McMillan Sand Filtration Site

Summary of Recommendations for Site Revitalization

February, 2002

Government of the District of Columbia
Office of Planning & Department of Housing and Community Development

McMillan Sand Filtration Site

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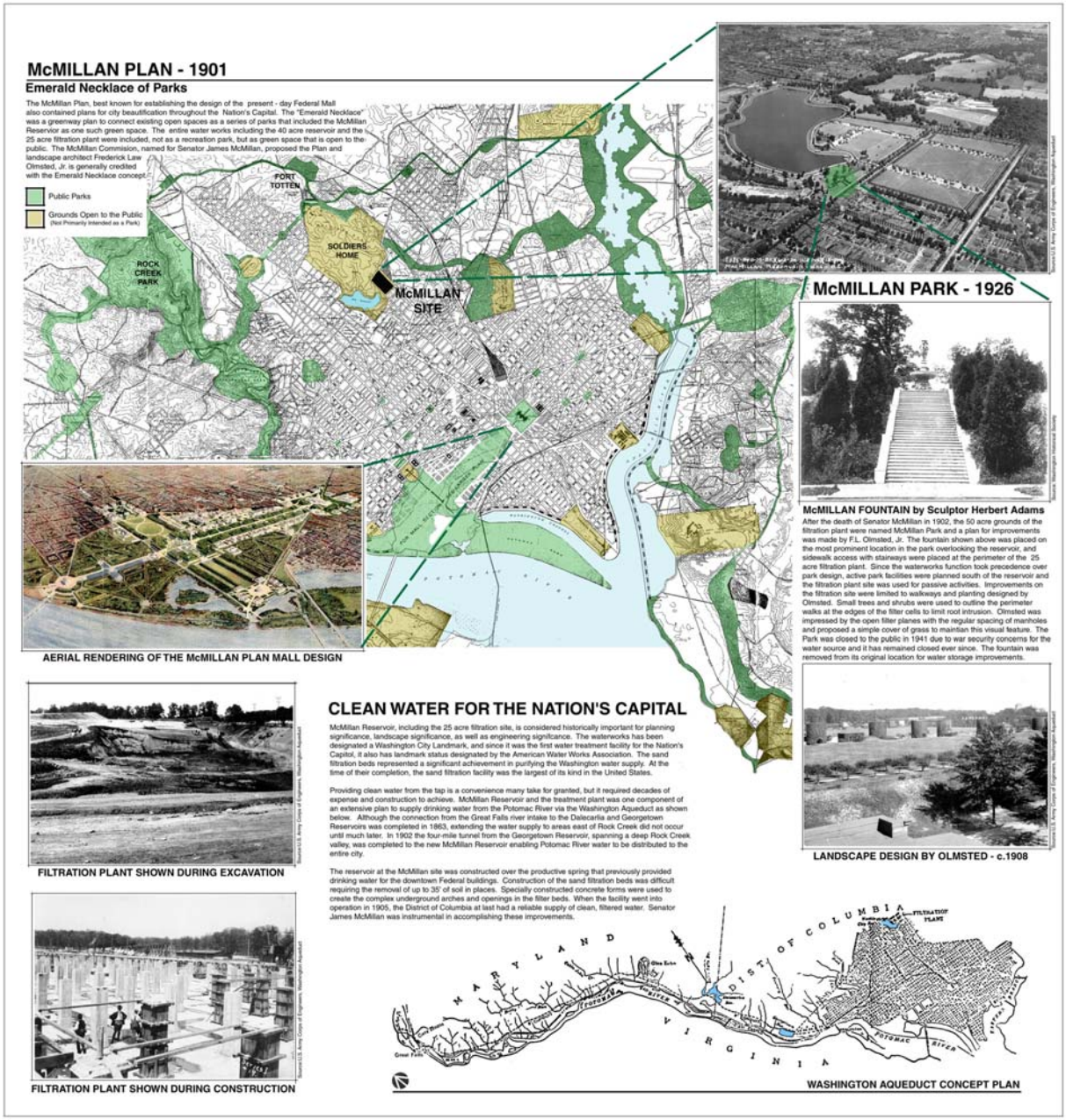
BASIC SITE FACTS

- 20 non-reinforced concrete cells about 1 acre each in size and 2 courts; once connected to Reservoir site
- Approximately 25 acres total
- Conceived as part of Senator James McMillan Emerald Necklace open space strategy for the Nation's Capital; Frederick Law Olmsted, Jr. hired as landscape architect
- Facility provided clean and safe drinking water until outdated by technical advances
- Surplus site sold by federal government to District government in 1987 for community development purposes
- Listed on District's Inventory of Historic Sites since 1991

McMillan Sand Filtration Site

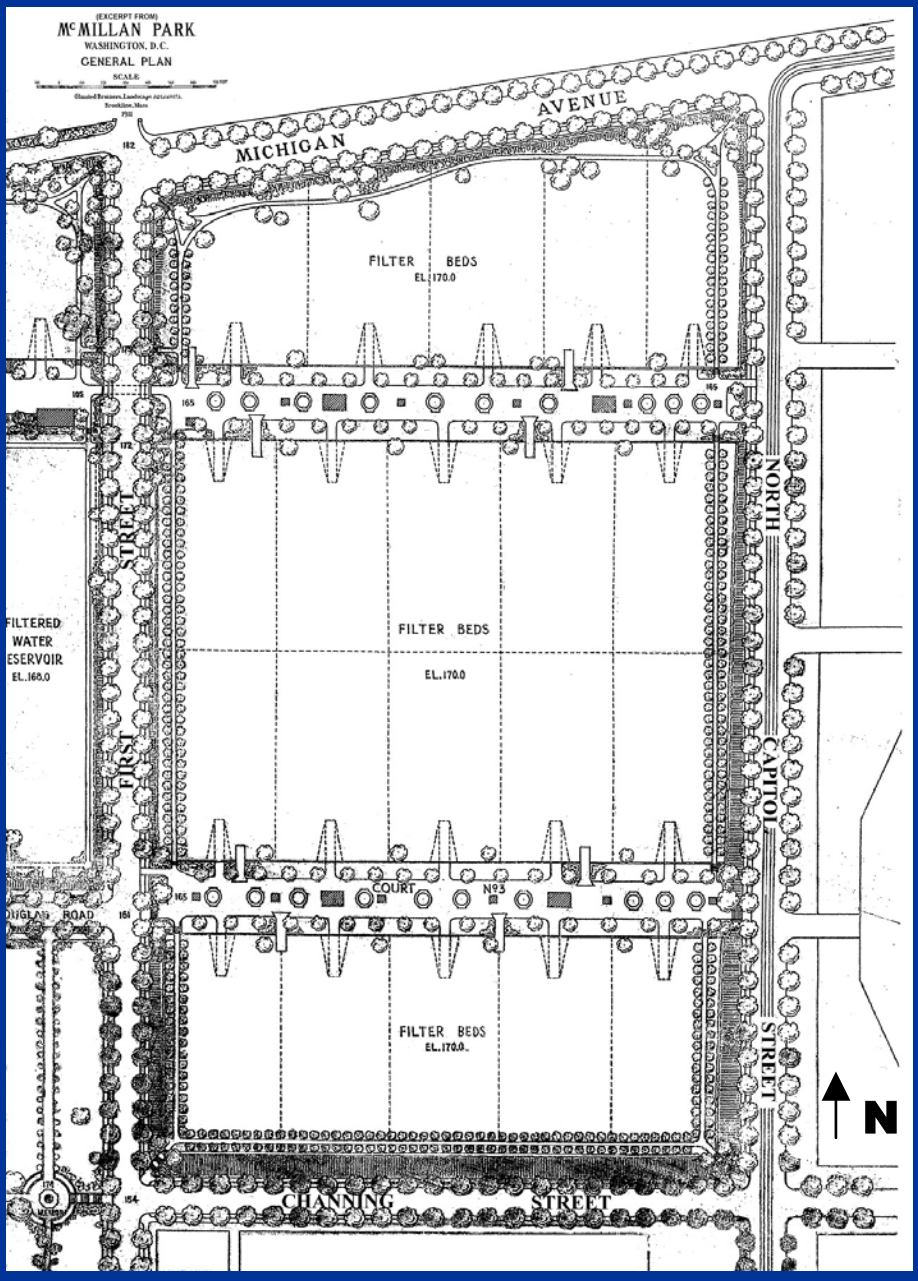
HISTORIC PRESERVATION PARAMETERS

Historic Overview Collage



McMillan Sand Filtration Site

HISTORIC PRESERVATION PARAMETERS



- Built structures above and below ground on 25-acre site are historic
- On the DC Inventory of Historic Sites
- Listing of site on National Register is pending
- Ongoing consultation process established by MOA w/ US Advisory Council on Historic Preservation (allowed sale to District)

Planting Scheme by Frederick Law Olmsted, Jr.

McMillan Sand Filtration Site

COMMUNITY REVITALIZATION GOALS

Provide Open Space

Preserve and Adaptively Reuse the Site Features

Be Creative

Mitigate Neighborhood Impacts

Make It Feasible

Be Responsive to Community Needs & Concerns

McMillan Sand Filtration Site

COMMUNITY REVITALIZATION GOALS

Provide Open Space

- Develop publicly accessible recreation/open space on the Site.
- Provide for both active and passive recreation uses.
- Create imaginatively developed open space in critical locations that preserve significant existing views into the Site, particularly at the intersection of Michigan Avenue and North Capitol Street.
- Ensure that high standards are adhered to for open space maintenance, landscape design, accessibility, and security.
- Incorporate thoughtfully considered signage and lighting in the landscape design plan.

McMillan Sand Filtration Site

COMMUNITY REVITALIZATION GOALS

Preserve and Adaptively Reuse the Site Features

- Restore key above ground elements of the Site in a way that is compatible with the original plan.
- Maintain the alleys or courtyards as a prominent connection to the McMillan Reservoir site.
- Use currently stable cells as a historic record of the Site.
- Revitalize the Site through adaptive reuse with a mix of uses.
- Retain, restore, and incorporate the historic McMillan Fountain as a part of the improved site design.
- In areas where the cell structure may be completely or partially removed, attempt to incorporate references to the removed elements.
- Understand the cultural significance of this Site and others that were part of the McMillan Plan so that proposed development is sensitive and respondent.
- Understand the historic landscape so that it can be accurately interpreted, preserved, and/or recreated as appropriate.

McMillan Sand Filtration Site

COMMUNITY REVITALIZATION GOALS

Be Creative

- Think "outside the box" to make elements of the revitalized Site more of an amenity—"a jewel"—to residents and others.
- Seek new, historically sensitive and creative uses to occupy key elements of the Site.
- Consider incorporating a well-designed and appropriate monument, memorial, and/or museum into the Site.
- Explore the significance of technology as a tool for redevelopment and reuse of the Site.

McMillan Sand Filtration Site

COMMUNITY REVITALIZATION GOALS

Mitigate Neighborhood Impacts

- Reduce the impacts and/or visibility of parking, traffic, and noise.
- Coordinate area-wide planning and development efforts.
- Make new development architecturally compatible with the surrounding communities.
- Integrate new development on the Site architecturally and structurally with the historic structure.
- Encourage redevelopment or rehabilitation of existing vacant or unoccupied housing sites within the neighborhoods simultaneous with new development on the Site.
- Improve transportation options for the neighborhood in conjunction with any improvements to the Site, where feasible.

McMillan Sand Filtration Site

COMMUNITY REVITALIZATION GOALS

Make It Feasible

- Maximize, to the extent possible, revenue-producing opportunities on both private and non-profit components of the Site development.
- Partner with private, not-for-profit, and other public sector investors to obtain resources to achieve community goals for the Site.
- Develop a mix of preferred uses including open space, housing, and neighborhood serving retail.

Be Responsive to Community Needs & Concerns

- Develop amenities or a site program that would be attractive to and accessible by a diverse population of residents and others.

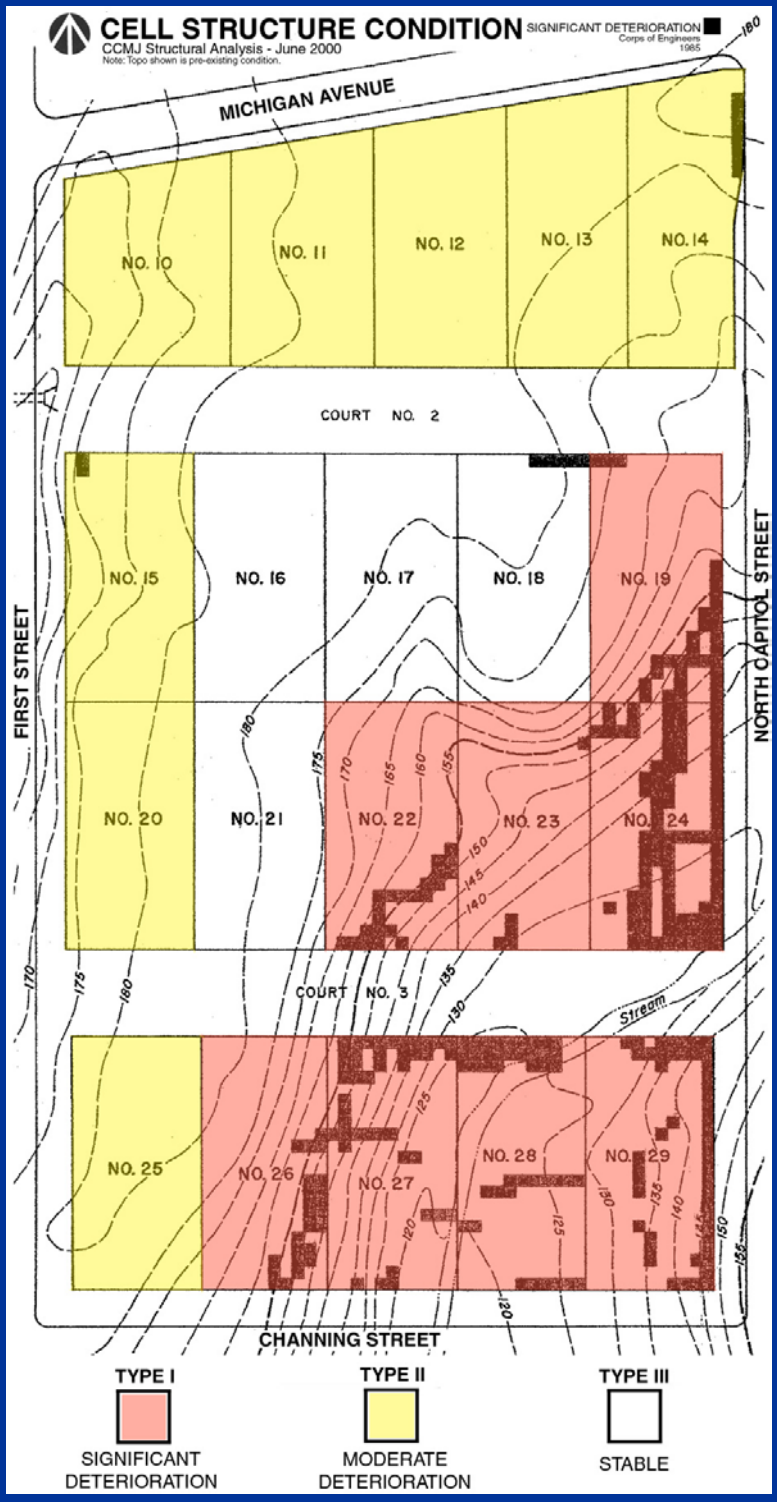
McMillan Sand Filtration Site

SITE CONDITIONS

Today, the Site is not suitable for any type of use due to varying degrees of structural instability.

McMillan Sand Filtration Site

SITE CONDITIONS



Stabilization of the site will require a combination of structural interventions:

Preservation – Reinforcing the cell structure to prevent future cracking and to allow for re-use either above or below grade.

Fill – Compacting a cell with sand to prevent further cracking and bulking and to allow for above grade re-use.

Demolition – Removing a portion or all of a cells structure, particularly the deck where there is cracking and collapse. Demolition costs include amount for compacting the land to make it suitable for new development.

McMillan Sand Filtration Site

SITE STABILIZATION COSTS

	CELL DESIGNATION		
	TYPE I	TYPE II	TYPE III
CELLS	19,22,23,24,26,27,28,29	10,11,12,13,14,15, 20,25	16,17,18,21
DESCRIPTION	Built on fill, active cracking, some failures, add'l failures likely	Built in cut areas, active cracking observed around perimeter	Interior cells, built in cut areas, no signs of new cracking in last 30 yrs.
	Unstable, Unsafe	Stable except at edges	Stable
OPEN SPACE			
PRESERVE CELLS	Not Feasible	$2.02M per cell	$1.79M per cell
DEMOLISH CELLS	$860K per cell	$860K per cell	$860K per cell
FILL CELLS	$440K per cell	$440K per cell	$440K per cell
FOUR STORY BUILDING			
PRESERVE CELLS	Not Feasible	$2.56M per cell	$2.33M per cell
DEMOLISH CELLS (Also Includes Site Compacting Costs)	$2M per cell	$1.37M per cell	$1.37M per cell
FILL CELLS	$1.61M per cell	$920K per cell	$920K per cell

Source: C.C. Johnson & Malhotra, PC

McMillan Sand Filtration Site

COST RANGES BY CELL CONDITION

TYPE I – Significant Deterioration – 8 Cells

Preservation Not Feasible	
Fill for Open Space	$3.52 M
Demolish for Building (4 stories)	$16.0 M

TYPE II – Moderate Deterioration – 8 Cells

Fill for Open Space	$3.52 M
Preserve for Building (4 stories)	$20.5 M

TYPE III – Stable – 4 Cells

Fill for Open Space	$1.76 M
Preserve & Open Space	$7.16 M
Preserve for Building (4 stories)	$9.32 M

TOTAL STABILIZATION COST RANGE***

Open Space - min	**$14.2M**
Preserve for Building & Open Space - max	**$45.8 M**

*** Cost do not include design and construction for preserving and/or restoring the two (2) courts or any part of the Olmsted scheme for the site.

McMillan Sand Filtration Site

CONCLUSIONS ABOUT SITE CONDITIONS

1. Site stabilization should occur on the entire site before revitalization activities can occur and should occur as soon as possible.

2. Final stabilization costs should be considered as a public infrastructure investment.

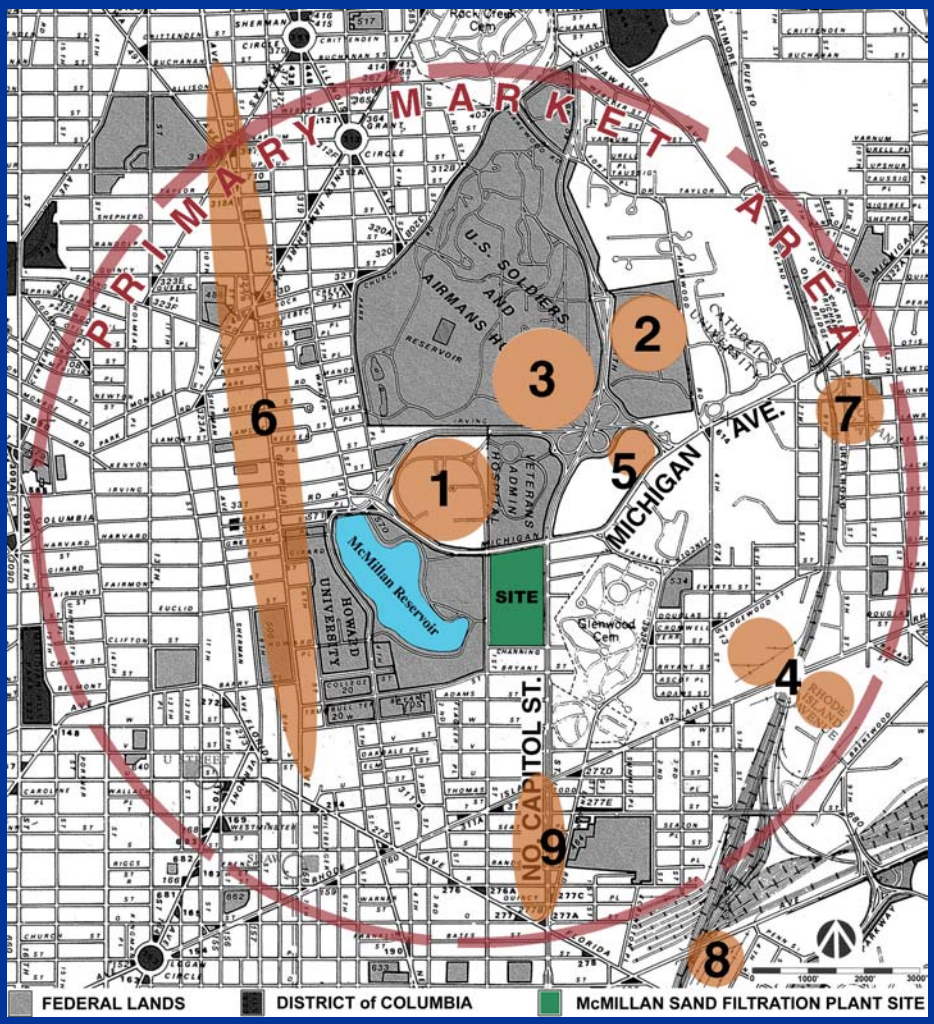
3. The 4 TYPE III Cells are the most stable and should be preserved and adaptively re-used as well as the 2 courts. These cells are in the best location and in the best condition to accommodate a central community open space.

4. The 8 significantly deteriorated TYPE I Cells are beyond preservation and should be demolished. However, parts of the column grid system could be maintained and incorporated into future uses.

5. The 8 moderately deteriorated TYPE II Cells can be preserved for adaptive re-use above and below grade or used as needed to accommodate uses compatible with proposed revitalization efforts.

McMillan Sand Filtration Site

REVITALIZATION NEEDS & CURRENT DEVELOPMENT ACTIVITY



PLANNED PROJECTS	ACRES	OWNER
McMillan Sand Filtration Site	25	District
2. Soldiers Home East Campus	49	Federal
3. Soldiers Home West Campus (pending)	65	Federal
4. Rhode Island Metro/Brentwood Kmart	27.5	WMATA
5. Proposed Conference Center / Hotel	5.48	District
6. Georgia Avenue / HU Town Center	n/a	Multiple
7. Brookland Metro Site + CUA Site	7.2	WMATA
8. Future New York Avenue Metro Area	n/a	Multiple
9. North Capitol Street Retail	n/a	Multiple
Also … Fort Totten Metro		WMATA

The site is an important cultural landscape in the history of the District of Columbia. The site is also one of the few large scale, District-owned revitalization sites in Ward 5 and in the city.

Revitalization of McMillan must balance historic preservation, community impacts and economic sufficiency.

McMillan Sand Filtration Site

REVITALIZATION NEEDS & CURRENT DEVELOPMENT ACTIVITY

Total Residents	16,048 (as of 1999)
Total # of Employees	22,000
Total # of Patients Served (annually)	560,000 (visitors also represent potential market)
Total # of Students (annually)	16,250 (parents also represent potential market)
Preferred Uses for Employees	For sale housing, restaurants, dry cleaner, book store, full service bank, post office, job training center, grocer, fitness center, hotel/conference center, recreation

PRIMARY MARKET AREA SUPPORTABLE USES

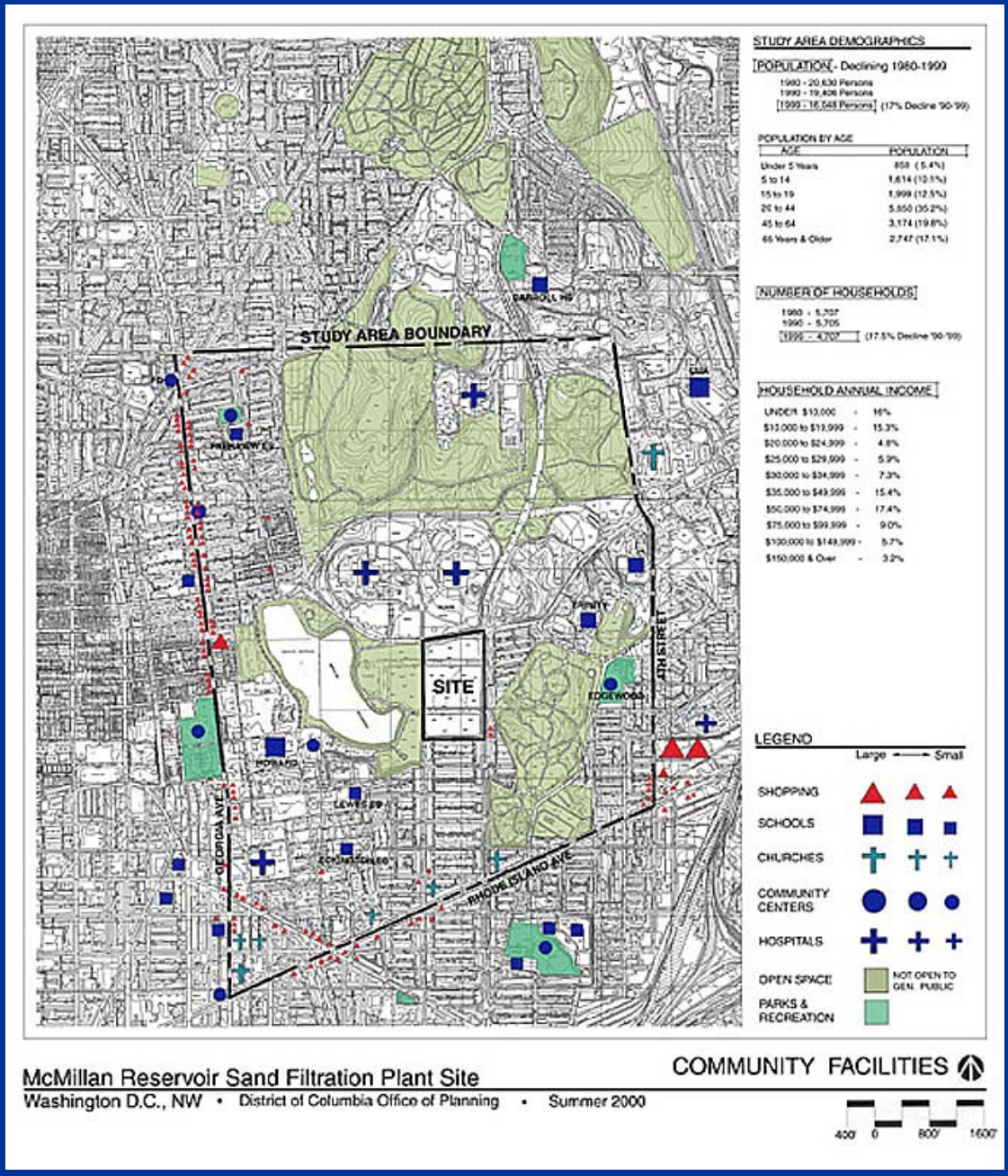
A. Townhouse Sales	200 to 245 units
B. Condominium Sales	24 to 43 units annually (2000-2004)
C. Rental Apartments	Approximately 120
D. Shoppers Goods (retail)	Approximately 50,000 SF
E. Office	60,000 SF
F. N'hood Professional Offices	Approximately 10,000 SF
G. Hotel	90 to 105 rooms

PLANNED PROJECTS	Townhomes	Condos	Apts	Retail	Office	Hotel
2. Soldiers Home East Campus	x	x	x	x	x	x
3. Soldiers Home West Campus				x	x	
4. Rhode Island Metro/Brentwood Kmart			x	x	x	
5. Proposed Conference Center / Hotel				x		x
6. Georgia Avenue / HU Town Center	x	x	x	x	x	x
7. Brookland Metro Site + CUA Site	x	x	x	x		
8. Future New York Ave Metro Area			x	x	x	x
9. North Capitol Street Retail			x	x		
Also … Fort Totten Metro		x	x	x		

McMillan Sand Filtration Site

REVITALIZATION NEEDS & CURRENT DEVELOPMENT ACTIVITY

Open Space Analysis

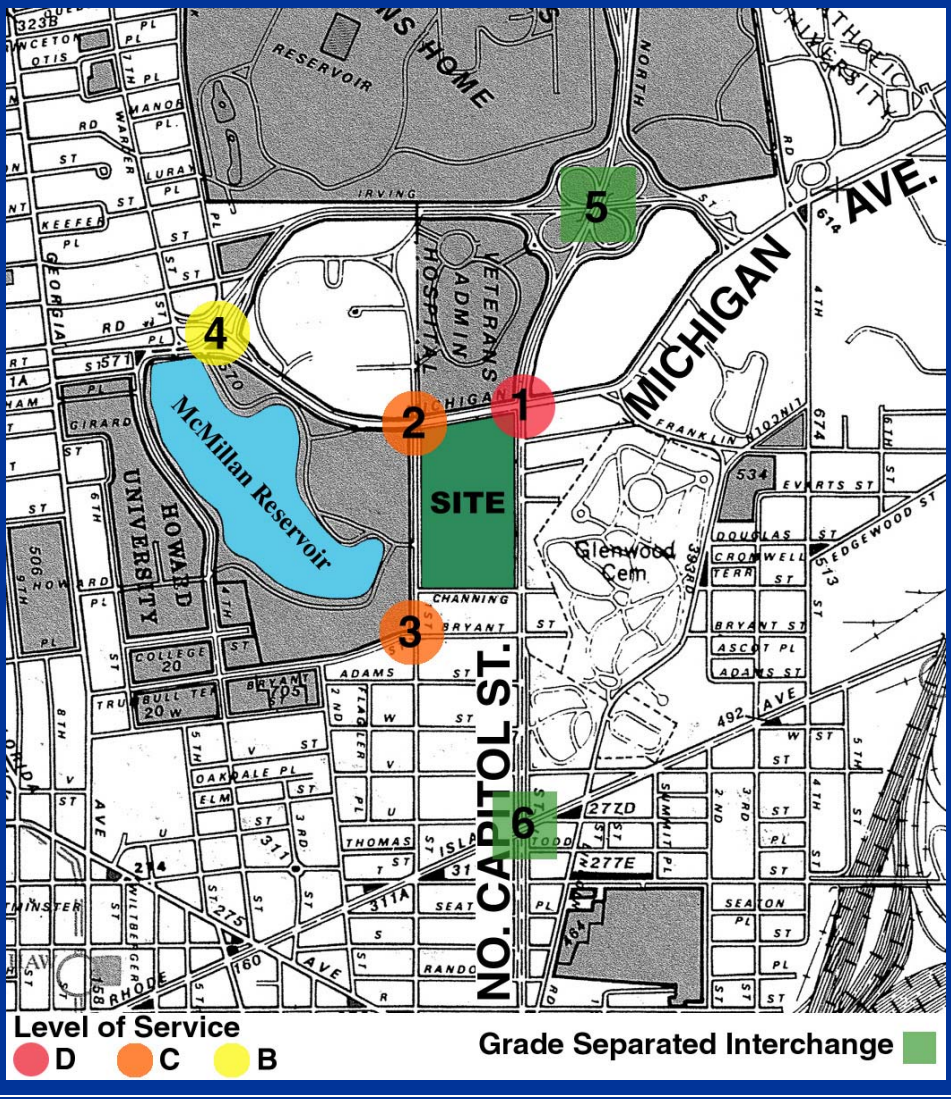


There is essentially no publicly accessible open space within the Study Area.

McMillan Sand Filtration Site

REVITALIZATION NEEDS & CURRENT DEVELOPMENT ACTIVITY

Traffic Analysis & Intersections Performance



LOCATION	LOS
1 – North Capital Street at Michigan Avenue	D
2 – Michigan Avenue at First Street	C
3 – Bryant Street at First Street	C
4 – Harvard Street at 5th Street	B
5 – Irving Street at North Capitol Street	GSI
6 – Rhode Island Avenue at North Capitol	GSI

McMillan Sand Filtration Site

REVITALIZATION NEEDS & CURRENT DEVELOPMENT ACTIVITY

Traffic Analysis & Intersections Performance

EXISTING AVERAGE DELAY/LEVELS OF SERVICE				
	AM Peak Hour		PM Peak Hour	
Intersection	**Average Delay Sec/veh.**	**LOS**	**Average Delay Sec/veh.**	**LOS**
Harvard St/5th St	14.7	B	16.8	B
Michigan Ave/1st St	24.9	C	22.2	C
Michigan Ave/North Capitol St	48.4	D	54.4	D
Bryant St/ 1st St	25.7	C	23.4	C
Source: O.R. George and Associates				

AVERAGE DELAY/LEVELS OF SERVICE WITH PROJECTED WASHINGTON HOSPITAL CENTER EXPANSION, 2015				
	AM Peak Hour		PM Peak Hour	
Intersection	**Average Delay Sec/veh.**	**LOS**	**Average Delay Sec/veh.**	**LOS**
Harvard St/5th St	15.8	B	17.6	B
Michigan Ave/1st St	33.2	C	35.2	D
Michigan Ave/North Capitol St	68.5	E	66.2	E
Bryant St/ 1st St	23.1	C	22.3	C
Source: O.R. George and Associates				

McMillan Sand Filtration Site

ECONOMIC REVITALIZATION NEEDS OF DISTRICT GOVERNMENT

1. The District is in its first years of fiscal recovery and is working smartly to first ensure basic city services are being met.

2. Forty percent (40%) of the District's land is non-taxable (federal or not for profit) and therefore contributes no property tax revenue.

3. The District's fiscal health must therefore rely heavily on revitalization strategies that encourage new residential development to increase intake of property and income tax revenues.

4. The District must use its public assets to contribute to the city's fiscal health and to the overall quality of life of residents in our neighborhoods.

McMillan Sand Filtration Site

CONCLUSIONS ABOUT REVITALIZATION NEEDS

1. Many of the development sites within the area are currently in the pipeline. Much of the market demand forecast by OP consultants may be absorbed on other sites within the primary market area.

2. When interviewed, the development community viewed the site as a prime opportunity for new housing and neighborhood-oriented development.

3. The primary market area severely lacks publicly accessible open space and other community amenities, including libraries and recreation centers. The McMillan site offers one of the best opportunities in the area to accommodate these needs.

4. Employees, students, visitors and residents lack quality choices for retail, hotel and conference facilities, and could use more for sale and rental housing in the Primary Market Area, but the traffic impacts of this site and others must be coordinated and mitigated.

5. Throughout the District a variety of housing opportunities are needed. A portion of McMillan can help to fill this housing demand and generate much needed revenues to support the site.

McMillan Sand Filtration Site

REVITALIZATION SCENARIOS

1. Given several factors including planned development in the market area, existing and projected traffic and infrastructure constraints, structural engineering conditions, and input from area residents and local developers, many uses were found undesirable for the site:

Big Box Retail	High Rise Office
High Rise Hotel	High Rise Residential
Fast Food Restaurants	Hospital/Medical Facilities
Vehicle Service Facilities	Liquor Store
Department Store	Warehouse

Uses that require large amounts of surface parking

2. Five (5) scenarios were analyzed using a combination of desirable uses at low, moderate and high intensities of development. Desirable uses are:

Park/Open Space	Historic Preservation
Recreation Facilities	Federal/National Monument
Public Facilities	Condominiums
Apartments	Townhouses
Low-Rise Office	Conference Center
Restaurants	Neighborhood Retail
Church	Cultural Facilites
Entertainment/Movies/Theatre	

McMillan Sand Filtration Site

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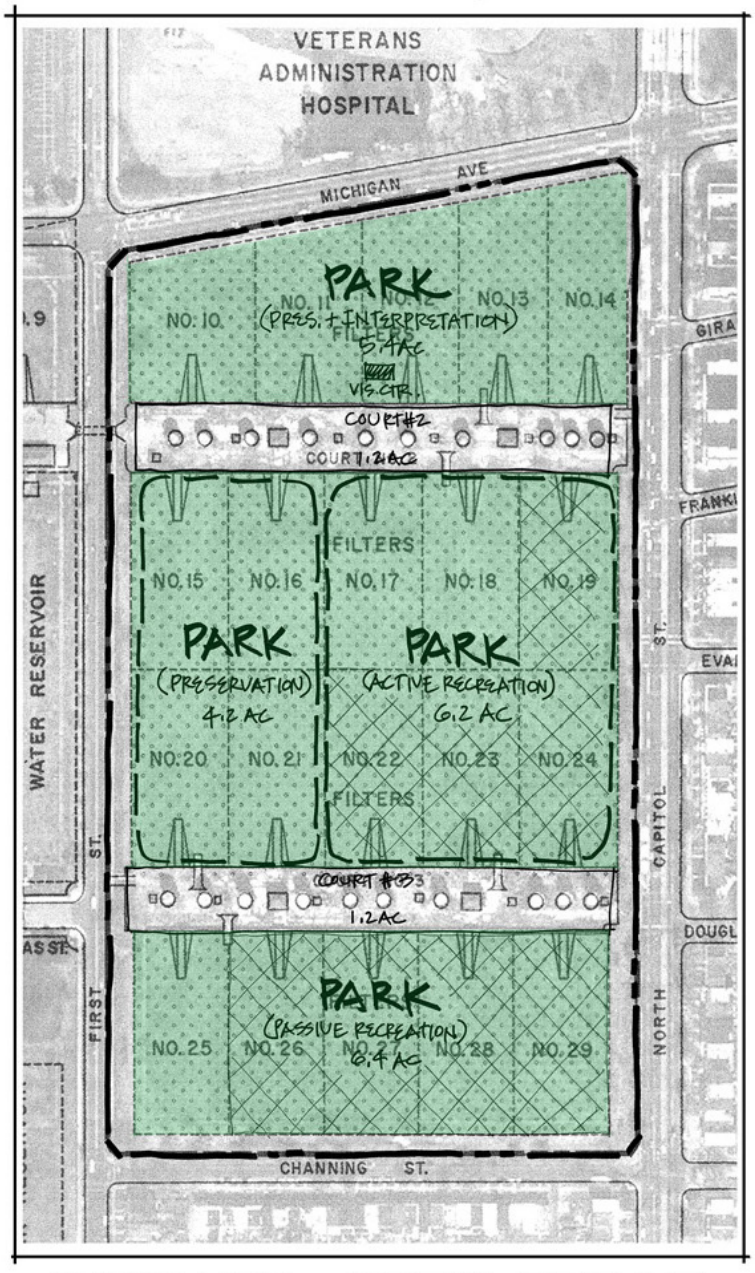
SCENARIO: OPEN SPACE



CONCEPT - OPEN SPACE

USE(S):

Park/Open Space	25 Ac.
Development	0 Ac.

PRESERVATION IMPACT:

Open Space	25 Ac.
Filter Cells- 5	25%
Stabilized Cells – 13	65%
Courts – 2	100%

FINANCIAL IMPACT:

Est. Sale Income	$0
Est. Stabilization	$16.8M
Est. Cost for Park	$6-12 M
Shortfall	($22.8-28.8 M)

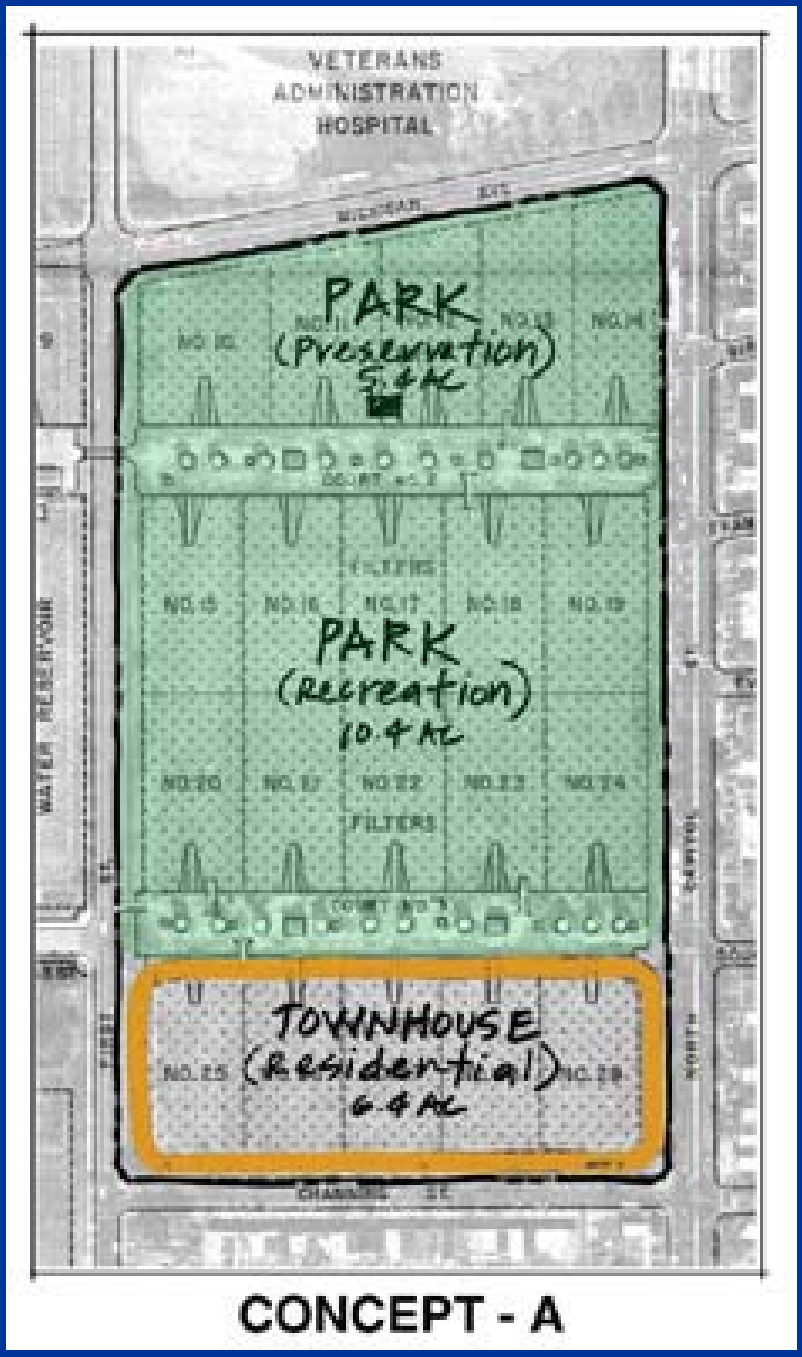
EST. TOTAL PUBLIC INVESTMENT****:

+$23 – 29 M

****Total public investments indicated are a minimum and do not include needed transportation improvements (roadway reconstruction) or preservation cost for the courts.

McMillan Sand Filtration Site

SCENARIO: LOW INTENSITY



USE(S):

Park/Open Space	18.2 Ac.
Development	6.4 Ac.
100 Townhomes	
300 Pkg. Spaces	

PRESERVATION IMPACT:

Open Space	18.2 Ac.
Filter Cells- 4	20%
Stabilized Cells – 10	50%
Courts – 2	100%

FINANCIAL IMPACT:

Est. Sale Income	$4.67M
Est. Stabilization	$16.9M
Est. Cost for Park	$4.4-8.7 M
Shortfall	($16.6-20.9M)

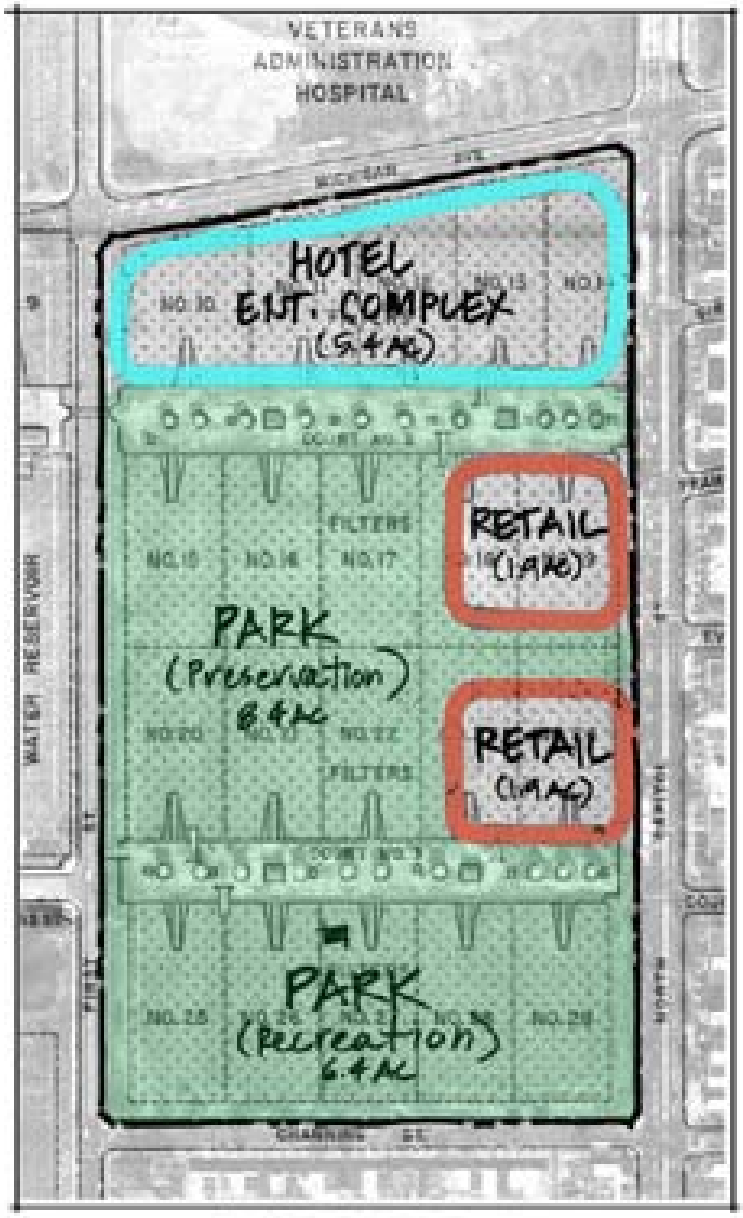
EST. TOTAL PUBLIC INVESTMENT:

+$17 – 21 M

****Total public investments indicated are a minimum and do not include needed transportation improvements (roadway reconstruction) or preservation cost for the courts.

McMillan Sand Filtration Site

SCENARIO: MEDIUM INTENSITY



CONCEPT - B

USE(S):

Park/Open Space	15.4 Ac.
Development	9.2 Ac.
80K SF Entertainment	
200 Hotel Rms.	
50K Retail	
1,030 Pkg. Sp.	

PRESERVATION IMPACT:

Open Space	15.4 Ac.
Filter Cells- 4	20%
Stabilized Cells – 7	35%
Courts – 2	100%

FINANCIAL IMPACT:

Est. Sale Income	$3.24M
Est. Stabilization	$15.5M
Est. Cost for Park	$3.7-7.4 M
Shortfall	($16-19.6 M)

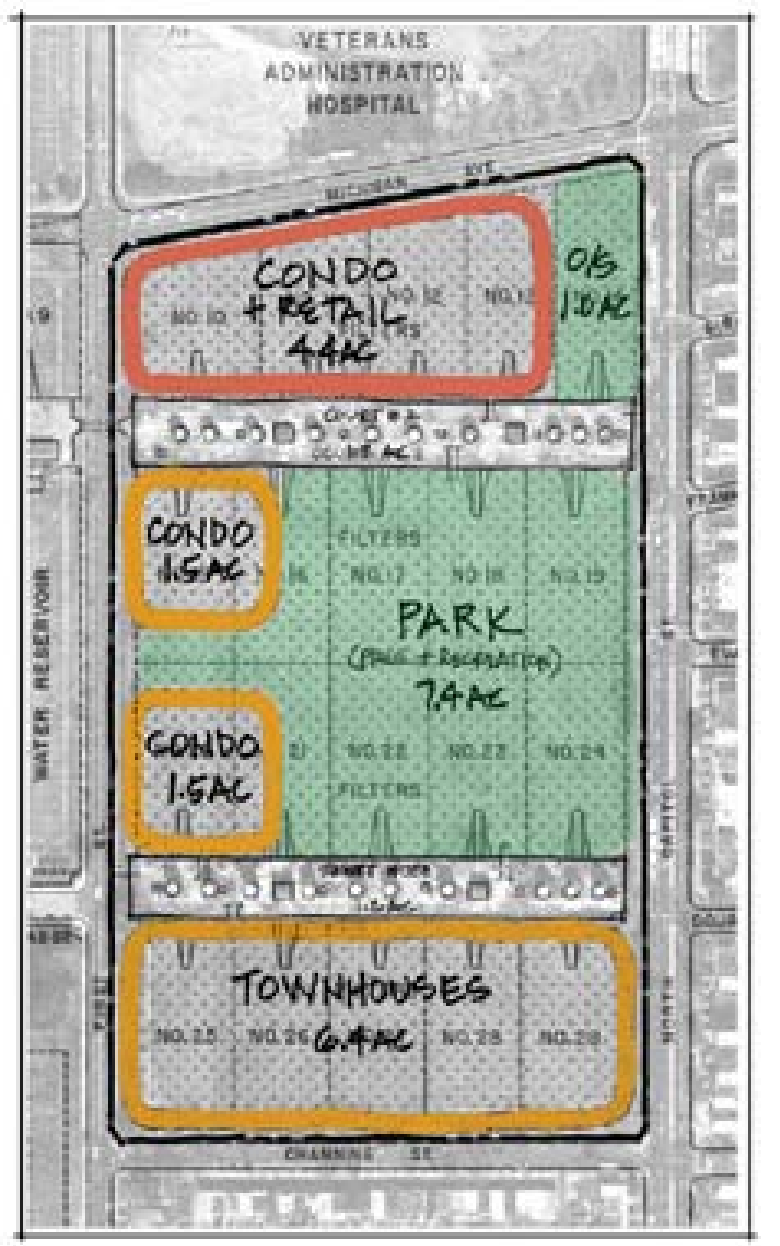
EST. TOTAL PUBLIC INVESTMENT:

+$16 – 20 M

****Total public investments indicated are a minimum and do not include needed transportation improvements (roadway reconstruction) or preservation cost for the courts.

McMillan Sand Filtration Site

SCENARIO: RESIDENTIAL/RETAIL – MEDIUM INTENSITY



CONCEPT - RESIDENTIAL

USE(S):

Park/Open Space	10.8 Ac.
Development	13.8 Ac.
50K SF Retail	
80 Townhomes	
150 Apartments	
710 Pkg. Sp.	

PRESERVATION IMPACT:

Open Space	10.8 Ac.
Filter Cells- 2	10%
Stabilized Cells – 6	30%
Courts – 2 ea	100%

FINANCIAL IMPACT:

Est. Sale Income	$6.49M
Est. Stabilization	$12.5M
Est. Cost for Park	$2.6-5.2 M
Shortfall	($8.6-11.2M)

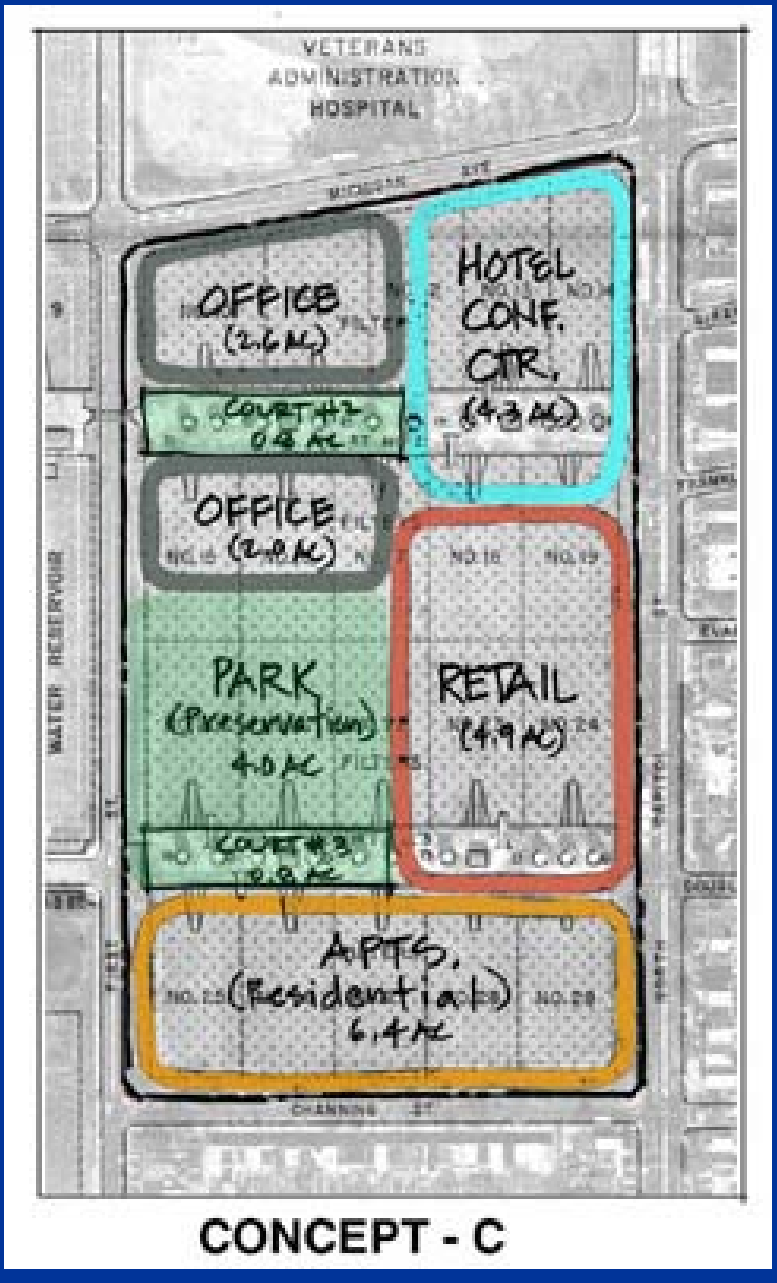
EST. TOTAL PUBLIC INVESTMENT:

+$9 – 11 M

****Total public investments indicated are a minimum and do not include needed transportation improvements (roadway reconstruction) or preservation cost for the courts.

McMillan Sand Filtration Site

SCENARIO: HIGH INTENSITY



CONCEPT - C

USE(S):

Park/Open Space	4.4 Ac.
Development	20.2 Ac.
100K SF Office	
40K SF Conference	
200 Hotel Rms.	
100K Retail	
8K SF Restaurant	
1,561 Pkg. Sp.	

PRESERVATION IMPACT:

Open Space	4.4 Ac.
Filter Cells- 4	10%
Stabilized Cells – 1	5%
Courts – ½ ea	50%

FINANCIAL IMPACT:

Est. Sale Income	$11.6M
Est. Stabilization	$12.6M
Est. Cost for Park	$1.1-2.1M
Shortfall	($2.1-3.1M)

EST. TOTAL PUBLIC INVESTMENT:

+$2 – 3 M

****Total public investments indicated are a minimum and do not include needed transportation improvements (roadway reconstruction) or preservation cost for the courts.

McMillan Sand Filtration Site

MCMILLAN PARK COMMITTEE*** SCENARIO

Recommended Desirable Uses

Formal Park;

Gardens;

Water park;

Towers, courtyards, buildings & structures as boutique shops;

Waterworks museum;

Cultural center & library;

Outdoor theater;

Children's play area;

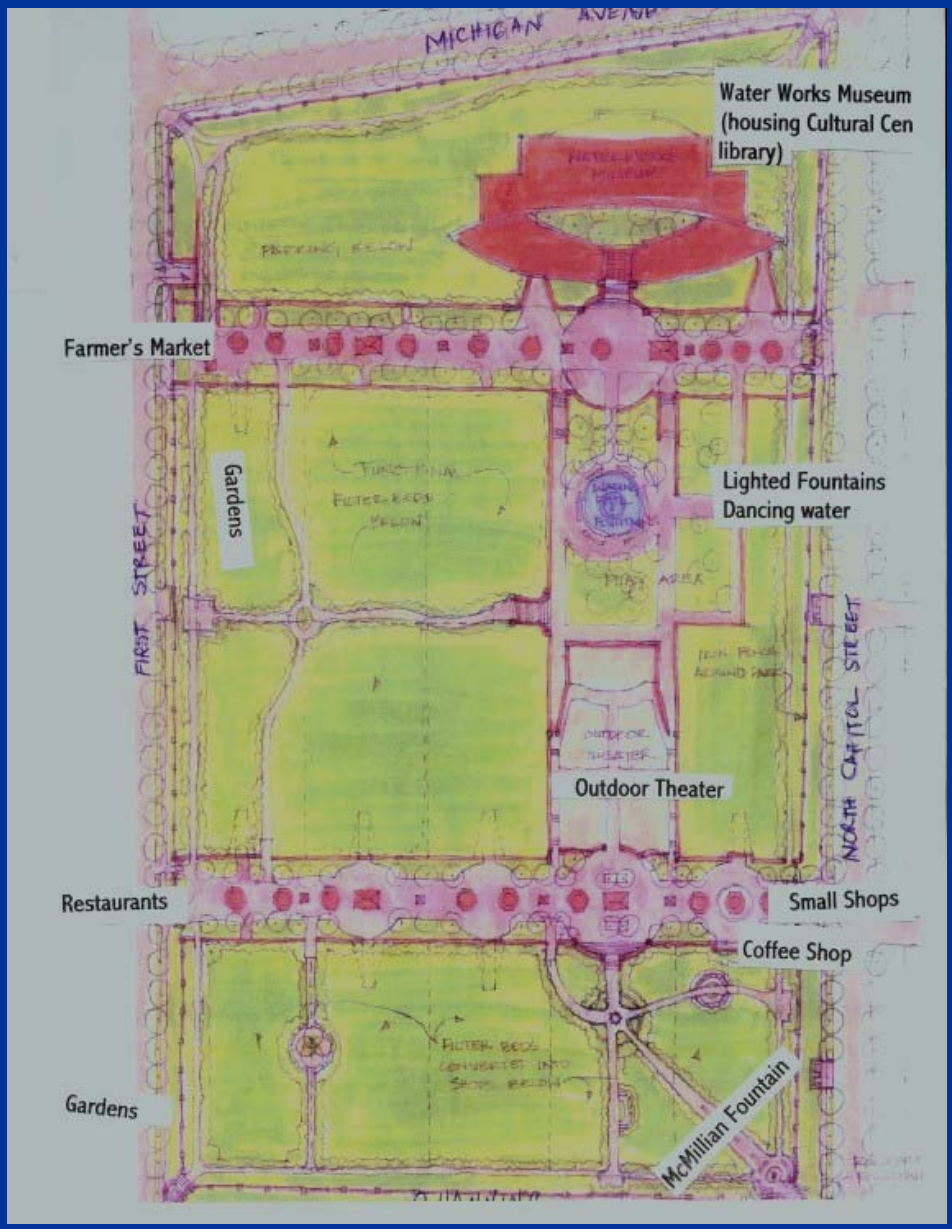
Coffee shop;

Café;

Restaurants (family style and fine dining);

Farmer's market

Water filtration plant



Below ground shops, gymnasium, parking, police sub-station;

Commemorative Memorials;

Conceptual Plan prepared by Sorg Associates for McMillan Park Committee

*** McMillan Park Committee represents a component of the broad range of area and McMillan stakeholders.

McMillan Sand Filtration Site

MCMILLAN PARK COMMITTEE SCENARIO

Recommendations

(Provided by Tony Norman, MPC Chair)

- "A minimum of 80 to 90% of the McMillan site should be revitalized as public open space. (Original design of site for the Federal City {McMillan Plan and the original comprehensive plan})
- "The remainder of the site should be developed as a National Monument, Museum, Outdoor Theater, Bottle Water Plant and Farmer's Market; the aforementioned uses should be able to offset the cost of site stabilization and to provide on going revenue for maintenance.
- "McMillan should be zoned to accommodate the following mix of uses at low density: publicly accessible open space, a cultural destination (museum and/or memorial), and retail consistent with the above uses.
- "Planners should exhaust all feasible 80 to 100% open space, preservation options first, before pursuing moderate density development; Efforts should be made to relocate housing and other development inconsistent with the above, to other planned development projects in the McMillan area (i.e. Soldiers Home and Catholic, etc.
- "The two (2) courts that cross the site are key plan elements that once linked the Sand Filtration Site with the adjacent McMillan Reservoir. These courts should be preserved and adaptively re-used (Farmer's market)
- "Vistas from the site are significant and should be preserved in conjunction with development of public open space."

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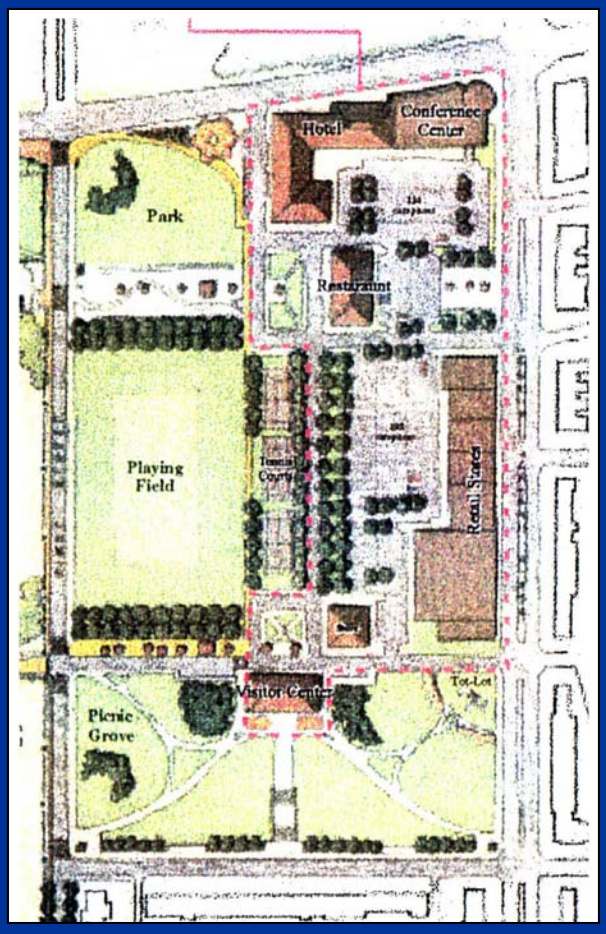
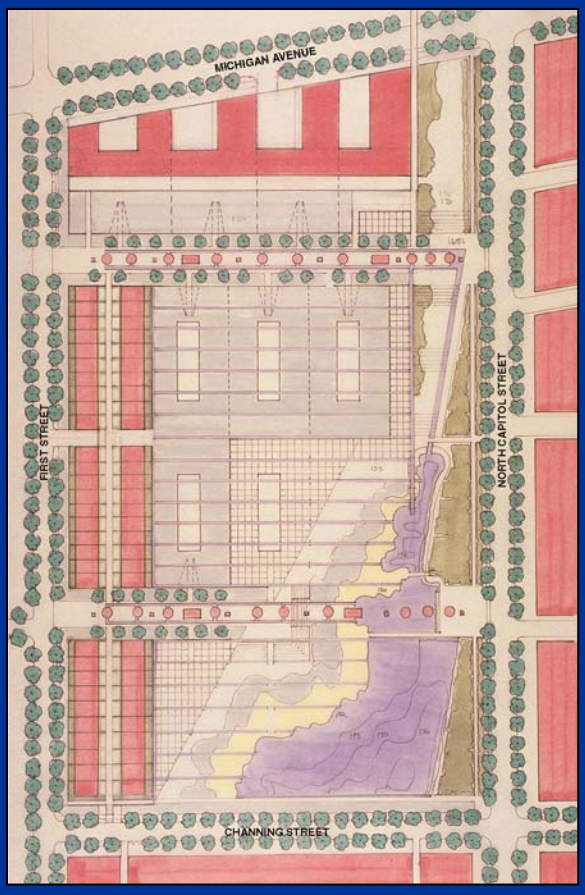
OTHER SCENARIOS



< Howard University also presented a mixed use revitalization strategy for the site. Proposed uses included a hotel, conference center, restaurant, retail stores, bank, open space, and a visitor center.



Staff from Catholic University's > School of Architecture also presented a conceptual scenario that integrated multiple layers of the site's history and site conditions with sensitively developed housing and retail.

McMillan Sand Filtration Site

BROAD STAKEHOLDER PARTICIPATION

- Since 1989, 10 community forums about revitalizing McMillan have occurred. Five (5) were held in conjunction with OP's recent series of community workshops (July 2000-January 2001).

- There is no consensus about **how** the site should be revitalized. One sector of the area stakeholders wants to preserve of the site as accessible open space. Another contingent generally wants preservation, open space, museums, memorials and adaptive reuse of the underground cells only. While stakeholders immediate to the site, area institutions, and a panel of public, private and not for profit development representatives have put forth that the site is large enough to accommodate preservation, open space, and cultural uses that are economically supported by some selective development (neighborhood serving retail and housing.)

- A technical advisory group (TAG) was voluntarily established to assist in reporting the concerns of their constituents and in crafting content of the community meetings. Several members of the TAG were also members of the McMillan Park Committee.

- Five sub-committees were established to address: a cultural landscape analysis, short-term site maintenance, potential non-District funding sources, video documenting the site and process, and cultural amenities (museums, memorials, etc.) The results of the committee have been incorporated into the revitalization effort.

McMillan Sand Filtration Site

BROAD STAKEHOLDER PARTICIPATION

COMMUNITY ENGAGEMENT TIME LINE	
Construction of Site Completed	1905
Public Access to Site Restricted due to wartime concerns about sabotage	1942
Operation of Site Closed	1985
Site ownership from U.S. Army Corps of Engineers to GSA	1986
Site Surplused and sold to District Government	1987
Architectural/Engineering Feasibility Study	October, 1988
OP Sponsored Public Forum	May 9, 1989
OP Sponsored Public Forum	May 24, 1989
Councilperson Jarvis Sponsored Community Forum	June 6, 1989
RFP Issued for Site Development	1989
Proposals Received	1989
Lawsuit filed challenging re-zoning of property	1990-92
Architecture and Archaeological Survey	June 1990
Listing on DC Inventory of Historic Sites	August 21, 1991
Comprehensive Plan designates “Mixed Use” as land use for the Site	1995
Unsolicited Proposal for Site Received	1998
ANC5C Sponsored Workshop	1998
Council requires Community Input about Site Development – referred to OP	1999
ANC5C Sponsored Workshop	May 1999
Structural Stability Report and Market Analysis	July 2000
Existing Conditions Assessment Report	August 2000
1. “Visioning Goals and Opportunities” – OP Workshop	July 29, 2000
2. “Exploring Options” – OP Workshop	August 26, 2000
3. “Finalizing Goals and Objectives” – OP Workshop	September 23, 2000
4. “Confirming Goals” – OP Workshop	October 28, 2000
Sub-committee Meetings	November 2000-January 2001
OP Community Meeting: “Site Programming”	January 13, 2001
Final Report and Recommendations from Consultants	January 2001
Site Tour & Strategy Session with Private, Public and Quasi Public Developers	April 11, 2001
Strategy Session with Area Institutions	May 23, 2001

Source: D.C. Office of Planning

McMillan Sand Filtration Site

CONCLUSIONS FROM REVITALIZATION SCENARIOS

- A **minimum** of 50% (approximately 12.5 Acres) of the McMillan site should be revitalized as publicly accessible open space.
- The remainder of the site should be developed with low and moderate intensity uses to offset the cost of site stabilization and to provide ongoing revenue from which the publicly funded components on the site (open space, gardens, libraries, etc.) are maintained.
- McMillan should be zoned to accommodate the following mix of uses at moderate density: publicly accessible open space, a cultural destination (museum and/or memorial), neighborhood serving and destination enhancing retail, and housing.
- It is more likely that the TYPE I and II Cells will need to be considered for revenue generating uses that help defray ongoing site maintenance costs.
- The two (2) courts that cross the site are key plan elements that once linked the Sand Filtration Site with the adjacent McMillan Reservoir. These courts should be preserve and adaptively re-used.
- Vistas from the site are significant and should be preserved in conjunction with development of public open space on the site particularly over the stable TYPE III cells where views are possible to surrounding institutions as well as the reservoir. See “Key Planning Elements Diagram.”

McMillan Sand Filtration Site

KEY PLANNING ELEMENTS DIAGRAM

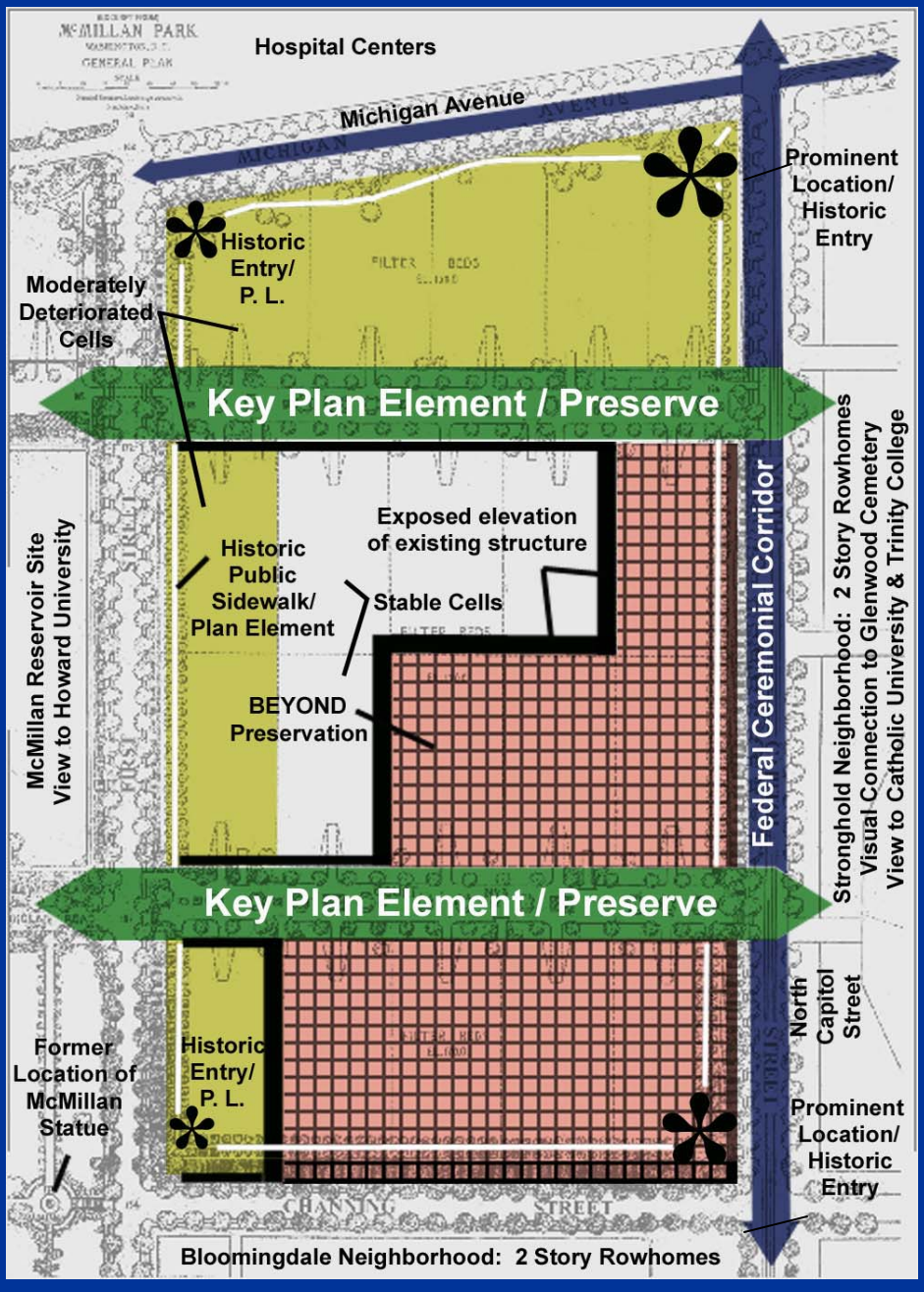
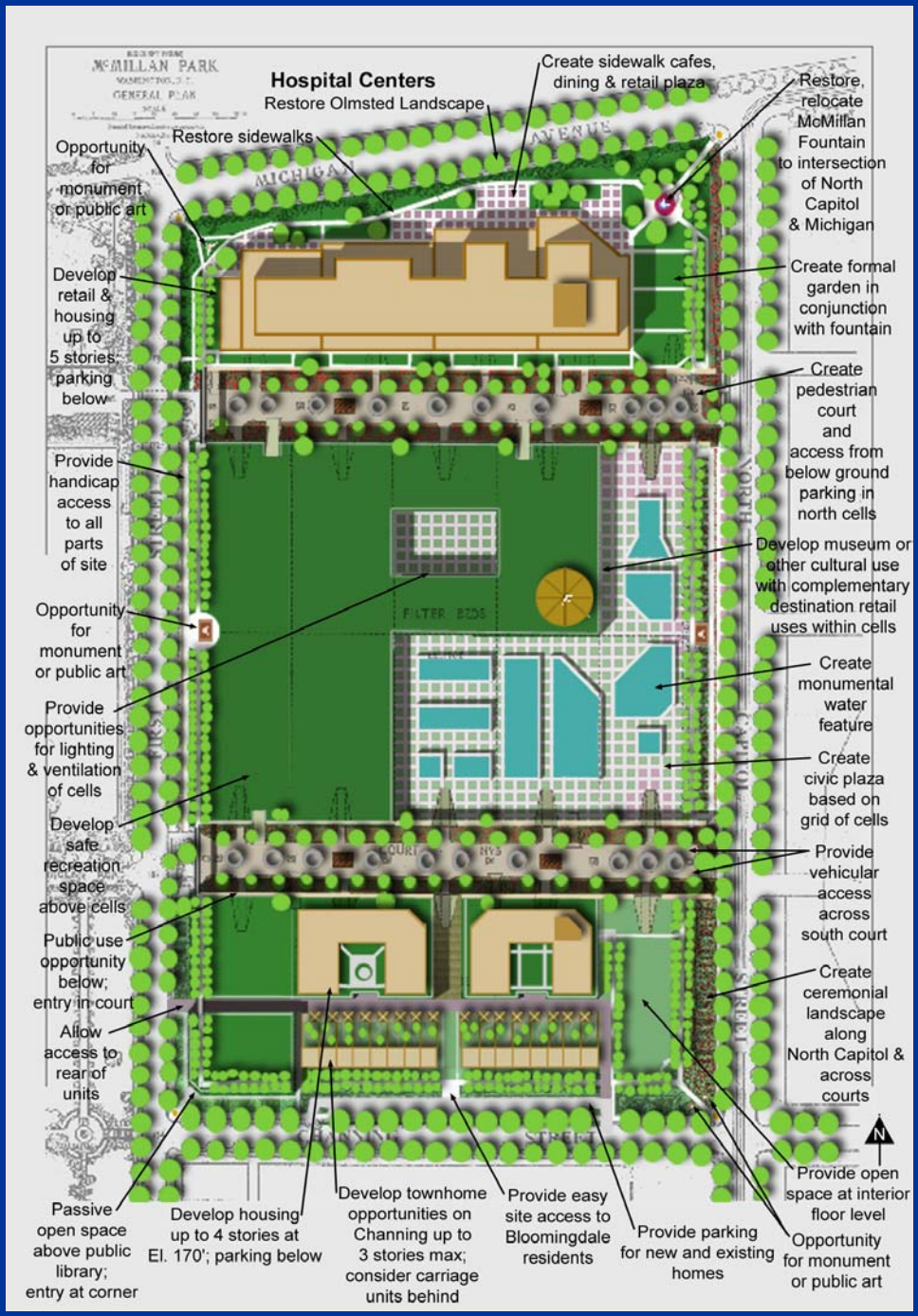


Diagram of conditions and opportunities which have and should continue to frame revitalization efforts. Components of this diagram are responsive to site conditions and stakeholder input.

McMillan Sand Filtration Site

"Making McMillan a Place"



This conceptual diagram illustrates how community goals, District economic revitalization needs and planning conclusions might be met at McMillan.

McMillan Sand Filtration Site

RECOMMENDATIONS
NEXT STEPS TOWARDS IMPLEMENTATION

- A RFP related to development of McMillan should not be issued at this time.

- DHCD received stewardship of the site for disposition purposes, but it does not appear now that revitalization of the site will occur in the short term. Given this, the site should be returned to the Office of Property Management which should assume the cost for maintaining the site until such a time as it is transferred for revitalization.

- The site requires a public-private partnership development strategy. Transfer the long-term stewardship and management of the revitalization process for McMillan from District Government to a public development entity.

- The primary responsibilities of the Public Development Entity would be to develop and implement a Master Development Plan and Disposition Strategy that includes:

  -Detailed design and site guidelines
  -Detailed financial modeling and phasing strategy
  -Development program
  -Public sector costs analysis-development and operating
  -Solicitation for innovative design and development partners

McMillan Sand Filtration Site

RECOMMENDATIONS
NEXT STEPS TOWARDS IMPLEMENTATION

- By the end of December 2002, the District should accept proposals from potential public development entities. Proposals should respond to these recommendations and present strategies for how the potential entity might managing the revitalization process for this site.

- The District should retain ownership of the historic site. Development on McMillan should be through a long-term grounds lease structure that allows the District to regain some revenue that is then used to maintain and upgrade public components of the site and in the surrounding neighborhoods.

- Establish a Coalition of McMillan Revitalization Partners (CMRP), an advisory group to work with the public development entity. The Coalition should include: District Government, NCRC, area universities and hospitals, Soldiers and Airmen's Home, Army Corp of Engineers, WMATA, National Capital Planning Commission, National Park Service, Federal Department of Transportation and McMillan Park Committee.

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McMillan Sand Filtration Site

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