



GREENLEAF REDEVELOPMENT PLAN

RELEASED SPRING 2017



District of Columbia Housing Authority

**GREENLEAF REDEVELOPMENT PLAN
SPRING 2017**



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Project Purpose

- The District of Columbia Housing Authority (DCHA) retained HR&A Advisors and Perkins Eastman (the Redevelopment Planning Team) to create a redevelopment plan for the 15 acre Greenleaf public housing complex located in Southwest Washington DC. Built in 1959, the structures at Greenleaf are obsolete and expensive to maintain. Washington DC is growing rapidly and there is substantial development underway in the Southwest, making the land underneath Greenleaf a valuable asset. Market conditions are sufficiently strong that **redeveloping Greenleaf as a mixed income community can fulfill a number of key priorities for DCHA** and the District of Columbia:
 - **Reconstruct** 493 physically obsolete public housing units on the DCHA Greenleaf Property;
 - **Preserve the affordability** of all low income units at the Greenleaf Property;
 - **Generate revenue** DCHA will use to address maintenance and redevelopment needs in other public housing properties; and
 - Facilitate the **redevelopment of public land as mixed-income affordable housing** that prevents displacement of current residents.

Plan Objectives

The goal of this redevelopment plan is to evaluate the feasibility of a public-private partnership to rebuild Greenleaf as a mixed-income community that best meets the housing needs of existing Greenleaf residents, and advances DCHA's mission to provide affordable, high-quality housing options. The objectives included:

- **Obtain public input** from Greenleaf residents and members of the Southwest community on the proposed redevelopment;
- **Create a redevelopment site plan** that advances the redevelopment of the Southwest neighborhood, and meets the unit size needs of existing Greenleaf residents;
- Identify potential properties for **build-first** replacement units prior to demolition of existing Greenleaf units;
- Create a phasing plan to demonstrate development scenarios that minimize disruption for existing residents;
- **Analyze the financial feasibility and returns** of the proposed development to inform DCHA's effort to engage a private sector partner.

THE NEED AND OPPORTUNITY FOR REDEVELOPMENT

DCHA Greenleaf is a Unique Opportunity for the Southwest DC Neighborhood

- The redevelopment of the DCHA Greenleaf property is a unique opportunity to continue the transformation and revitalization of the Southwest Quadrant of Washington DC. Realizing the full potential of this redevelopment opportunity will require a comprehensive approach involving DCHA, the District of Columbia, and the local community.

Factors that Make Greenleaf Unique

A number of factors make Greenleaf unique compared to most efforts to redevelop aging public housing properties:

- **Location in neighborhood that is in high-demand and growing rapidly**, enabling market-funded redevelopment.
- **Substantial public investment in amenities nearby**, such as the transit system, the new soccer stadium, and the waterfront.
- **Existing low-density style development on-site** in an area that is able to support higher densities, creating substantial land value to unlock.
- **Underutilized public land nearby** that could be part of a broader redevelopment effort.

The Opportunity Greenleaf Presents

Due to the factors that make Greenleaf unique, redevelopment has significant potential for the District of Columbia to:

- **Comprehensively leverage public land to further revitalization** of the Southwest.
- **Complete the larger transformation of the Southwest Waterfront** and Anacostia.
- Build a mixed-use community to **repair the Southwest's urban fabric** that was deteriorated through urban-renewal.
- **Achieve build-first** and ensure existing residents of Greenleaf receive the benefits of redevelopment.

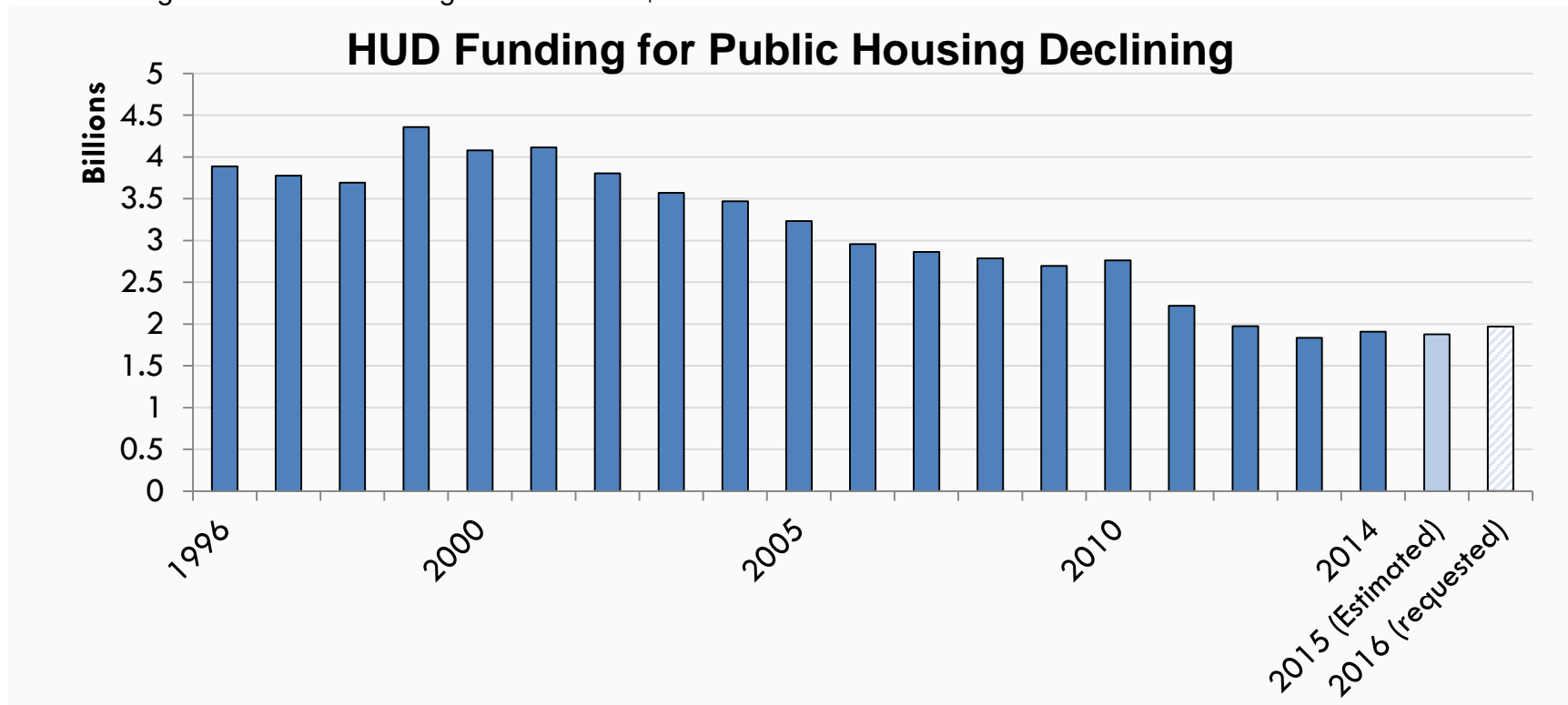
What Comprehensive Redevelopment Requires

Achieving the full potential of the redevelopment opportunity will require:

- **An appreciation for the potential Greenleaf has to connect development occurring** in the Southwest Waterfront with the growing Capitol Riverfront.
- **An agreement with the District of Columbia on a site to accommodate build-first.**
- **A comprehensive approach that looks at Greenleaf as part of a larger portfolio of publicly-owned land** whose development could accelerate the transformation of the Southwest, and not as an isolated asset owned by DCHA.

Need for Redevelopment at Greenleaf

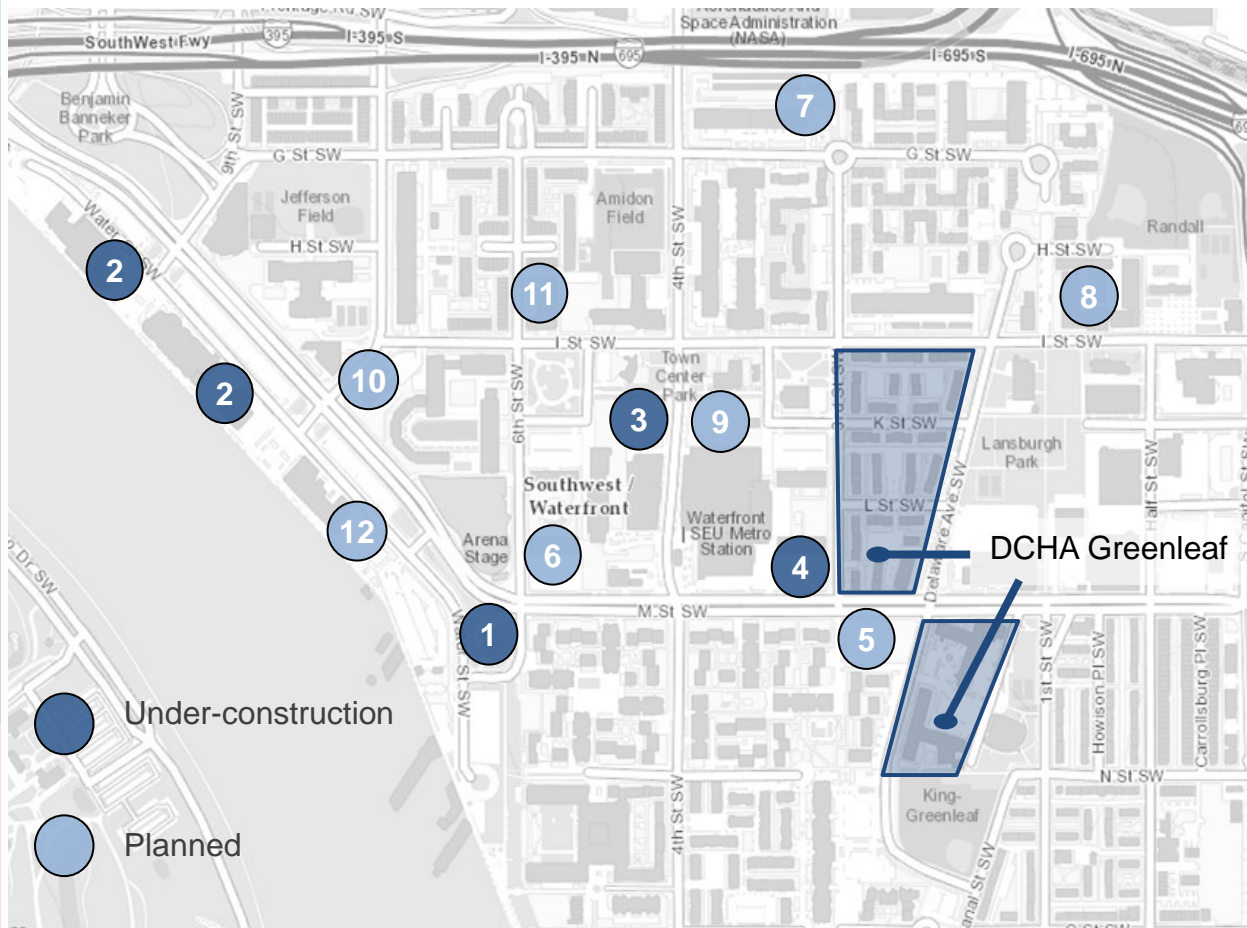
- DCHA's capital maintenance needs far exceeds its resources: In 2015 the **District of Columbia received \$14.1 million for capital improvements**, while an assessment of capital needs found **DCHA requires \$1.3 billion to bring 6,532 units in need of maintenance to 20 year viability**. Since 1996 DCHA has invested \$19.9 million of its limited capital improvement budget in the Greenleaf property. Due to the age of the Greenleaf units and their advanced state of obsolescence, **partnership with the private sector to leverage the strong real-estate market in the Southwest neighborhood is a unique opportunity** for DCHA to preserve 493 units of aging public housing and to realize the value of the underlying land.
- Nationwide, Funding from the US Department Housing and Urban Development (HUD) for the maintenance and refurbishment of the nation's public housing declined since 1996 in nominal values. The capital budget for public housing in 1996 was \$2.5 billion, while the 2014 capital budget for public housing decreased to \$1.9 billion, unadjusted for inflation that eroded purchasing power over that time. A 2010 Capital Needs in the Public Housing Program study by ABT found a public housing maintenance backlog nationwide of \$25.6 billion.



Source: <http://archives.hud.gov/budget/>
Adjusted for Inflation by HR&A using the Bureau of Labor
Statistics Consumer Price Index

Significant Residential Development Pipeline in the Southwest

- There are many multi-family residential projects in the pipeline in the Southwest neighborhood, demonstrating the development potential of the DCHA Greenleaf site. Of the **12 future projects, five are under construction**. All new units except 600 Water Street and the Wharf Phase 3 will be rental units. In addition to the multi-family properties under construction, the Office of the Deputy Mayor for Planning and Economic Development intends to release a request for proposals in the fall of 2016 for redevelopment of the Southwest Public Library into a new LEED silver building. At this time the development does not include a residential component. The library is located across the street from Greenleaf.



#	Name	Delivery	Units
Under Construction			
1	600 Water Street	2016	108
2	The Wharf – Parcel 2 & 4A	2017	665
3	Waterfront Station Northwest	2017	365
4	301 M Street	2017	190
5	St Matthew's Residences	2018	217
Planned			
6	The View at Waterfront	2018	260
7	Capitol Park Tower	2018	330
8	Randall School Development	2019	520
9	Waterfront Station II	2019	378
10	Riverside Baptist	2019	167
11	The Bard	2020	136
12	The Wharf Phase 3	(Unknown)	323
Total Potential Development (Some projects may not occur)			3,659

PLANNING CONTEXT

Existing Conditions

- Greenleaf is a 15-acre 493 unit public housing site in Southwest DC. The complex was built in 1959, and is spread out over 23 buildings. Most of these buildings are low-rise, brick, garden-style apartments. However, over half of the units are located in two high-rise buildings south of M Street SW, one a building for senior citizens and disabled residents, and the other for families. Federally owned Lansburgh Park is adjacent to the Greenleaf facility north of M Street, and the King Recreation Center is next to the facilities south of M Street.

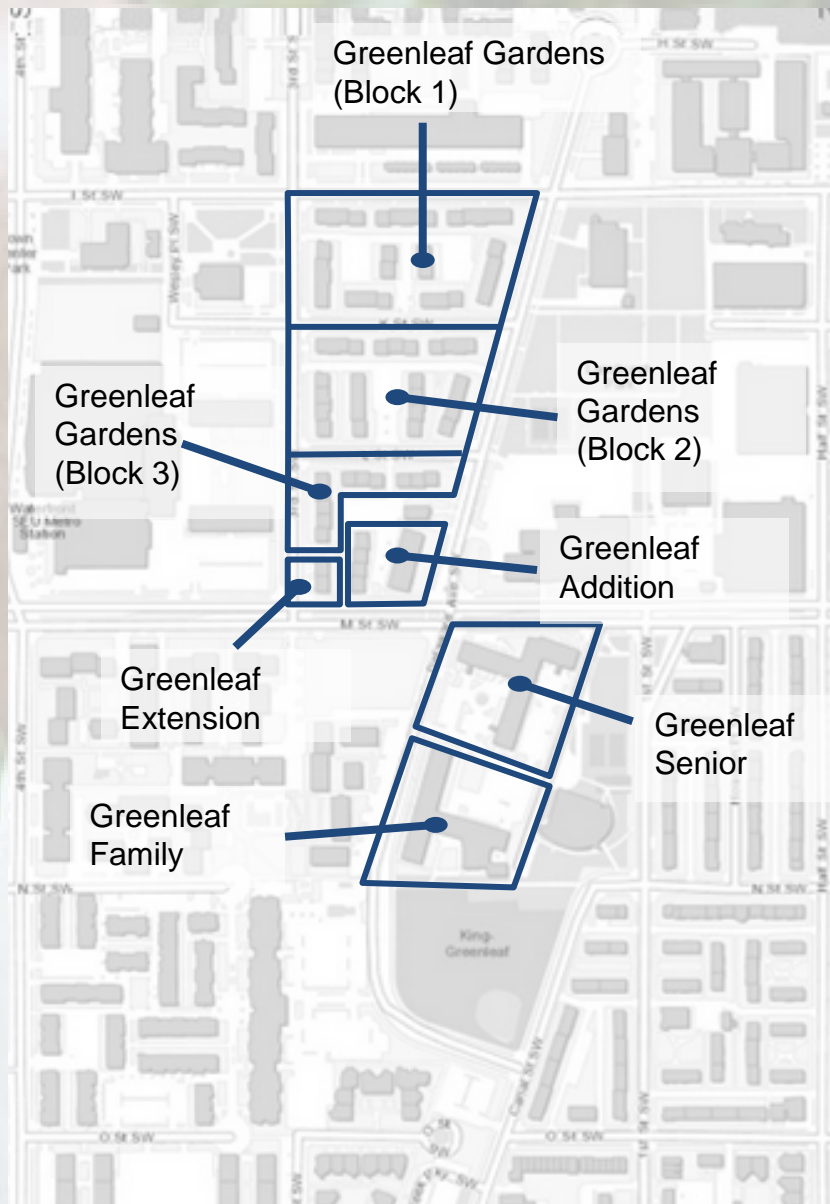
Greenleaf and Lansburgh Park were developed through a massive urban renewal program as part off the Southwest new revitalization that included de-mapping some of the streets originally laid out by L'Enfant. As a result, ownership of the surrounding land is a mix of private, District of Columbia government, and Federal government properties.

To the west, **the site is located three blocks from Waterfront Metro** and the revitalization of the 4th street corridor where the old Waterside Mall once stood. The site thus has transit access to Washington's central business district, a large employment center. **East of Greenleaf is a series of properties owned by either the District Of Columbia or the Federal government.** These properties are currently used for low-density services such as fire truck maintenance, or the Department of Motor Vehicles (DMV). The ownership of several of these properties, such as the DMV, is split between both the District and the Federal government.



Current Greenleaf Properties

- Five properties comprise the 15 acres within Greenleaf compound, ranging from a **high-rise senior facility to garden style family-oriented apartments**. Three properties are located north of M Street (Greenleaf Gardens, Greenleaf Additions & Greenleaf Extensions) which are comprised mostly of a series of townhouses. Located south of M Street is the higher density structures (Greenleaf Senior & Greenleaf Family) which are a 8 story high-rise building and adjacent 5 story mid-rise building.



All of the properties were built in 1959, are physically obsolete, and have high maintenance costs. Units range from 1-bedroom to 5-bedrooms. There are 67 4- and 5-bedroom units on Greenleaf, for large families. Replacement of larger sized units will require development of townhouses.



Greenleaf Senior



Greenleaf Gardens

Total Greenleaf Units (by size)

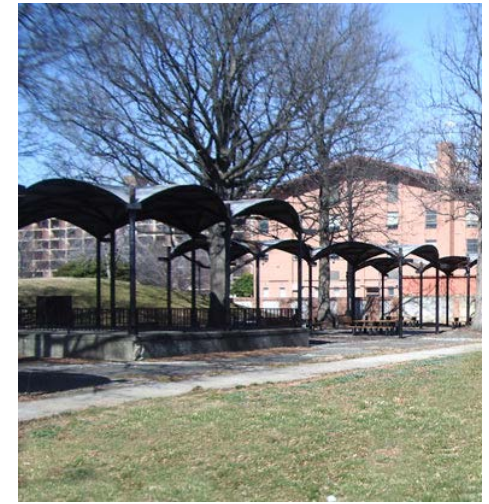
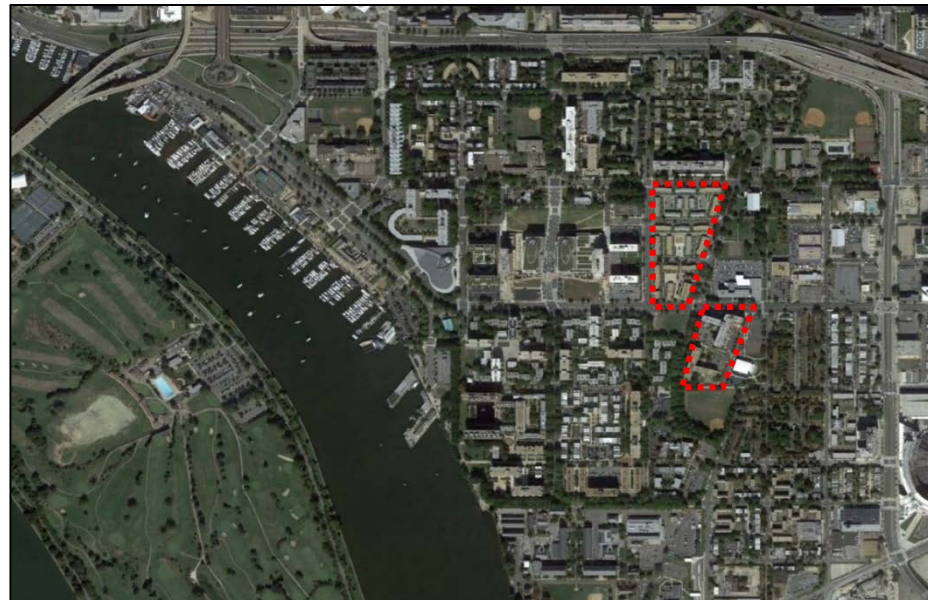
	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5 bdrm	Total
Greenleaf Gardens (Block 1)	0	0	23	25	10	58
Greenleaf Gardens (Block 2)	0	0	27	13	10	50
Greenleaf Gardens (Block 3)	0	0	22	0	0	22
Greenleaf Extension	0	0	0	4	0	4
Greenleaf Addition	0	24	3	5	0	32
Greenleaf Senior	58	157	0	0	0	215
Greenleaf Family	7	98	7	0	0	112
Total	65	279	82	47	20	493

History of Southwest DC

- After the Civil War, Southwest DC was a mixed income community, with many poor residents living in substandard dwellings. **In the 1950s, city planners worked with Congress to undertake a substantial urban renewal project in the area**, taking much of the land via eminent domain. The rebuilt area largely featured office and residential buildings in the Brutalist style, and was the subject of Modernist urban planning theories such as reducing the amount of public right-of-way for superblocks. The district is characterized by a series of Modernist apartment complexes, some of which have landmark protection. **Beginning in the early 2000's, a renewed planning effort attracted a wave of development. Since then, there has been substantial investment in new construction** that is slowly changing the character of the neighborhood. Notably, the Waterside Mall was demolished to create a retail center for the neighborhood along a rebuilt 4th street adjacent to the Waterfront Metro station.



Modernist apartment complex



Lansburgh Park



Urban renewal complex nearing completion



Rebuilt 4th Street Corridor Replacing the Waterside Mall

Planning Context – Southwest Neighborhood Plan

- **In July 2015, Washington, DC approved the Southwest Neighborhood Plan**, a long-term vision for the neighborhood. The document described existing conditions and arranged objectives around seven key concepts, such as ‘modernist gem’, ‘model community’, and ‘thriving town center’. The Greenleaf properties lie at the center of the plan’s primary focus area, a corridor between M Street and I Street running from Maine Avenue to South Capitol Street. **The plan notes that substantial development is in the pipeline and that the number of residents will grow from 12,000 in 2013 to 15,000 in 2023**. The plan aims to channel this growth to revitalize the Southwest. The plan was developed through a community-based process that involved extensive outreach, three focus groups, and two meetings specifically for DCHA Greenleaf residents.

Notable Goals:

- **Support the responsible redevelopment of the Greenleaf complex** to benefit existing residents and realize a well-designed development and mixed-income community
- **Ensure Landsburgh Park evolves into a “central park”** that will become a center of activity
- Address the future potential for District-controlled parcels that comprise Southwest’s “Government Cluster” to reflect opportunities to accommodate improved services, allow a mix of uses, and optimize government operations and assets.
- Enhance pedestrian connections and safety.
- **Restore L’Enfant Streets** on redevelopment sites, including public properties.



THE REDEVELOPMENT PROCESS

Overview of The Redevelopment Process

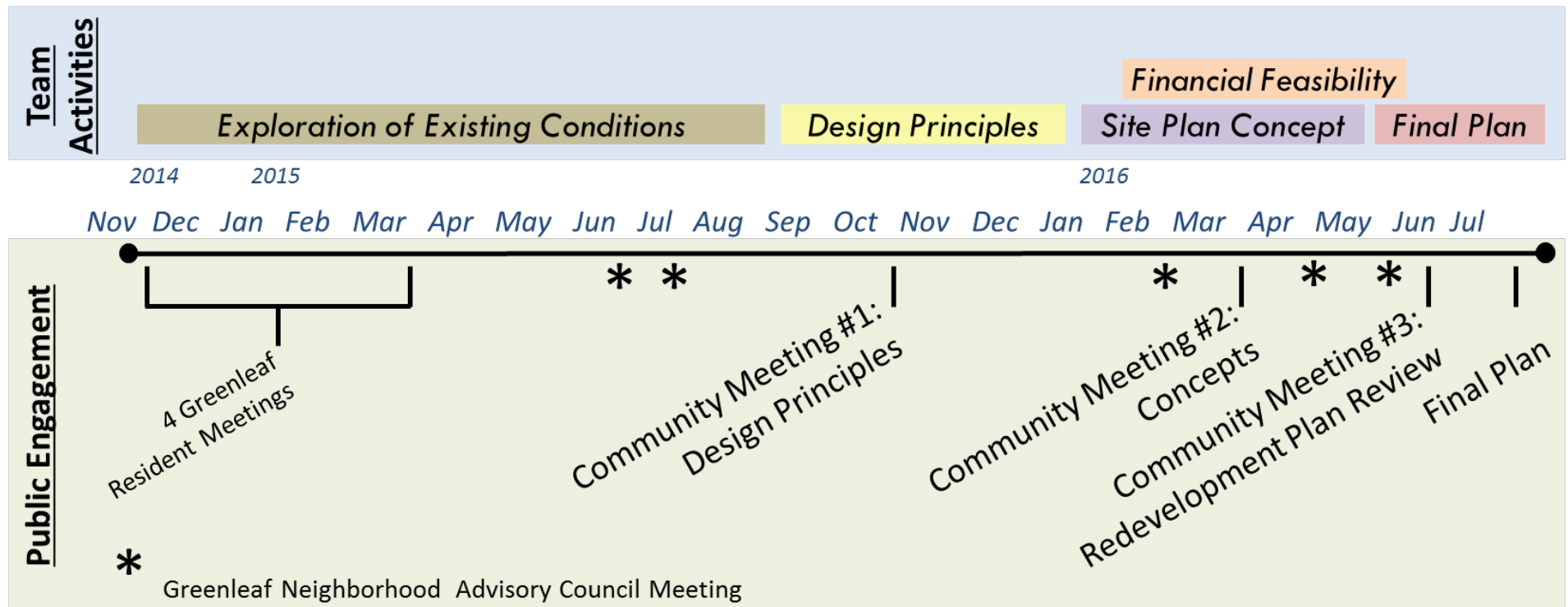
The redevelopment of the Greenleaf property is a multi-step process that will take many years. This report is the culmination of the first step, soliciting public input and crafting a redevelopment plan. Following approval of this redevelopment plan, DCHA will undertake the following steps:

- **Request for Proposals & Developer Selection:** DCHA will release a request for proposals (RFP) that lists the key development objectives and requirements for the new Greenleaf. Potential private sector partners will respond with proposals detailing the number and location of replacement units, the amount to be paid to DCHA, and the details of the community benefits offered. DCHA will review the proposals and select the developer that best meets the requirements and whose proposal best fulfills the community objectives. This process will likely start several months after approval of the redevelopment plan and take up to nine months.
- **Negotiations with the Chosen Developer:** Following selection of the winning developer, DCHA and the developer will negotiate the details of the transaction structure and development process. The negotiations may take between six months and one year.
- **Design Review and Entitlement Process:** Once negotiations conclude, the developer will produce detailed design plans and secure entitlements for the project. Entitling the site will involve public review of the detailed plans and will require approval for a planned-unit-development (PUD) from the District of Columbia Zoning Commission.
- **Construction:** The developer will construct the site in phases to minimize disruption for existing Greenleaf residents, due to the size of the Greenleaf site, and the number of units proposed. There may be at least six phases, and each phase could take 2 to 4 years for demolition of the existing structures and construction of the new buildings.



Timeline of the Greenleaf Redevelopment Plan Creation

- The development of the Greenleaf redevelopment plan started in November 2014 and culminated with the a final community meeting in the summer 2016. The process started with an evaluation of the existing physical context of the neighborhood, and meetings with residents and community stakeholders to understand existing conditions, challenges, and opportunities for a new Greenleaf development. Following these meetings, the team developed design principles that would guide the creation of the plan, and presented them to the community at a public meeting for feedback. **The team used the resulting design principles to develop a concept plan, which was presented to the community in another public meeting in April of 2016.** Simultaneously, the team conducted a financial feasibility of the concept plan to ensure the proposal will generate private sector interest. Based on the community input and the results of the financial feasibility analysis, **the team adjusted the site plan to better meet the expressed desires of community members and ensure a strong financial return for DCHA.** The final stage involved creating the final redevelopment plan, documented in this report.



Public Input – Resident Meetings

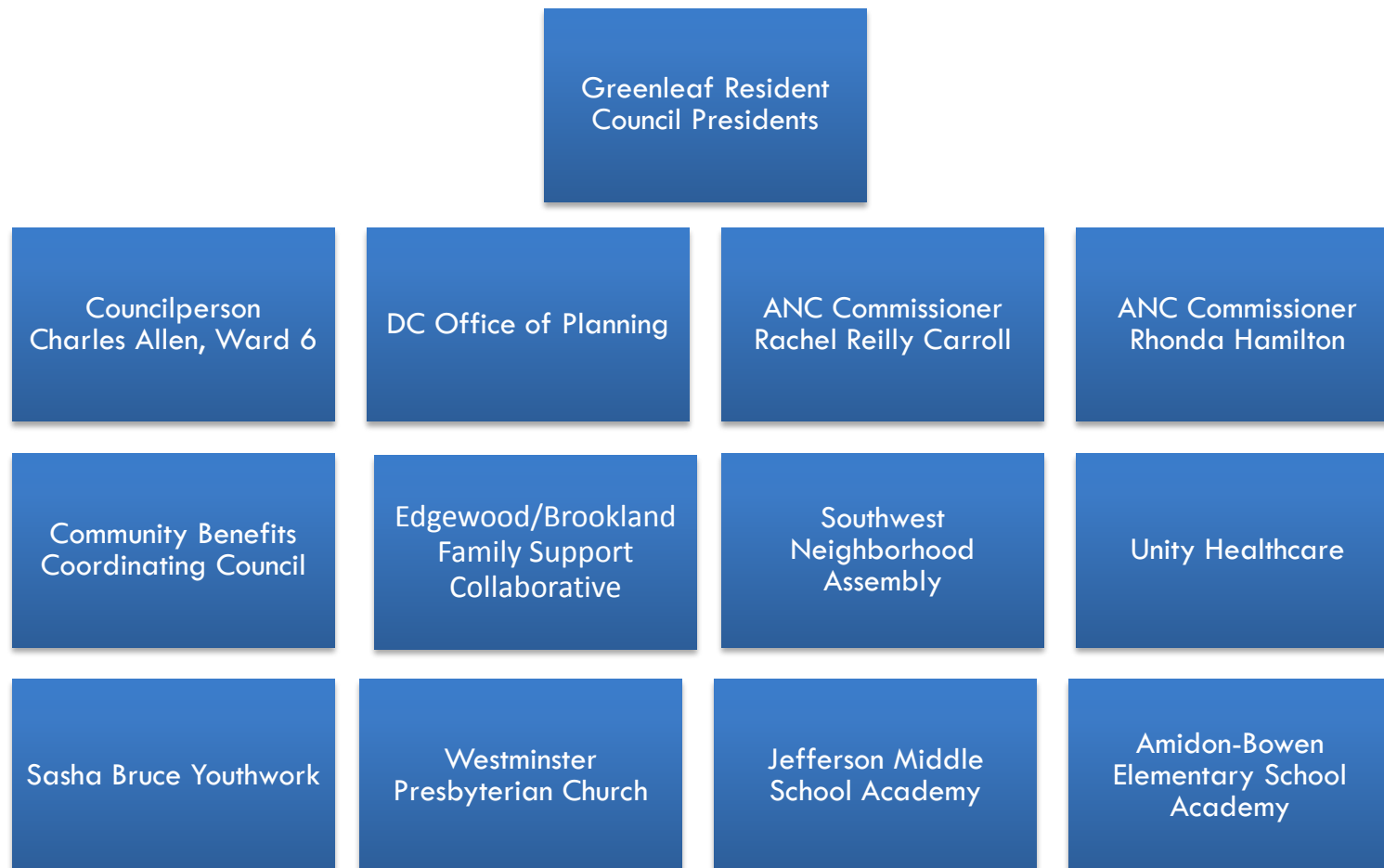
- Public engagement is an invaluable and essential part of the overall planning process, as it allows planners and developers to gauge community sentiment and resident desires, and adjust their plans accordingly to gain public support. The Redevelopment Planning Team **conducted an extensive outreach program to engage Greenleaf residents and members of the Southwest community** in the future of the property. This outreach involved **multiple public meetings, meetings with residents, and formation of an advisory group**, as detailed in the following pages. The purpose of the process was to:
 - get community input about plans for the area;
 - learn resident priorities;
 - address community questions and concerns;
 - gain insight into community preferences for the future of their neighborhood;
 - Involve the community and Greenleaf residents in developing an inclusive vision for a revitalized Greenleaf.

Greenleaf Resident Meetings: Four resident meetings occurred between November 2014 and March of 2015. At these meetings the Redevelopment Planning Team explained the need to reconstruct Greenleaf, the objectives of the process, and the timeline. The team solicited input from residents about their concerns, and held a workshop to understand what they like and dislike about their community. Attendance at the resident meetings averaged 60 people per event. During the meetings, many residents highlighted the connection they feel to their community and their desire to stay at Greenleaf.



Public Input – Neighborhood Advisory Council

- **The Neighborhood Advisory Council:** To facilitate the redevelopment process, DCHA created a Neighborhood Advisory Council of community leaders and stakeholders. DCHA consulted with this group at each step in the process. The Neighborhood Advisory Council played an important role disseminating updates on the redevelopment, raising key issues and concerns from the community, and engaging residents to participate in the planning process. The Neighborhood Advisory Council met four times between June 2015 and May 2016. The organizations invited to participate in the Neighborhood Advisory Council was as follows:



Public Input – Community Meetings

- **Community Meetings:** Following meetings directly with DCHA Greenleaf residents and input from the Neighborhood Advisory Council, DCHA and the Redevelopment Planning Team held three public community meetings.

Community Meeting #1: Design Principles. On October 24, 2015, the Redevelopment Planning Team held a public community meeting at the Westminster Presbyterian Church in the Southwest. Approximately 100 people participated in the first community meeting. The Redevelopment Planning Team provided participants an overview of the redevelopment process and gathered input on proposed design principles. The team presented five principles and had discussions with residents and neighbors in breakout sessions. **Participants confirmed their priorities that DCHA replace all existing units at Greenleaf, use a build-first approach to prevent displacement, and provide large-units for families.**

The District of Columbia Housing Authority (DCHA) will be holding a series of meetings for Residents, Neighbors and Community Organizations in the Southwest community to participate in redevelopment planning for Greenleaf Gardens, Extension, Addition, Senior and Mid-Rise properties.

DCHA Greenleaf Community Planning Meeting

Get the latest news about what is happening with the redevelopment.
Work with planners to draft the project guidelines



The first meeting will be:
Date: Saturday, October 24, 2015
Time: 1:00-3:00 PM
Place: Westminster Presbyterian Church 440 I St. SW, Washington DC 20024

Light refreshments will be served and All are welcome! For questions, Please contact DCHA at 202-535-2751, 202-535-1000 or via www.dchousing.org/TALK

Requesting a Reasonable Accommodation
The District of Columbia Housing Authority provides reasonable accommodations to all applicants, residents or participants with disabilities. If you or a member of your household has a disability and requires an accommodation to participate in any of our programs, please notify the office providing the program or the Office of the ADA/504 Program at least 72 hours prior to the start of the program on (202) 535-2737. Callers with a hearing impairment can call the DC Relay Service by dialing 711.

Sign language interpreters will be provided upon request. Please notify the Office of the ADA/504 Program at (202) 535-2737, DC Relay 711, or advis04@dchousing.org to request a sign language interpreter. Please allow at least three (3) business days to make the necessary arrangements.

AVISO IMPORTANTE
Este documento contiene información importante. Si necesita ayuda en Español o si tiene alguna pregunta sobre este aviso, por favor llame DCHA al (202) 535-1000. Informale al representante de atención al cliente el idioma que habla para que le proporcione un intérprete www.dchousing.org para usted. Gracias.



Community Meeting #1 Flyer



Public Input – Community Meetings

Community Meeting #2: Concepts. On March 3, 2016, the Redevelopment Planning Team held a second community meeting, at the Southwest Family Enhancement Center for approximately 75 participants. The Redevelopment Planning Team provided an update on progress, presented a concept design based on the principles developed in the prior community meeting, and demonstrated the requirements to achieve build-first. **Participants expressed support for the redevelopment of Greenleaf**, affirmed their desire for build-first and complete replacement of existing units, and requested that one of the new buildings be dedicated affordable units for senior citizens and disabled DCHA residents. Participants were appreciative that the preliminary plan included large units for families in the form of townhouses.



Community Meeting #3: Presentation of Final Plan and Next Steps for Build-First. On July 3, 2016, the Redevelopment Planning Team held a public community meeting at the Southwest Family Enhancement Center for approximately 75 participants. DCHA Executive Director Adrienne Todman opened the meeting with an update on the efforts to secure a site for build-first. Subsequently the Redevelopment Planning Team presented a summary of the final plan that was developed based on the comments and input from prior meetings. The presentation included a summary of the goals, the site plan, the current properties under consideration for build-first, and a sample phasing plan demonstrating how build-first would work. The presentation concluded with a summary of the development process and the next steps in the process, finalizing negotiations with the City to secure a site for build-first and releasing an RFP to attract a private sector development partner. Following the formal presentation DCHA staff and the Redevelopment Planning Team answered questions from the community.

Key Takeaways from the Public Input

- The community meetings the team conducted produced the following **key takeaways that informed creation of the redevelopment plan**. Notably, the community emphasized any future plans include build-first to eliminate resident displacement; provide replacement affordable housing to support existing low-income households; provide larger units to accommodate families; contain a mix of high-and low-rise buildings to match the existing neighborhood character; incorporate improved support services for residents; and have an increased focus on safety and better park space.

Build-First

Build-First involves **building replacement units for the affordable housing units on-site prior to their demolition** to avoid displacing residents.

Replace Affordable Housing

Complete replacement involves building 493 new dedicated affordable low income units on the Greenleaf site to **fully replace the existing 493 public housing units**.

Large Units for Families

Some families at Greenleaf occupy units with 4- and 5- bedrooms. **Community members desire similarly sized 4- and 5-bedroom units to meet the needs** of residents.

Create a Well Defined Green Space

The new development will include both green and public spaces. It is intended for **public spaces to be in front of buildings**, with all sides facing building entries and not to the rear of buildings. **The Green spaces should be well designed with programmed and non-programmed areas** for all residents of all ages.

Connect the New Greenleaf to the City

Physical connections enable residents of the new Greenleaf to access services and employment throughout Washington DC. To accomplish this, **the new development should have safe pedestrian facilities, improved streets and sidewalks with small blocks, and be as multi-modal as possible**.

SITE PLAN

Redevelopment Goals

The goals for the redevelopment of Greenleaf were created through discussion with DCHA, and input from Greenleaf residents and Southwest community members in multiple public meetings. The following distills DCHA's key criteria and the numerous comments from participants into **five key goals for the redevelopment of Greenleaf**. DCHA and the Redevelopment Planning Team made achievement of these goals key criteria in creation of a development program. **Particular care has been given to ensure replacement of the existing affordable housing stock with sufficient size units to meet the needs of current residents**, and in creation of a phasing plan that ensures residents move once into a final unit.

Build-First

Construction of the new Greenleaf will involve **building new housing before any demolition of existing units** to avoid displacing residents.

Replace Affordable Housing

The new Greenleaf will include 493 new dedicated affordable low income units on the Greenleaf site to **fully replace the existing 493 public housing units**.

Minimize Moves by Residents

Construction of the new Greenleaf will make possible a phasing strategy that minimizes the number of moves existing residents must make. The phasing plan will include an option enabling **residents to move once from their current units into a new unit**.

Residents Stay in the Southwest

Through build-first and providing appropriately sized units for resident needs, redevelopment of Greenleaf will enable existing residents to stay in the Southwest neighborhood throughout the redevelopment process.

Mix of Affordable and Market Rate

The new Greenleaf will be a mix of **affordable** and **market rate** units.

Improve Public Safety

Through design and development, the new Greenleaf community should **increase public safety in the surrounding community by increasing activity** on streets and in public spaces.

Design Ideas

The Redevelopment Planning Team used the redevelopment goals to create a set of design ideas that guided the creation of a site plan that seeks to improve the urban form and connectivity of the surrounding Southwest community. The six design ideas flow from Greenleaf's unique status as the only development that crosses M Street, connecting both the northern and southern portions of the Southwest neighborhood. In addition to interaction with residents and community members, the team studied and spent time on site and in the Southwest to identify critical design ideas. The team used these ideas to produce a series of concept studies (shown on the following pages) that highlight Greenleaf's connection to the major greenspaces in Southwest, and key to linking the surrounding sectors of the Southwest neighborhood.

Make significant **Public Places**

Build on existing and historic **street network**

Construct **a mix of densities**

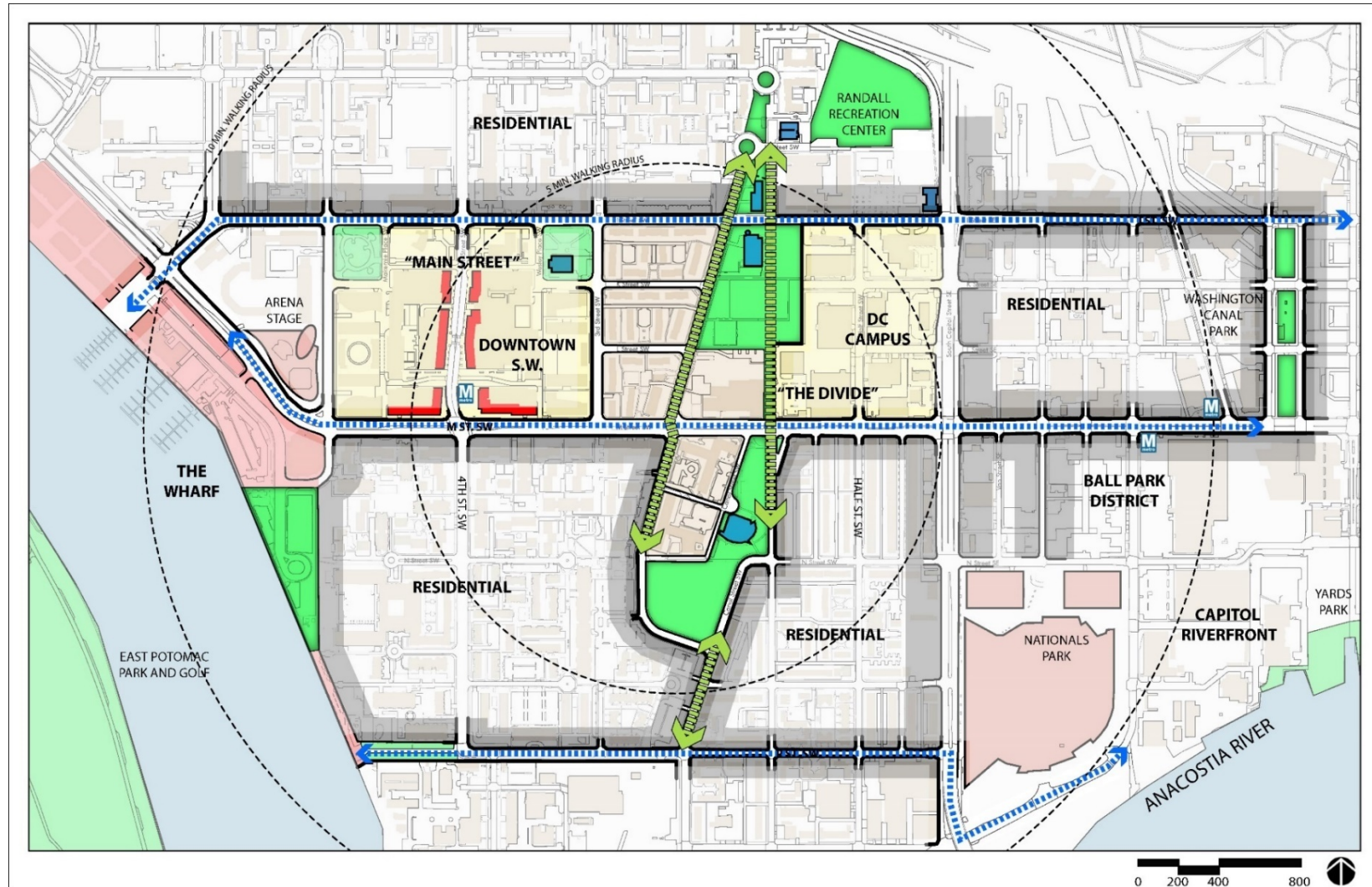
Re-connect across M Street

Enhance connection to emerging Neighborhoods: Waterfront Station, The Wharf, Capitol Riverfront, Ballpark District

Integrate Market and Affordable Housing

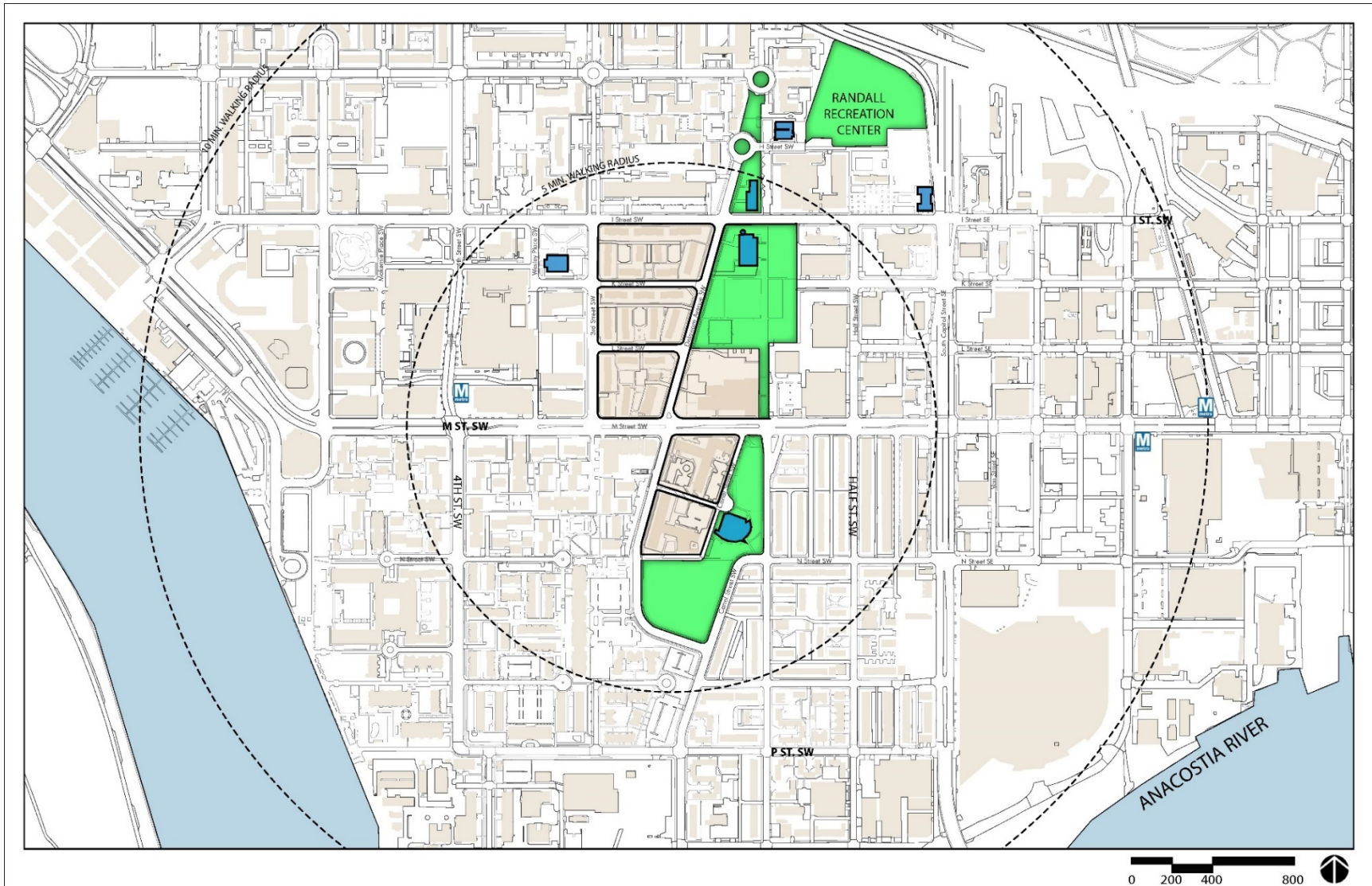
Greenleaf Redevelopment Design Ideas

The design concept combines these east-west linkages with the north-south green axis to position a revitalized Greenleaf at the center of a connected Southwest. **The design envisions a vibrant urban center that reinvigorates Lansburgh Park and begins to bring the energy from 4th street west**, starting to bridge “The Divide” between Southwest and the Capitol Riverfront. The design ideas that follow enhance the connection for Southwest and Greenleaf residents to the emerging neighborhoods from the Wharf to Capitol Riverfront, reach across the M street divide, build on the historic street network, and make significant public spaces for the Southwest neighborhood.



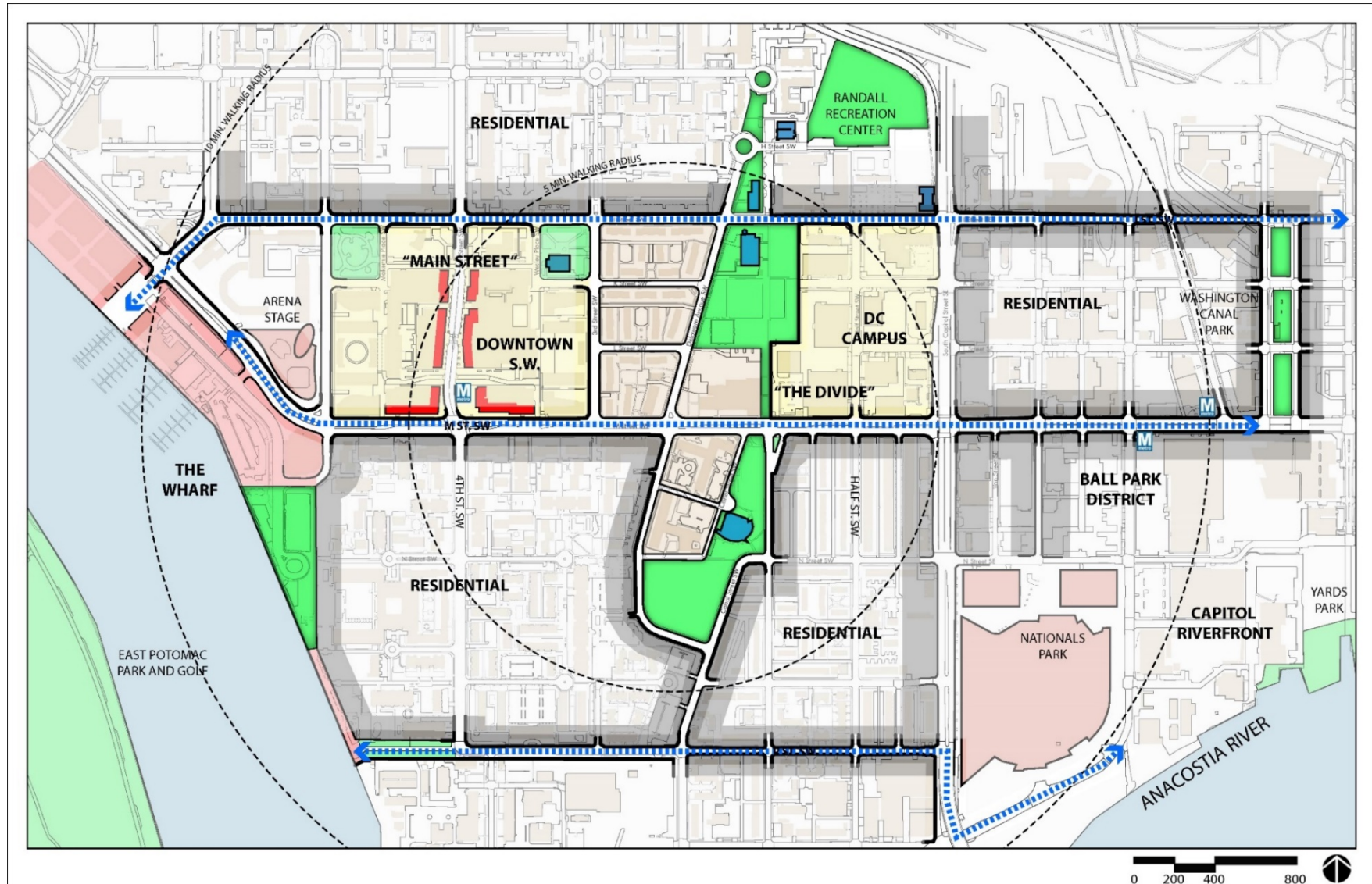
Design Idea: Connection to Key Southwest Greenspaces

The conceptual site plan for a renewed Greenleaf starts with the **greenspace axis running from King recreation center in the south to Randall Recreation Center in the North**, bisecting the Southwest neighborhood. This greenspace could potentially be a center to the community, but is currently disjointed spaces with little unification and insufficient integration with the surrounding community. The Greenleaf redevelopment can address these challenges by **orienting towards revitalized parks that have increased activity and programming**.



Design Idea: Streets Linking Park Network

The street network provides east-west linkages, with Greenleaf at the center of the neighborhood stretching from the greenspace by the Wharf to the Washington Canal Park. Southwest lacks a quality central park, **redevelopment of Greenleaf is an opportunity to enhance these linkages and enable the existing greenspaces to take a more prominent role in the neighborhood**, as well as better connect residents to the growing and emerging surrounding neighborhoods.



Design Idea – Mixed Density and Innovative Family Housing

The Existing Greenleaf property has a significant number of large units that have four and five bed-rooms for larger families. In order to replace these units with sufficiently large new units meeting existing residents' needs, the **Greenleaf development is proposed to include dedicated affordable townhomes**. The townhomes will include freestanding units, in addition to **units located at the base level of larger multi-family structures** (see illustrations below). Although these townhomes are located inside a larger structure, they retain individual entrances and may be multiple stories tall inside. The development is proposed to include market rate townhomes as well as the affordable townhomes, providing residential opportunities for a fully mixed-income community, fulfilling the design idea of constructing a mix of densities as well as integration of market and affordable housing.



Free Standing Townhomes



Townhomes at the base of a multi-family structure



Townhomes at the base of a multi-family structure

Greenleaf Redevelopment Plan - Aerial Views



Aerial view of Greenleaf Development looking west towards Waterfront Metro, demonstrating the mix of densities.

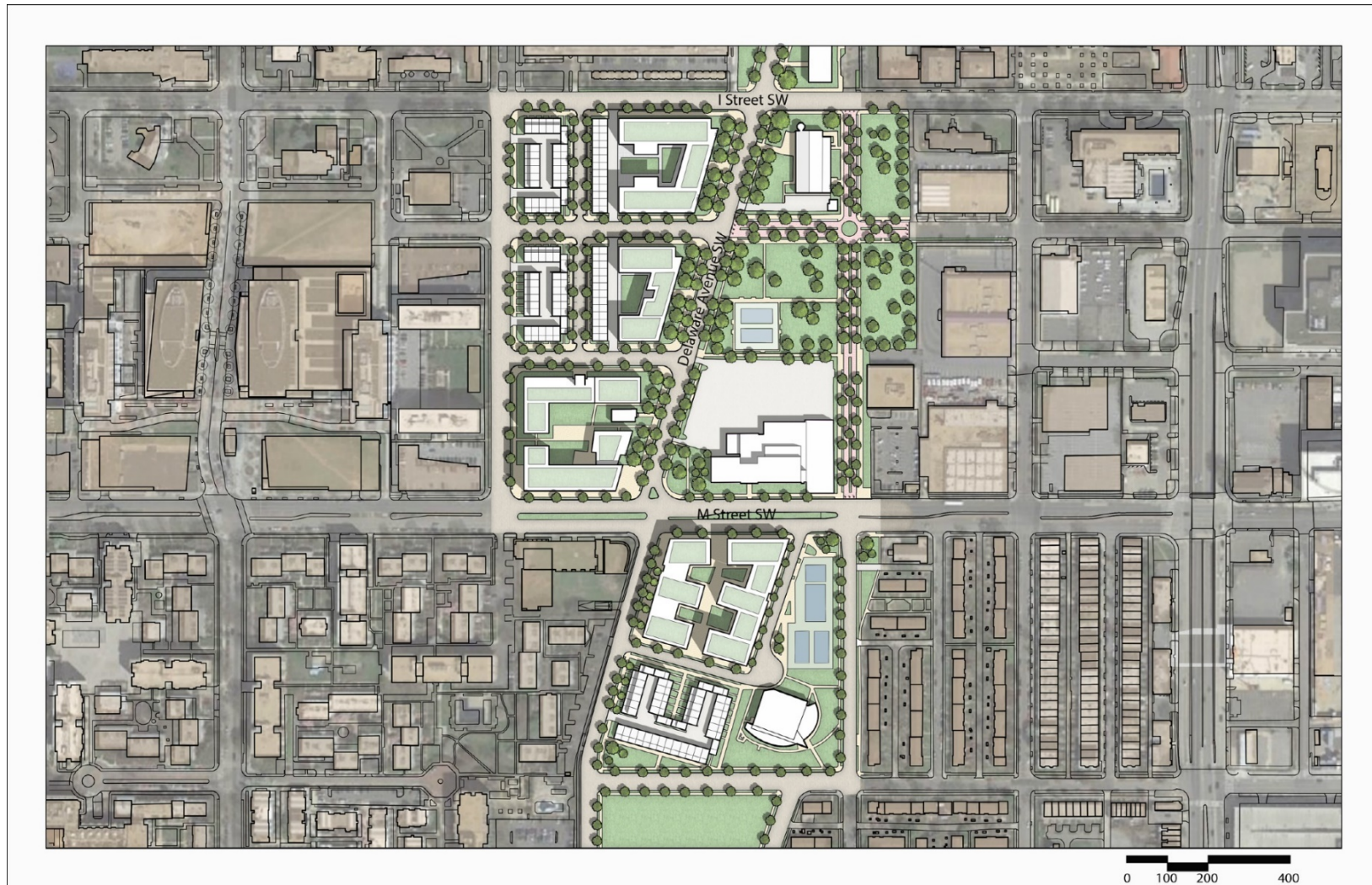
Greenleaf Redevelopment Plan - Aerial Views



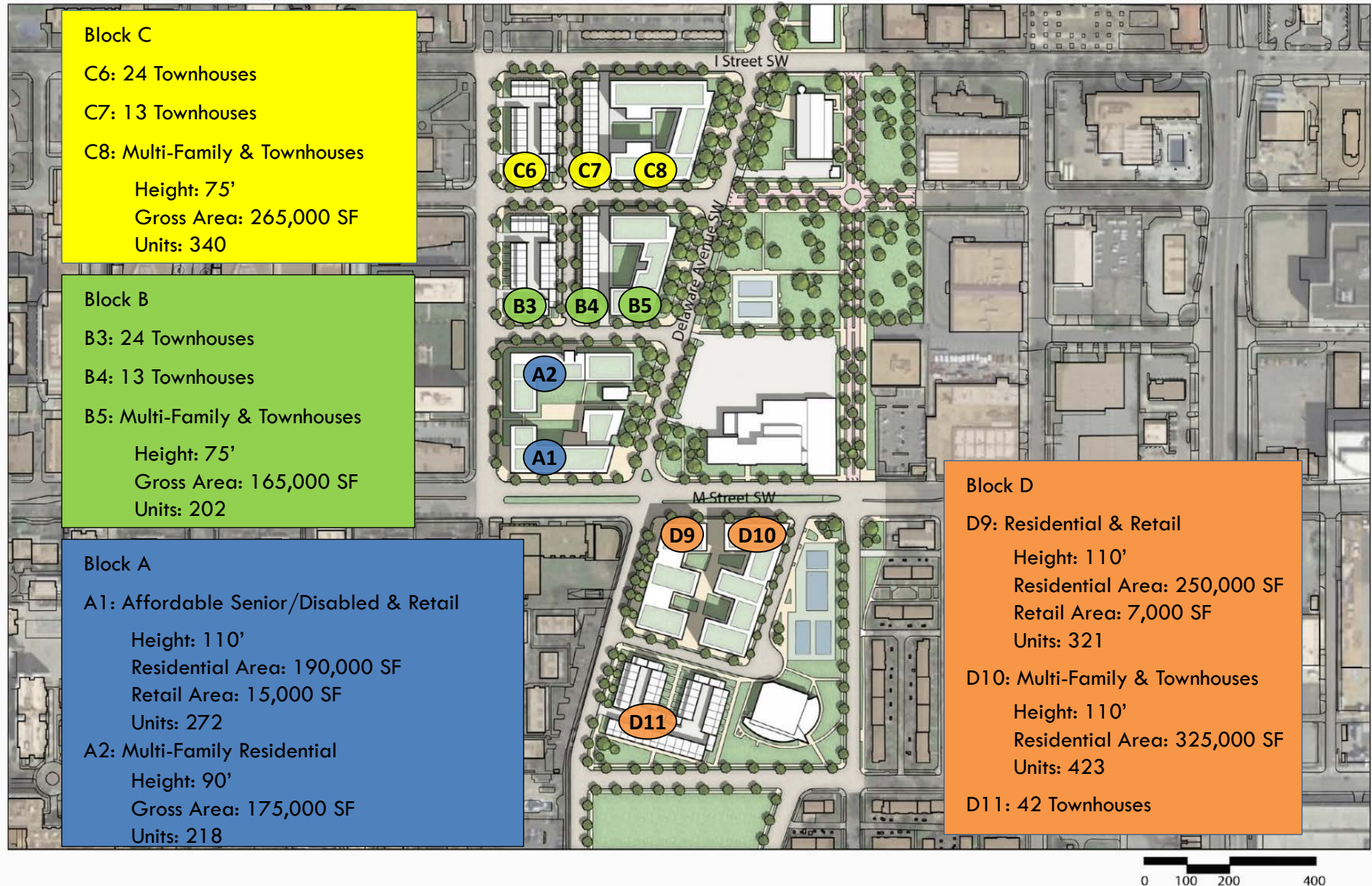
Aerial view of Greenleaf Development looking south down Delaware Avenue, demonstrating the revitalized and newly significant surrounding public spaces.

Greenleaf Redevelopment Plan

The concepts culminate in the plan below for the 15 acres of the Greenleaf site. The plan does not show any of the offsite development that would be required as part of a build-first strategy. **The plan concentrates density along the main streets, M Street, and Delaware Avenue, with townhomes to the rear in the neighborhood.** This approach helps ensure that the taller new buildings fit with the character of the community and do not directly abut low-rise buildings on surrounding properties. **The plan includes improvements to the surrounding greenspace to better connect it with a revitalized Greenleaf community,** building large pedestrian paths in those blocks where K and First Street were de-mapped as part of urban renewal efforts in the 1950's.



Greenleaf Redevelopment Plan – Statistics



BUILD-FIRST ANALYSIS

Process of Build-First

- Build-First is a process by which **replacement units are constructed prior to the demolition of existing units** and relocation of residents. Build-first minimizes disruption to existing residents by completing units for them to move to before demolishing existing units, avoiding moving residents out of the neighborhood during the construction process. The first phase of a first a build first strategy requires developing offsite either on vacant land or reaching an agreement to include public housing units in a planned development. The second phase involves redeveloping buildings that were emptied by residents who moved into the completed first phase. Subsequent phases of construction will occur onsite as buildings are emptied as residents move to new built housing. The graphics below illustrates the build-first process through the first two phases.

Phase I



Vacant land acquired



New building(s) constructed on vacant land



Residents in Phase II area relocate to new Phase I building



Existing building(s) in phase II area demolished

Phase II



New building(s) constructed on land vacated in phase I



Residents in Phase III area relocate to new Phase II buildings

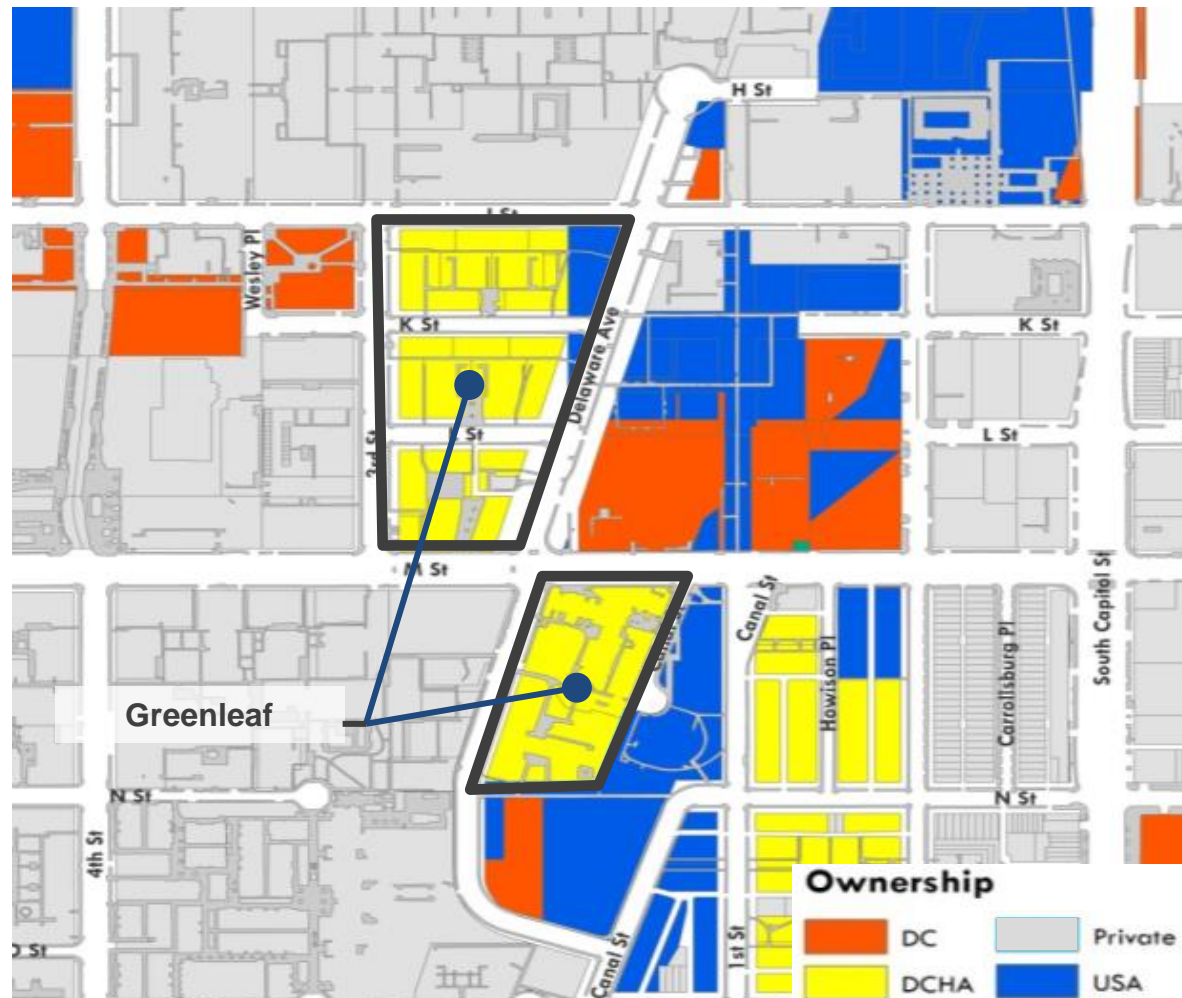


Existing buildings in phase III area demolished

Process Repeats until full site is built-out

Considerations of Surrounding Properties for Build-First

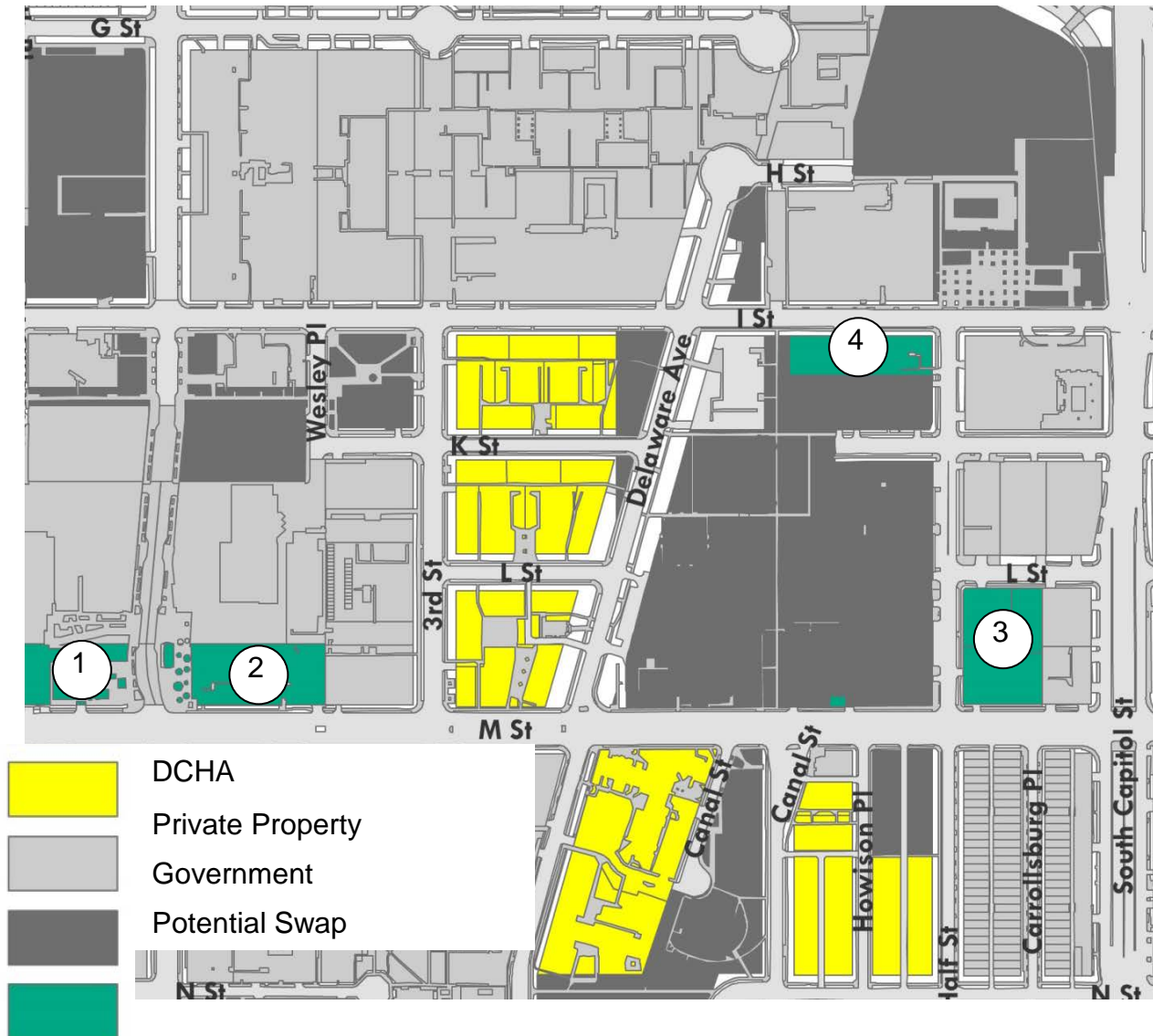
HR&A assessed nearby public and private properties to identify suitable parcels for a new building to house DCHA residents living in the area needed to construct the first building on-site. HR&A evaluated DC-owned, Federally-owned, and private parcels in the Southwest that could be developed with limited acquisition and investment costs. **The team focused this analysis on properties DCHA could feasibly attain.** Elements incorporated into the consideration included ease of acquisition, proximity to the Greenleaf site, sufficient size for a mixed-use building with 30% affordable units and 70% market rate units, and the impact of development of the parcel on the revitalization of the Southwest. From this process **the team identified three potential build-first sites for further review**, detailed on subsequent pages.



Source: DC Data Catalog, HR&A

Build-First: Private Land

The team evaluated four privately held sites near to Greenleaf as possible sites for build-first. **The team found that all four sites have low potential for build first** because land costs in the Southwest are prohibitively high and because of the complicated negotiations required to secure land from private owners. In addition, several of the sites along M Street are slated for development and have PUD permits approved.



1. 425 M Street

- A 1 acre site with an approved PUD. The site is planned for an office building with retail at the base as part of a unified development with 375 M Street. The owner recently received a 2-year extension of the PUD.

2. 375 M Street

- A 1.5 acre site with an approved PUD. Along with 425 M street, 375 M Street is planned for 625,000 SF of office space with ground-floor retail. The owner recently received an extension of the PUD for both parcels.

3. M Street Parking Lot

- A 1.6 acre site owned by Vornado Real Estate Trust. The owner currently has no development plans

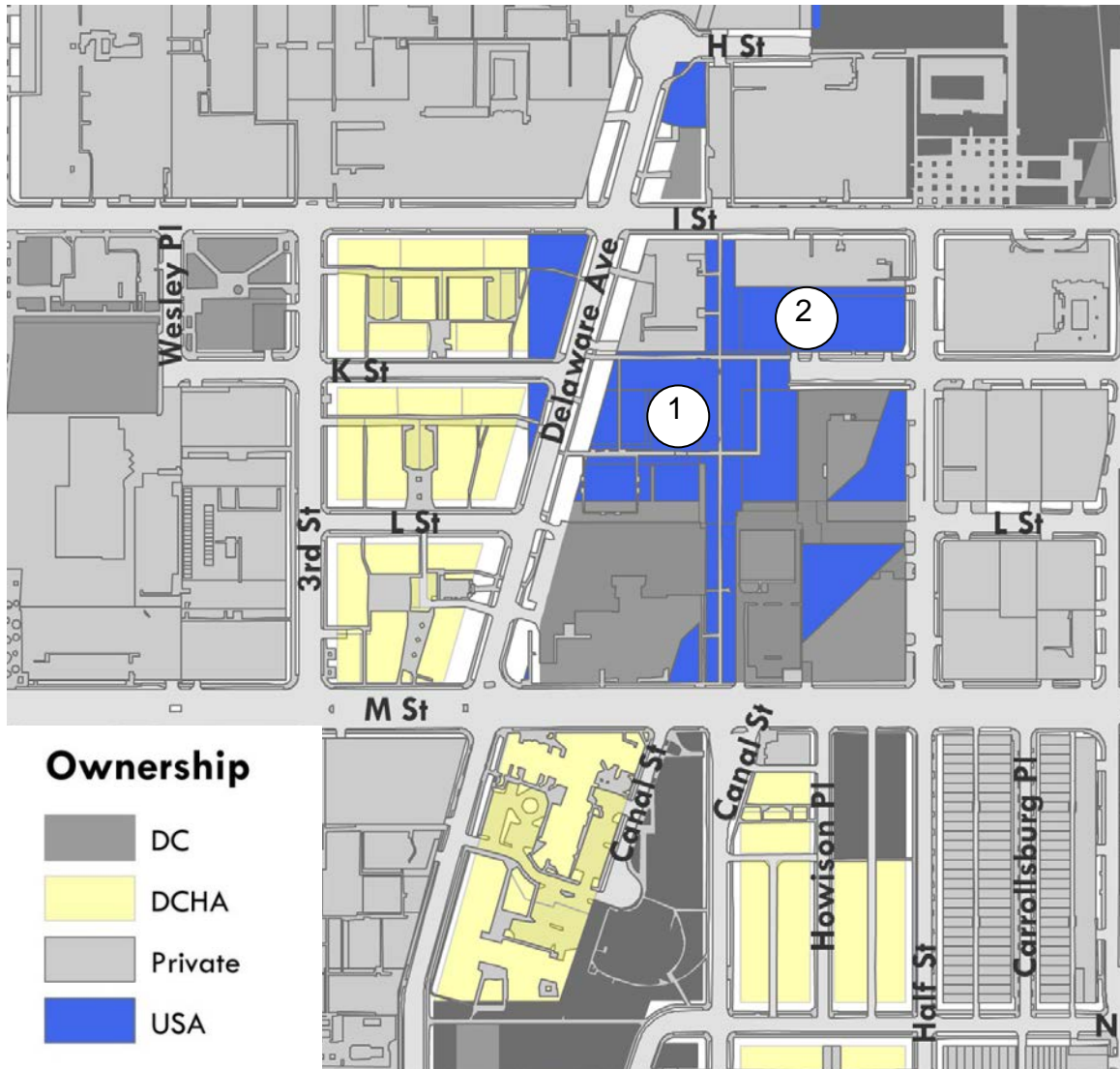
4. Bethel Pentecostal Tabernacle Church

- The 0.8 acre site is home to a church and the Waterfront Academy School.

Build-First: Federal Land

Due to urban renewal efforts in the 1950s that resulted public agencies taking much of the Southwest, Greenleaf is surrounded by a lot of Federal land. **The team found that the Federal lands have low potential for use as a site for build-first** because redevelopment of the parcels will require extensive and complicated negotiation with the federal government to acquire the land, the community is uninterested in developing Lansburgh Park and would like the park enhanced for recreation uses, and the US Capitol Police have not indicated an interest in moving. **Ownership of several parcels, such**

as the DMV and Fire Department Maintenance Facility sites are split between DC and the Federal government. This split ownership will make development of these parcels particularly challenging.



1. Lansburgh Park

- A 4.7 acre recreational site. The community indicated a strong preference to keep the park and improve it as a recreation site.

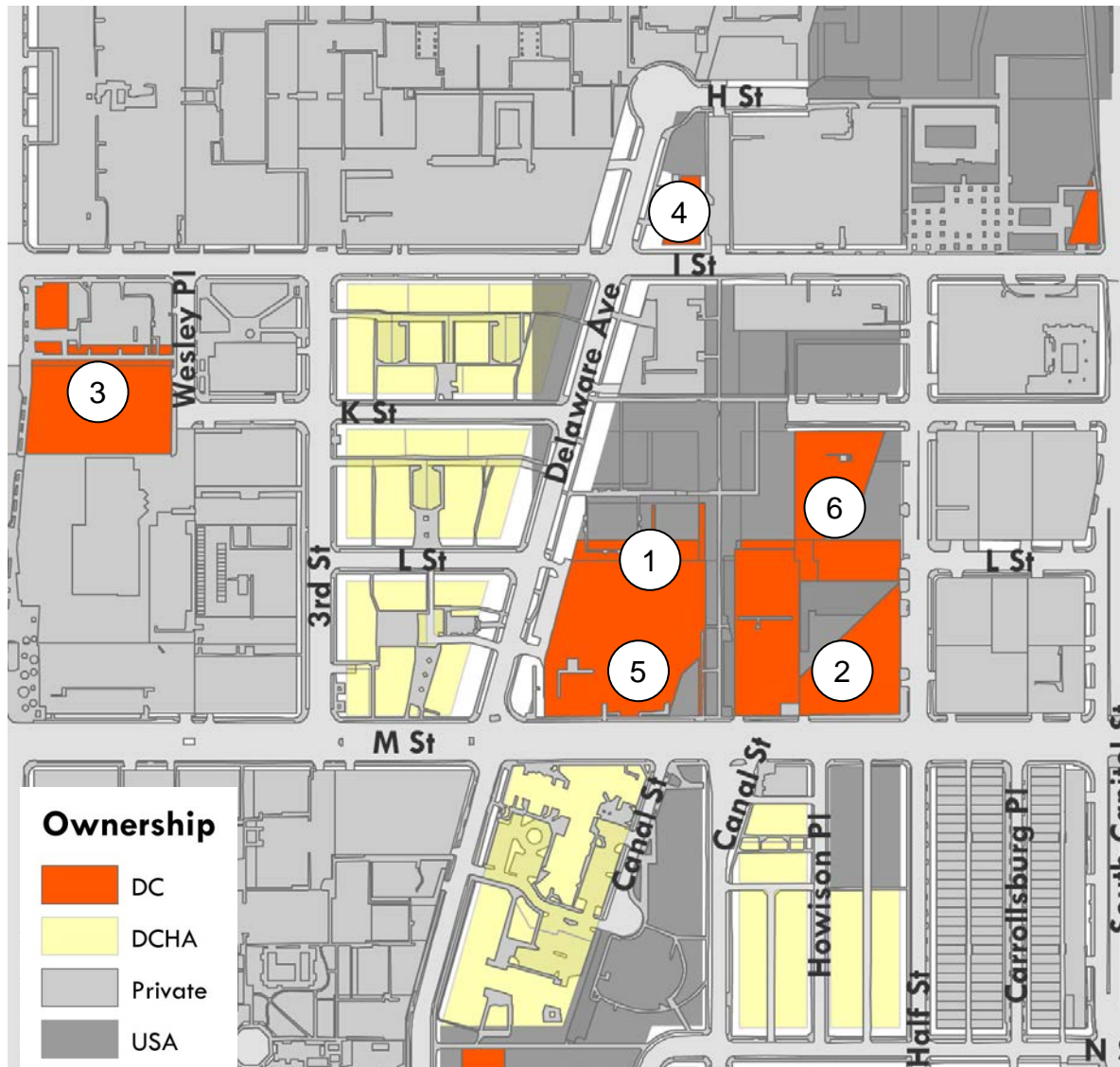
2. US Capitol Police Vehicle Maintenance Center

- A 0.8 acre vehicle maintenance site. The Capitol Police Department have shown no interest in moving their facility.

Note: The Federal government owns $\frac{1}{2}$ of the Unity Health Care site, approximately 0.3 acres, in addition to portions of the DC DMV and the DC Fire Maintenance sites

Build-First: District Land

The team found that **properties already in the possession of the District of Columbia have the greatest potential for use as a built-first site**. Sites in possession of the District of Columbia are cheaper to obtain and general involve less complicated negotiations. **The Team identified two district owned parcels near Greenleaf with the highest potential for a build-first approach** and that should be further studied. These sites are, **the MPDC Parking Lot, and the DC Fire Department Repair Shop**. These three sites are detailed further in the following pages.



- **1. MPDC Parking Lot**
 - A 1 acre parking lot used by the Metropolitan Police for vehicular parking.
- **2. DC Fire Department Repair Shop (portion)**
 - A 1.1 acre vehicle maintenance site for the DC Fire Department. The Federal Government also owns a portion of the site
- **3. Waterfront Station II**
 - A 1.4 acre being redeveloped as a public-private partnership into a mixed-use building. The City is in negotiations with the winning developer.
- **4. Unity Healthcare**
 - A 0.6 acre public health center. The City controls 0.3 acres of the site, while the National Park Service owns the 0.3 acre grassy area behind the building.
- **5. MPDC Building**
 - A 1.6 acre former school now occupied by the DC Metropolitan Police Department.
- **6. DC DMV (portion)**
 - A 2.9 acre vehicle inspection and licensing center. The Federal Government owns a portion of the site.

PHASING ANALYSIS

Greenleaf Redevelopment Plan – Phasing

Phasing Process and Objectives

The Redevelopment Planning Team created the following phasing plan to demonstrate a **feasible build-first approach, that replaces all 493 existing Greenleaf units with new affordable units, and provides sufficient sized affordable units at each stage of development to meet the needs of current residents**. The following is one potential approach, a demonstration of how phasing might work. There may be other phasing scenarios that also meet these objectives and the ultimate phasing strategy may change based on negotiations between DCHA and the private-sector partner.

Development occurs in six phases total, with each phase starting after the prior phase fully completes. Phase I will occur offsite to provide the initial units necessary to demolish a Greenleaf structure and prepare land on-site for new development. Once construction of this Phase I offsite building is complete, residents in buildings occupying areas designated for phase II will move into finished units and the existing structures will be demolished to prepare the land for phase II construction. This approach will enable phased development of the rest of the Greenleaf site in a way that minimizes disruption for residents and enables them to stay onsite until their new unit is ready for occupancy.

The Need for a Phased Approach

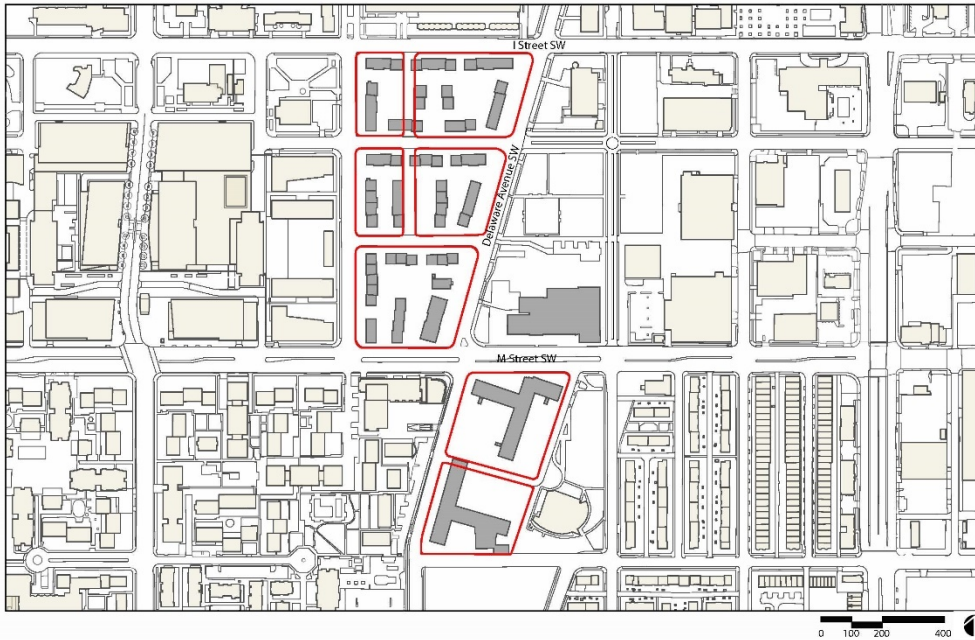
A phased approach to development is necessary for a large development such as the new Greenleaf for the following reasons:

- Phased development is **required to do build-first** and minimize disruption to existing residents;
- **The market will require multiple years to absorb the units** delivered at the new Greenleaf, making a phased approach desirable; and,
- It is difficult to secure sufficient capital to do a development of the size of the new Greenleaf in a single phase.

Greenleaf Redevelopment Plan – Phasing

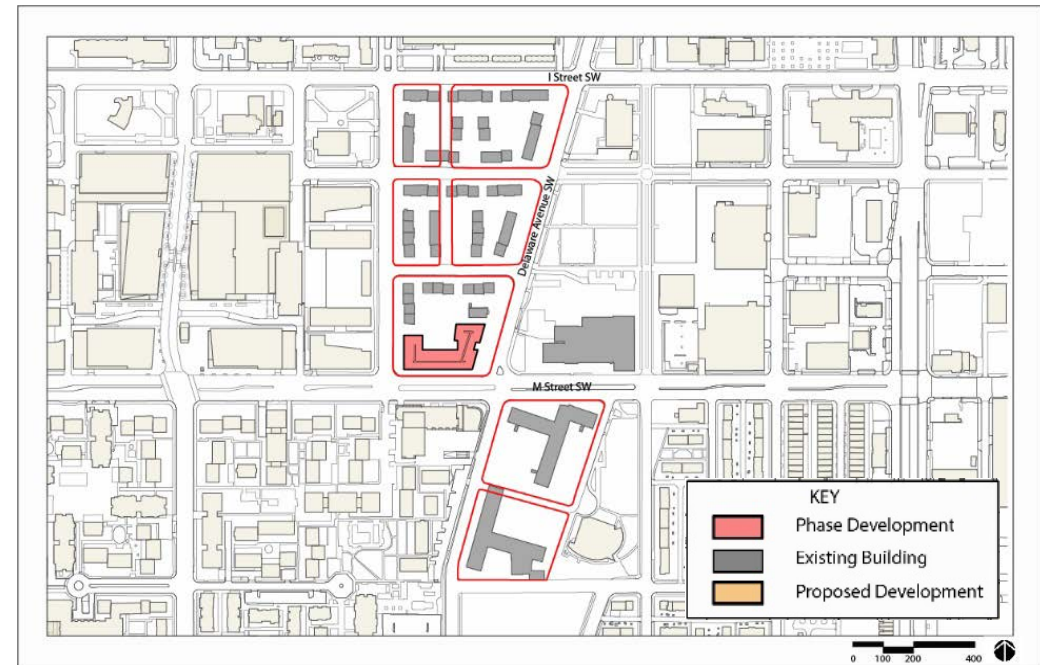
Phase I

Phase I of the Greenleaf redevelopment **will occur offsite to enable build first**. Phase I involves securing offsite land and constructing a mixed-income building with units for residents living in the space necessary for construction in Phase II. Thus nothing is shown constructed on the Greenleaf site during this phase. The Redevelopment Planning Team and DCHA continue to evaluate potential sites near Greenleaf for this phase and to work with DCHA to secure the necessary land.



Phase II

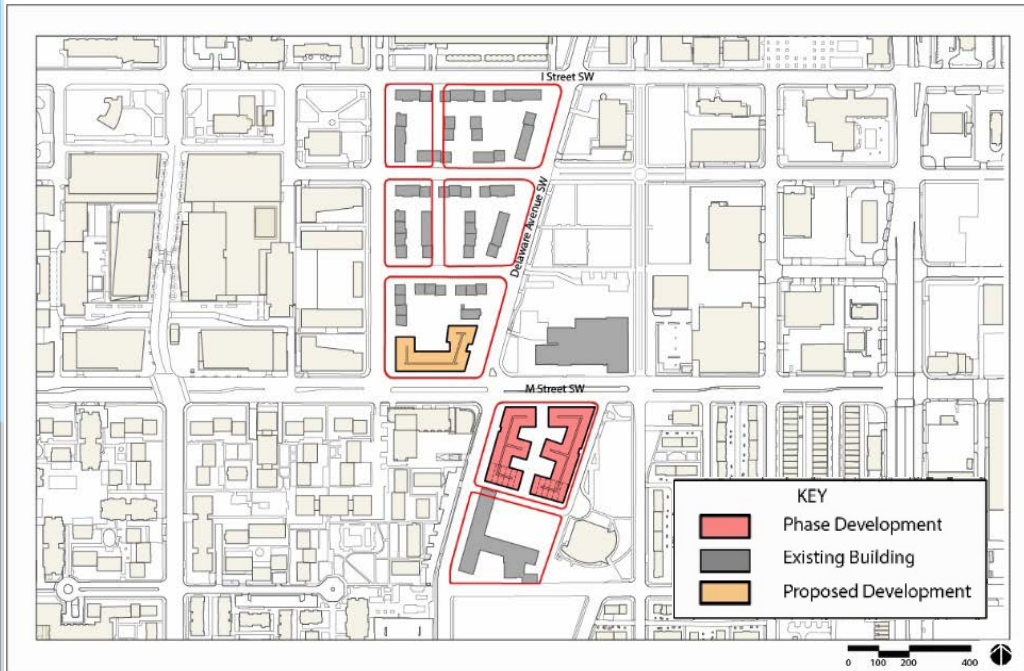
Phase II involves the construction of a **100% affordable senior housing**. These units will replace the existing units in the Greenleaf Senior building, which will empty once the new building is complete and then be demolished.



Greenleaf Redevelopment Plan – Phasing

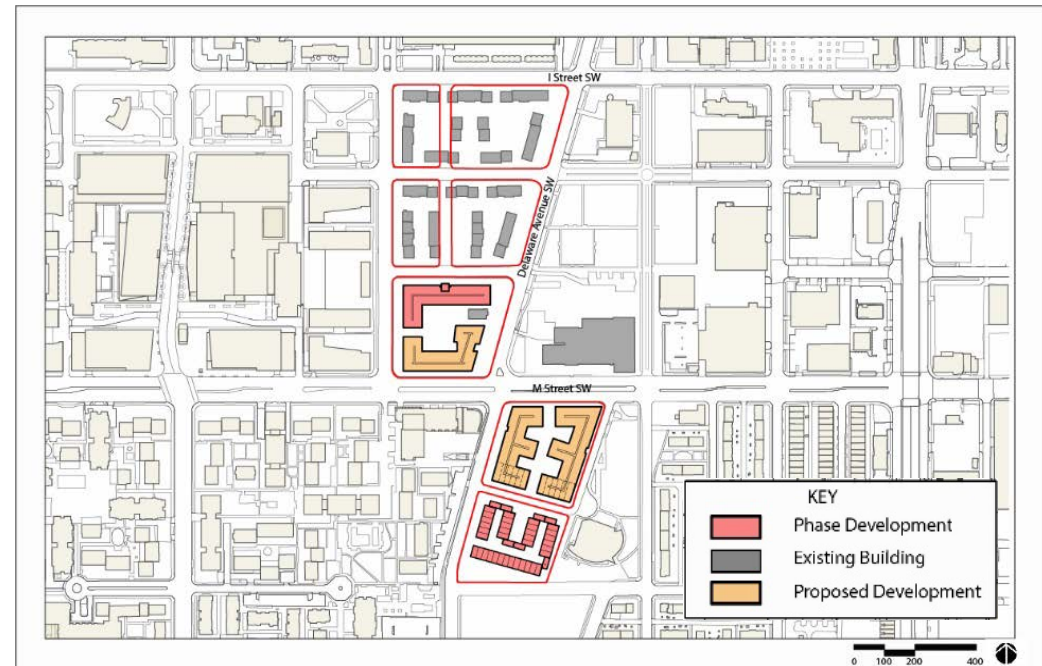
Phase III

Following demolition of Greenleaf Senior, construction of **two large multi-family buildings with townhomes and retail at the base** will occur.



Phase IV

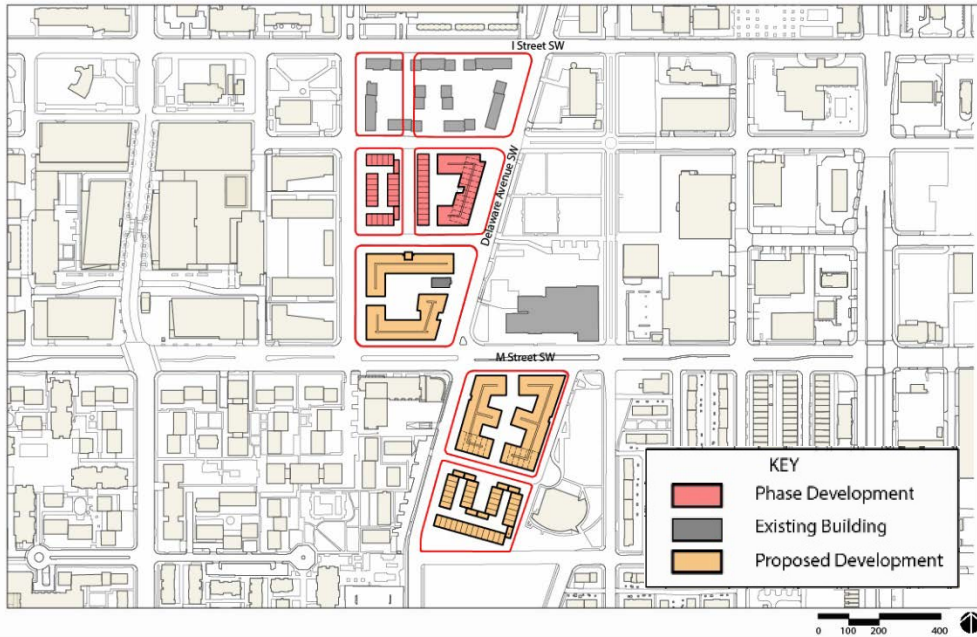
During Phase IV construction will occur on two sites in Greenleaf: development of 42 townhome units on the southern most portion of the site where Greenleaf Family is now located, and a multi-family unit adjacent to the new senior housing facility.



Greenleaf Redevelopment Plan – Phasing

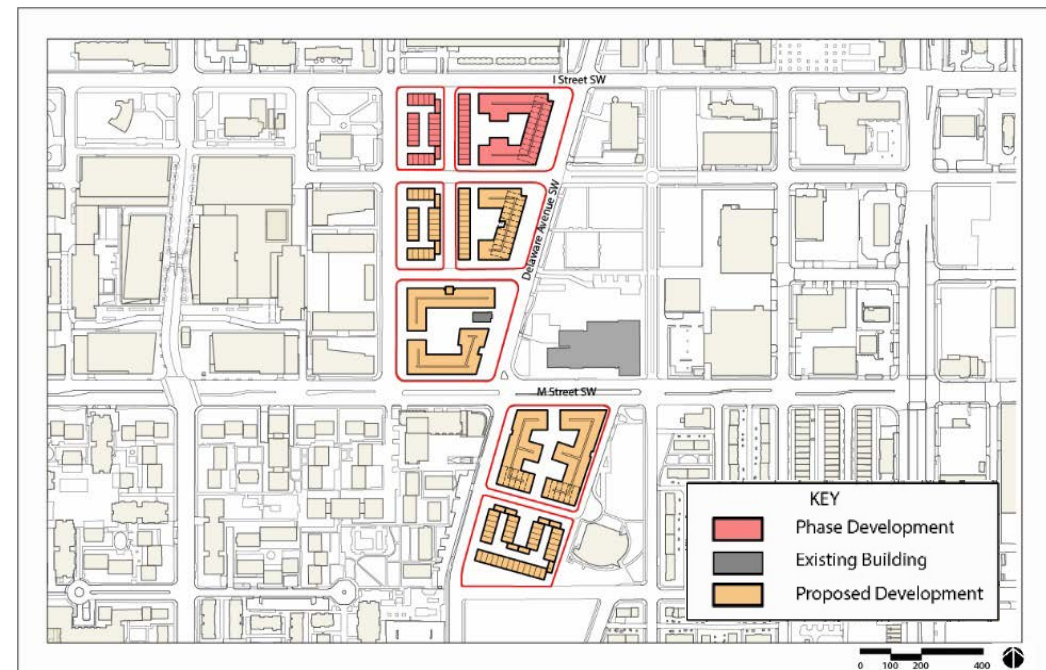
Phase V

Phase V continues with redevelopment of the Greenleaf Gardens complex, involving **reconstruction of the block between K and L streets**. The development will include townhouses, and multi-family structure along Delaware Avenue that also includes townhouses along the ground-floor of the building.



Phase VI

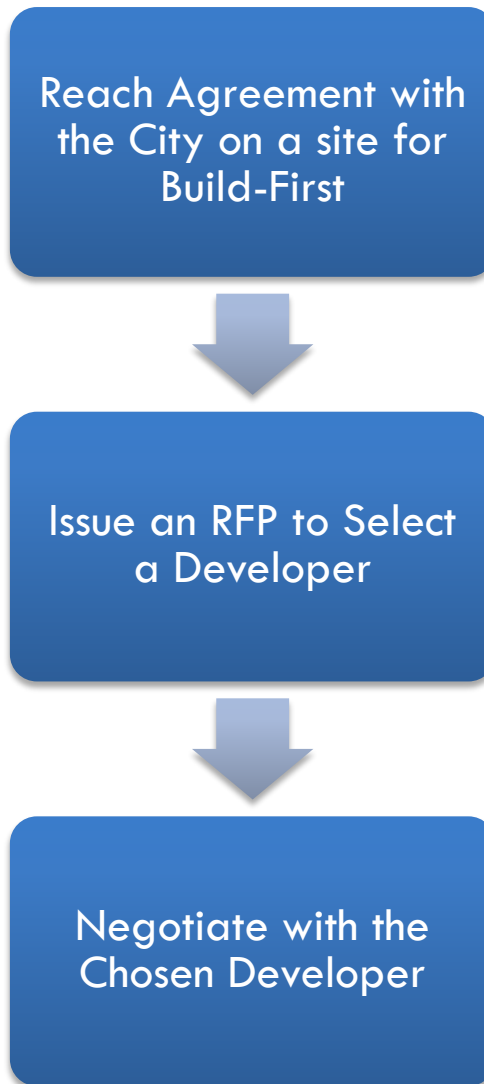
The final phase, phase VI, involves **reconstruction of the block between I and K streets**. Like phase V, this phase includes construction of townhouses and a multi-family structure along Delaware Avenue with townhouses along the ground-floor of the building.



PATH TO IMPLEMENTATION

Greenleaf Redevelopment Plan – Next Steps

There are three next steps to advancing the project and entering into an agreement with a private sector partner with the capacity to construct the new Greenleaf:

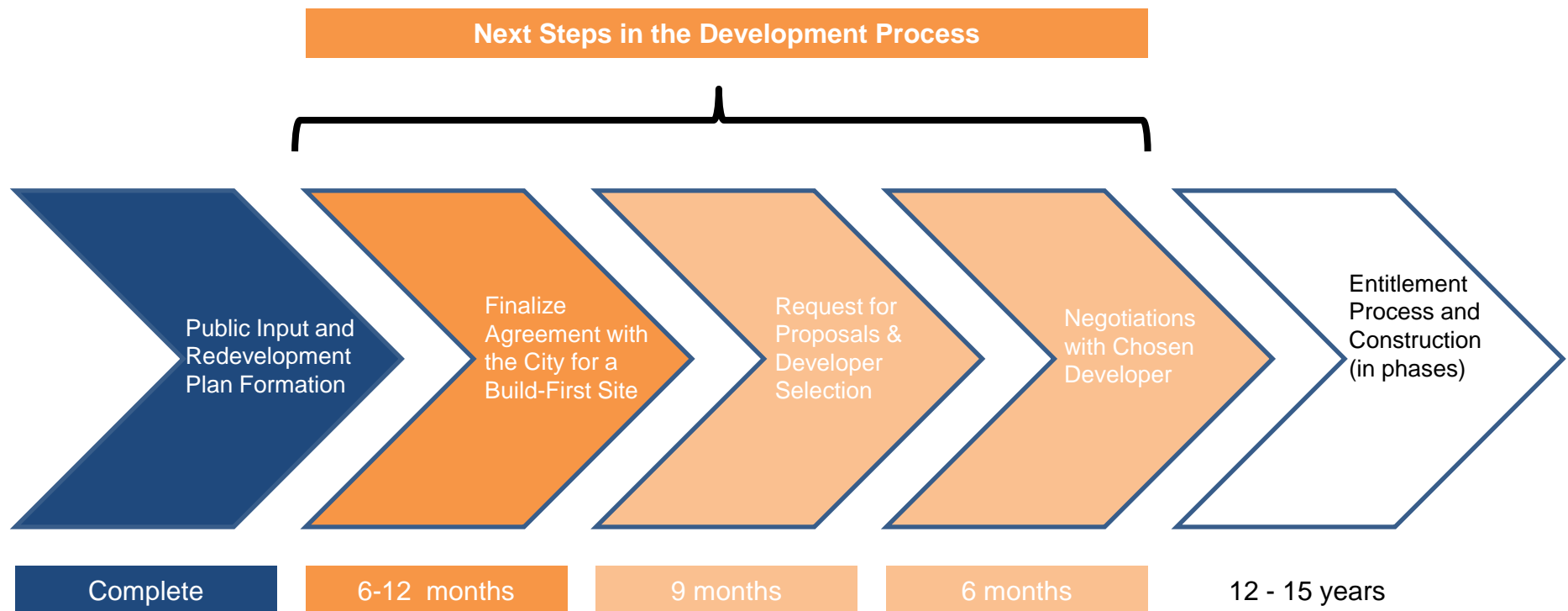


Greenleaf Redevelopment Plan – Next Steps

Finalize Agreement with the City on Site for Build-First

The next step in the development of the New Greenleaf is to finalize the agreement currently under discussion with the District of Columbia to secure a site for build-first. The Redevelopment Planning Team and DCHA evaluated multiple parcels for build-first, and identified two sites that have high-potential for build-first. Finalizing the agreement will involve achieving public commitment from the City to do build-first on one of these sites. Once the site is selected, it must be prepared for development, which may involve relocating any existing facilities on site. This preparation may occur during subsequent steps in the development process.

Prior to finalizing the agreement for a site to do build-first, DCHA will conduct a thorough final evaluation of the potential site to confirm that it is of adequate size and development capacity to meet the demands for build-first. **Although we inserted a potential timeline for this process we are uncertain how long it may take to identify a suitable build-first site.**



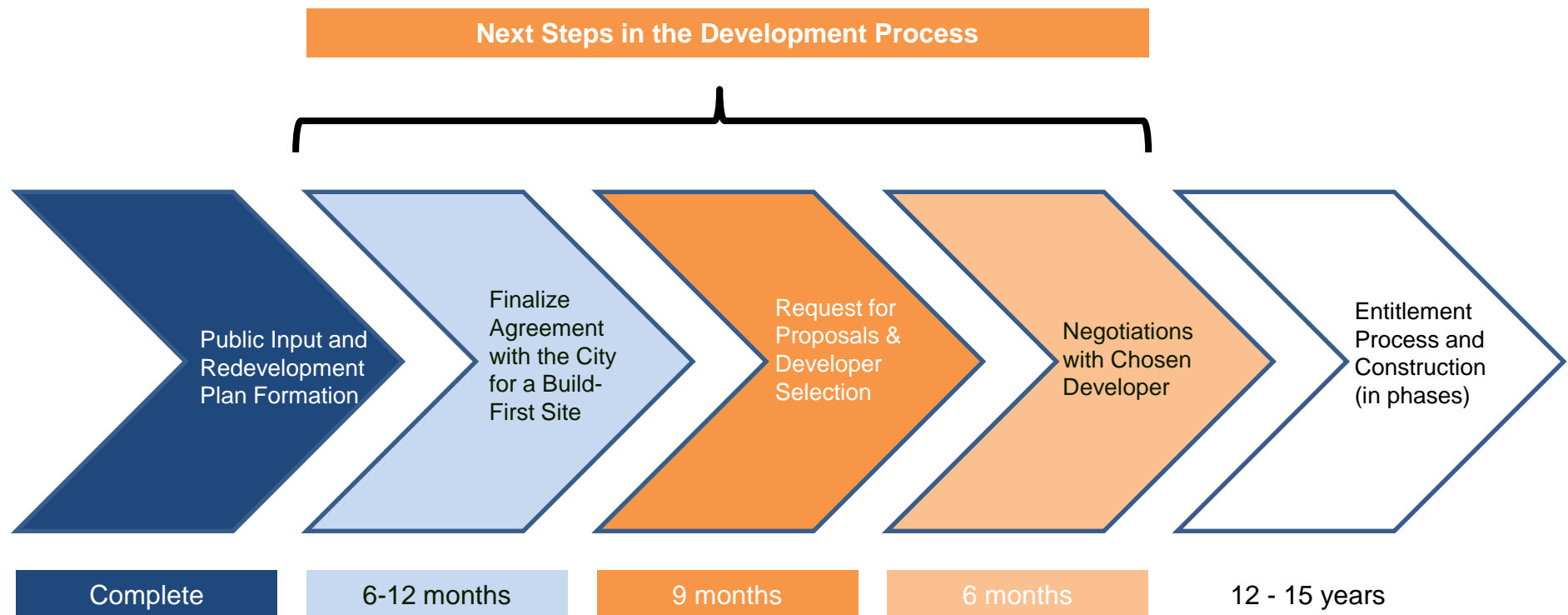
Greenleaf Redevelopment Plan – Next Steps

Release Request for Proposal

Once DCHA reaches agreement with the District of Columbia and secures the build-first site, the next step will be identifying a development partner by issuing a request for proposals (RFP).

Potential private sector partners will respond with proposals detailing the number and location of replacement units, the amount to be paid to DCHA to develop the property, and the details of the community benefits offered. Creation of the RFP will include development of evaluation criteria to determine which respondent best matches DCHA's objectives for the site and provides the highest level of benefit to DCHA and the Greenleaf community.

The process to issue the RFP, provide sufficient time for responses, and review the responses received is expected to begin several months after final agreement with the City regarding build first, and may take up to nine months.



Greenleaf Redevelopment Plan – Next Steps

Negotiations with Chosen Developer

DCHA will then enter into negotiations with the chosen developer who provided the best response to the RFP in order to finalize a Development Agreement (DA) that sets forth the specific terms and conditions of the ultimate transaction structure. The development agreement is the document that guides the transaction by providing the specific details summarized in the developer's response to the RFP. These negotiations may take between 6 months to 1 year and will include elements such as the final amount the developer will pay for the project, when payments will be made, the specific community benefits that will be provided, the structure for the operation of the property after construction is complete, and the details that specify how build-first and phasing will occur.

