9. Acknowledgements

DISTRICT OF COLUMBIA AGENCIES

Mayor
Mayor Adrian M. Fenty

Deputy Mayor for Planning and Economic Development
Neil Albert, Deputy Mayor
Genevieve Hanson, Development Manager
Derrick Lanardo Woody, Coordinator Great Street Initiative

Office of Planning
Harriet Tregoning, Director
Rosalynn Hughey, Deputy Director
Geraldine Gardner, Associate Director, Community Planning
Aubrey Thagard, Former Ward 8 Planner
Timothy Dennee, Historic Preservation Office
Evelyn Kasongo, Ward 8 Neighborhood Planning Coordinator
David Maloney, State Historic Preservation Officer
C. Andrew Lewis, Historic Preservation Office

District Department of Transportation
Greer Gillis
Freddie C. Fuller II
Catondra Nowe
Karina Ricks

WMATA (Washington Metropolitan Area Transit Authority)
John A. Magarelli
Arthuro V. Lawson
Robin McElhenny-Smith

Office of Property Management
Robyn-Eve Jasper
Allam Al-Alami

Department of Mental Health
Richard Warsh
Yorick Uzes

WASA (DC Water & Sewer Authority)
Roger Gans
Amah Binde

Advisory Committee
Mr. Lafayette Barnes
Mr. George Brown
Rev. James Coates
Ms. Addie C. Cooke
Commissioner Mary Cuthbert
Ms. Diane Dale
Ms. Dorothea Ferrell
Rev. Donald Isaac
Commissioner Lendia Johnson
Commissioner Jacque Patterson
Mr. William Peterson
Mr. Mort Schussheim
Ms. Linda V. Jackson
Mr. Nate Howard
Ms. Nancy Head

CONSULTANT TEAM

RTKL
Gary Maule
Claudia Barragan
Erica Hart

CirclePoint
W. Steve Lee
Tosin Durotoye

Office of Partnerships and Grants Development
Far Southeast - Southwest CDC
Saint Elizabeths Hospital
Fort Stanton Civic Association
ANC 8C03
Anacostia Garden Club
Barry Farm Resident Council
East of the River Clergy -Police Community Partnership
ANC 8A07
ANC 8B07
Department of Mental Health Partnership Council
Friends of Saint Elizabeths
East of the River CDC
Congress Heights Community Association.
DC Mental Health Consumer League

Tetra Tech
Mary C. Wiedorfer

Hardie Industries
Kena Cofield

This space left blank intentionally

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.

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.

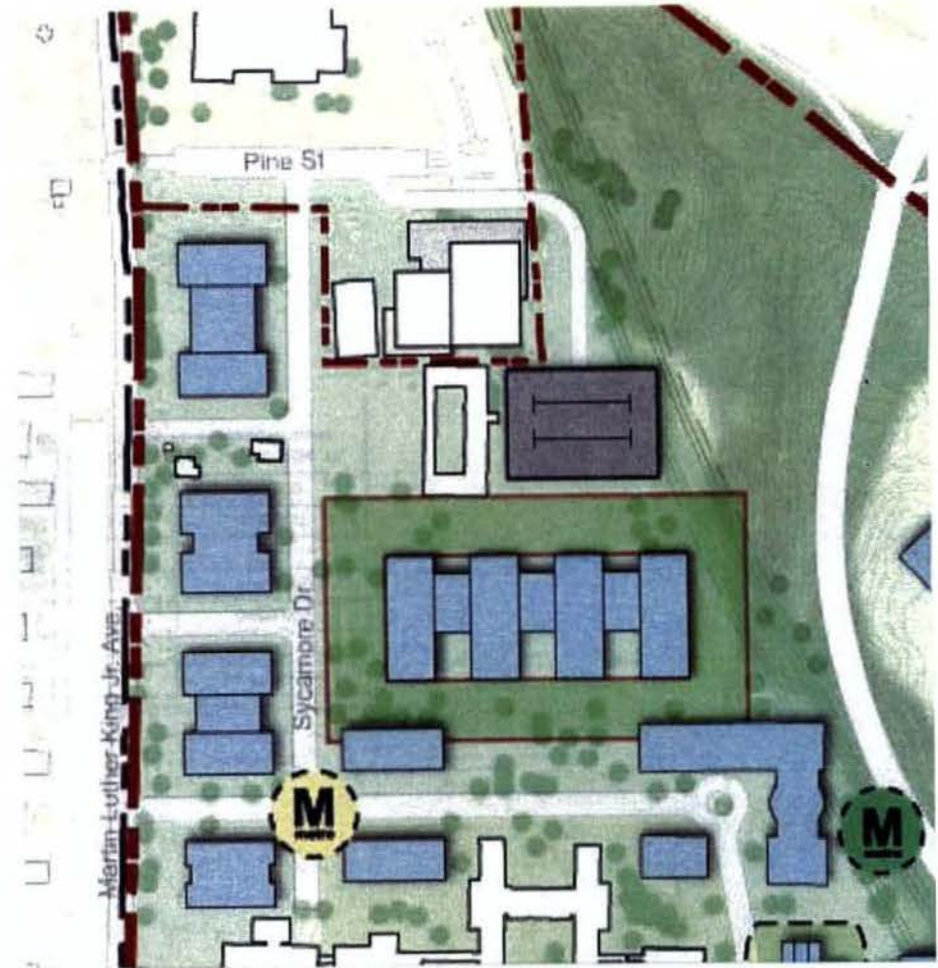
The stream valley immediately east of the North Campus offers an opportunity for a vehicular connection down to Suitland Parkway, which runs along the northern edge of the campus. The illustrative plans also show the option of either a new infill Metro station (indicated in green) or a new spur Metro 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



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



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

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



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

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



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

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.

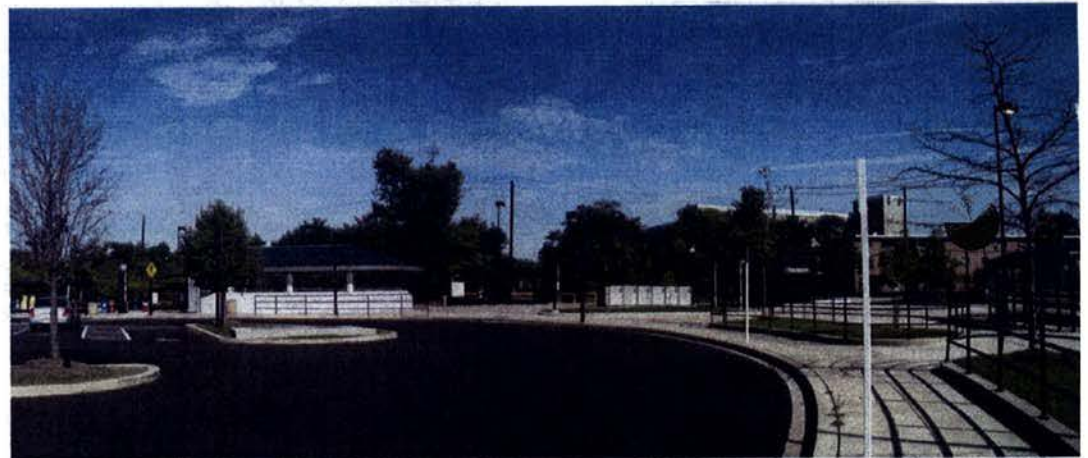
In the Illustrative Plans new buildings are oriented to Alabama Avenue as well as to the internal streets around a new Congress Heights Square. Architectural elements of these buildings, such as doors, windows, stoops and balconies, will further reinforce this orientation. Street-level amenities like 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.

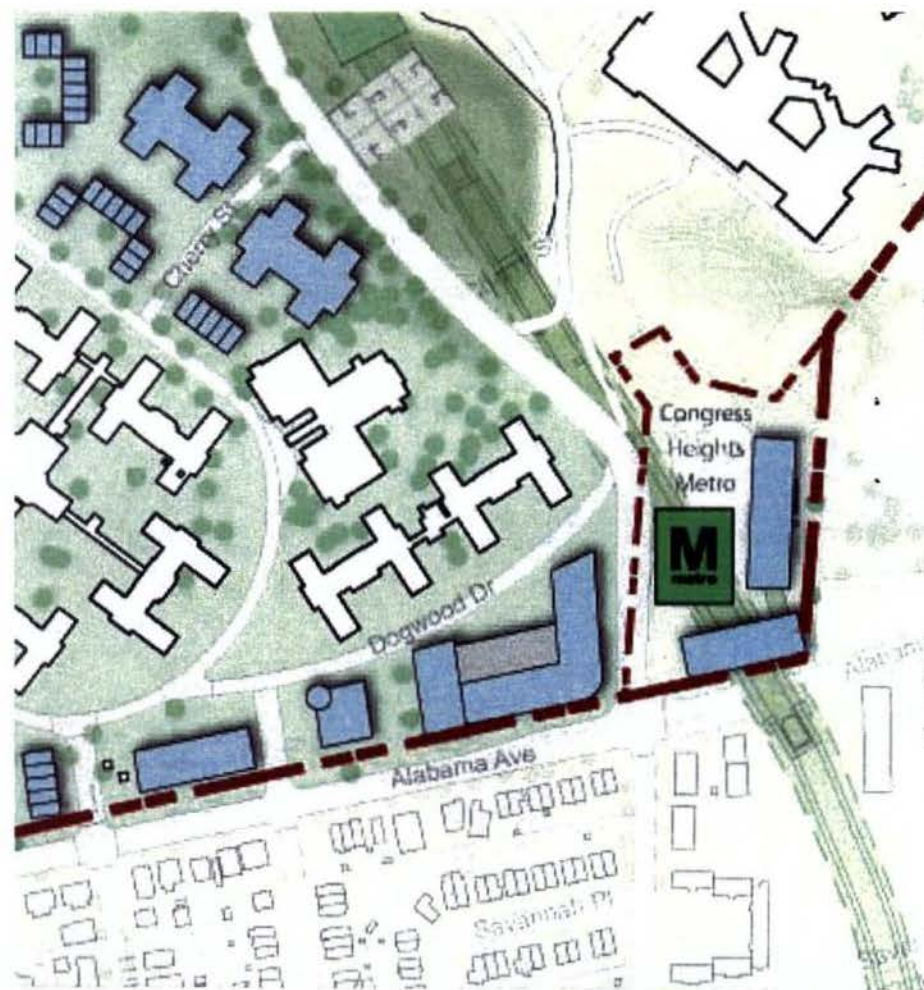
The preferred development intensity at the Transit Village is medium density mixed-use and local public facilities. Street-oriented buildings of four to seven stories will line Congress Heights Square and Alabama Avenue with building heights tapering down towards Alabama Avenue. Development around the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



SAINT ELIZABETHS EAST - FINAL NOVEMBER 2008

Right: Illustrative 2

