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- Lisa Rother, Deb Bilek, Yolanda Cole, ULI Washington



Washington, DC

An Equitable Future for Congress Heights & St. E

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose

The Rose Center
FOR PUBLIC LEADERSHIP

NLC NATIONAL
LEAGUE
OF CITIES

ULI Urban Land
Institute

Mission:
Helping city leaders build better
communities



Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator

Daniel Rose Fellowship: alumni mayors



Daniel Rose Fellowship: class of 2017



San José

Grand Rapids



Washington



Anchorage

City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

The Panel

- Co-Chair: Ignacio Bunster-Ossa, AECOM, Philadelphia, PA
- Co-Chair: Kate Collignon, HR&A Advisors, Inc., New York, NY
- Antoine Bryant, The Bryant Design Group and City Planning Commission, Houston, TX
- Hal Hart, Planning Department, Office of Community and Economic Development, Municipality of Anchorage, AK (Rose Fellow)
- Hon. Christopher Herndon, Councilmember, City & County of Denver, CO (Rose Fellow Emeritus)
- Charnelle Hicks, CHPlanning, Philadelphia, PA
- Josh Naramore, Mobility & Parking Department, City of Grand Rapids, MI (Rose Fellow)
- Tyrone Rachal, Urban Key Capital Partners and Decide DeKalb Development Authority, Atlanta, GA

The Challenge



How can the Congress Heights community participate in the economic growth of the St. Elizabeths redevelopment and greater Washington real estate market?



Presentation Outline

1. **Observations**
2. Congress Heights Opportunities
3. Realizing Opportunities at St. E
4. Development Strategy
5. Conclusion + Homework

Observations: Assets and Opportunities



Observations: Assets and Opportunities

- Historic architecture and neighborhood fabric
- Transit and regional highway access
- Lots of public investment and planned private
- New community successes and destinations
- Lots of planning
- Committed and engaged residents and City leadership
- Major publicly owned sites to shape the future
- Regional market strength

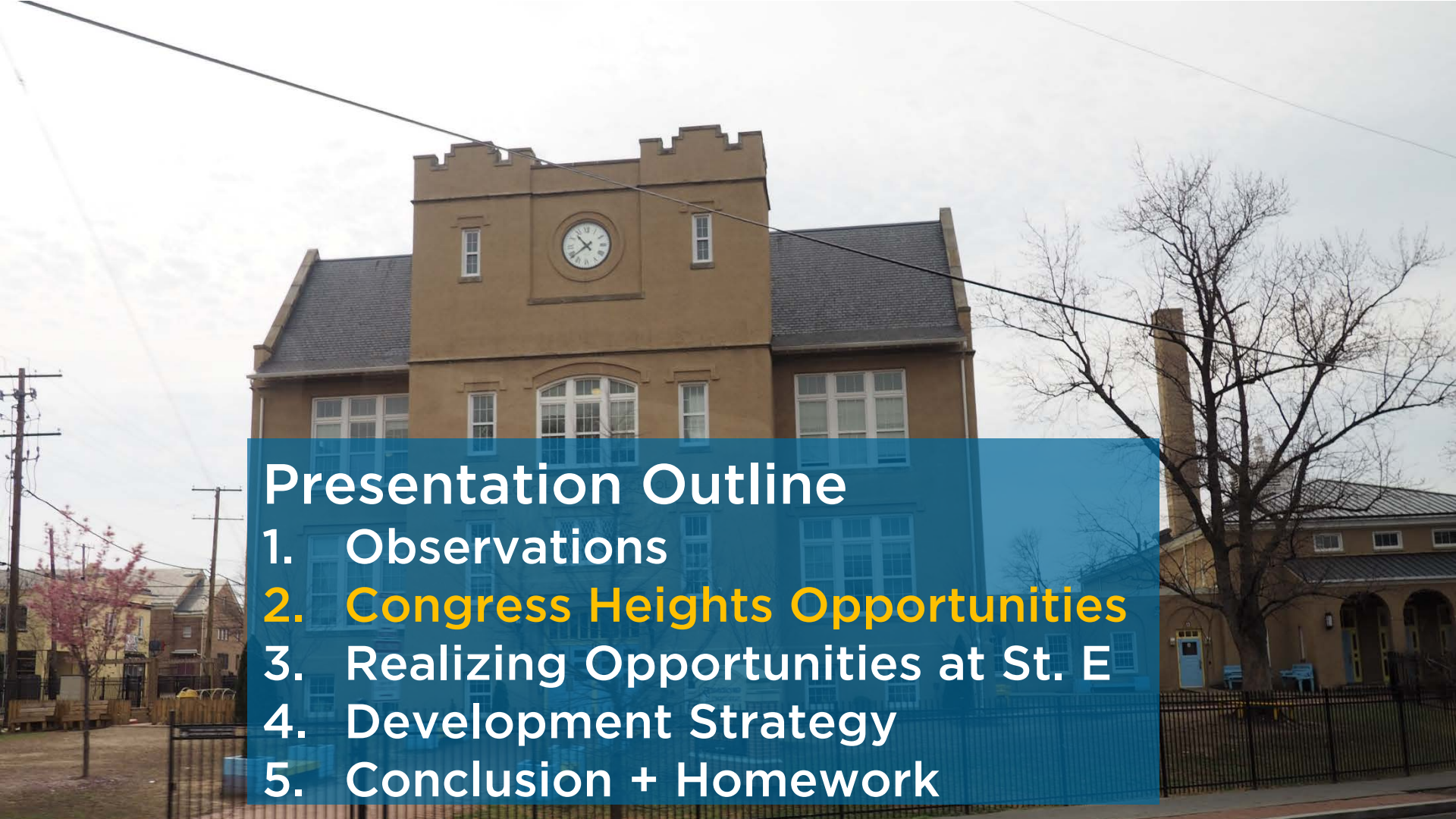




Observations: Challenges

- 
- The background image shows a residential street scene. In the foreground, there is a sidewalk and a chain-link fence. Behind the fence is a yellow house with a brown roof and a small dormer window. To the right of the house, there are trees and a utility pole. The sky is overcast. A large blue semi-transparent box is overlaid on the left side of the image, containing a list of challenges.
- Relatively high unemployment, relatively low educational attainment, lower than median incomes
 - Lack of local services and retail
 - Market for development isn't here quite yet
 - Internal transit is a problem
 - Limited long-term vision, planning fatigue
 - West campus anchors are gated, unrelated to community
 - Frequent shifts in leadership

Observations: Challenges



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Congress Heights Opportunities

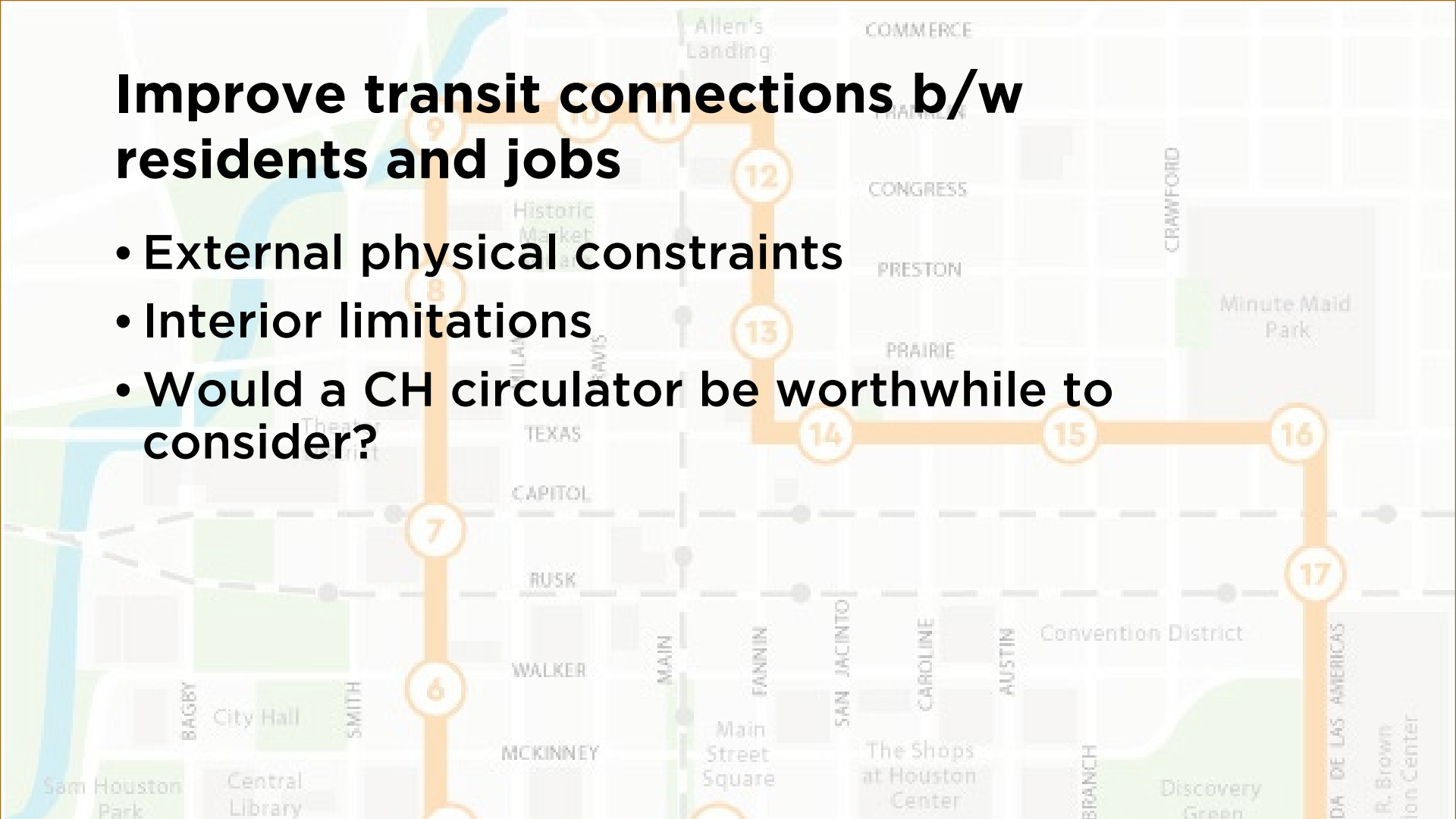


Congress Heights Opportunities

- Improve transit connections between residents and jobs
- Encourage job growth, train residents and hire locally
- Create Intergenerational Wealth
- Preserve and Create New Affordable Housing
- Improve Neighborhood Health
- Leverage public land

Improve transit connections b/w residents and jobs

- External physical constraints
- Interior limitations
- Would a CH circulator be worthwhile to consider?



**Encourage job growth,
train residents and hire locally**



Encourage job growth, train residents and hire locally

Align job growth goals with CH skills

- o Healthcare, Construction, Hospitality, Service Oriented
- o Focus on job vs careers (employment path)

Skills training & job placement opportunities

- Local training/apprenticeships tied to citywide growth
- Training & placement programs tied to local development (e.g., ESA)

Local/small business creation

- Entrepreneurship support for opportunities associated with West Campus (e.g., dry cleaning, shoe shine, etc.)
- Food service related to ESA
- Incubator space

Create Intergenerational Wealth



Create Intergenerational Wealth

Homeownership opportunities

- Manna Home buying Club
- Home Purchase Assistance Program
- Construct new affordable homes

Support current homeowners

- Home improvement financing
- Tax Caps
- Estate planning

Financial Empowerment

- Beyond job training
- Create a pilot program in Ward 8
- RISE is the perfect location
- Partner with a local non-profit

Preserve and Create New Affordable Rental Housing



Preserve and Create New Affordable Rental Housing

- Who is the most vulnerable?
 - Prioritize Seniors
- Tenant Assistance
- Tenant Opportunity to Purchase Act (TOPA)
- New affordable housing products
- Creative reuse of unique housing products
- Affordable Housing Trust Fund
- Community Land Trust

Improve Neighborhood Health



Improve Neighborhood Health

- Food Access
- Food Choice
- Quality Open Space
- Health Care Access
- Local Businesses – services and retail

Leverage publicly owned sites

- District controlled properties
- WMATA owned properties
- National Parks land



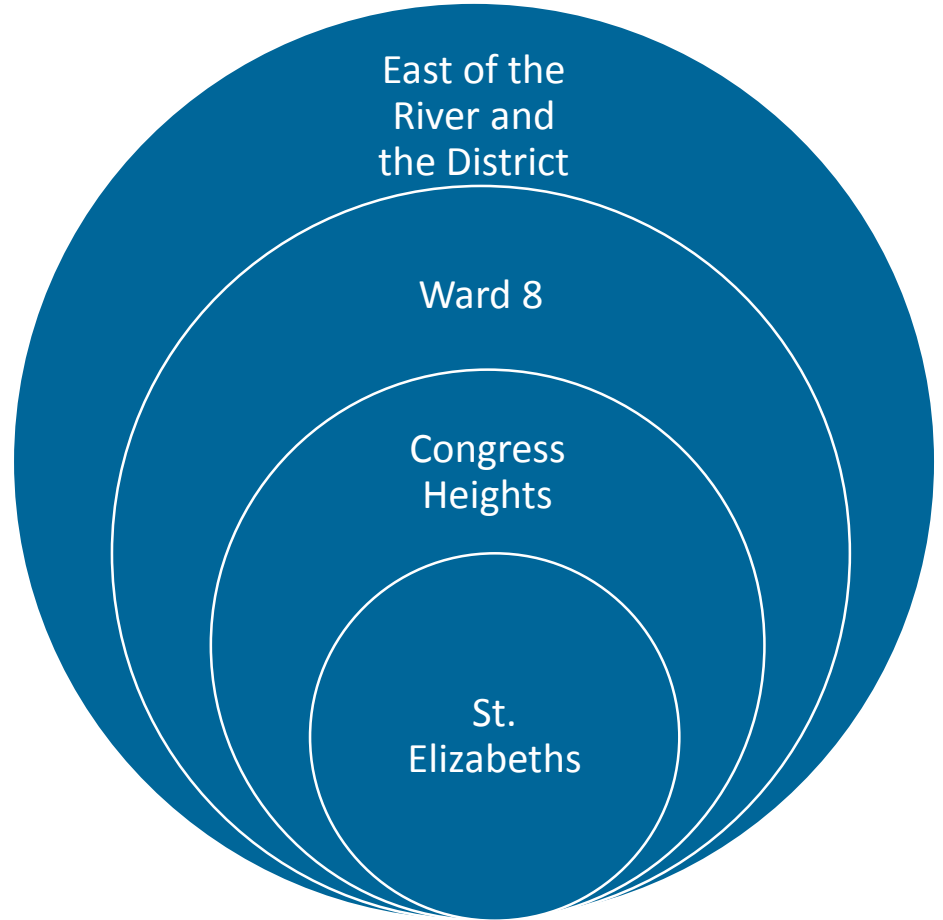


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Importance of Vision

- 10-second stump speech
- Change perception/communication
- Sell to developers, investors and neighborhood



Signify Your Unique Identity

REL8.INNOV8.STIMUL8.ELEV8.

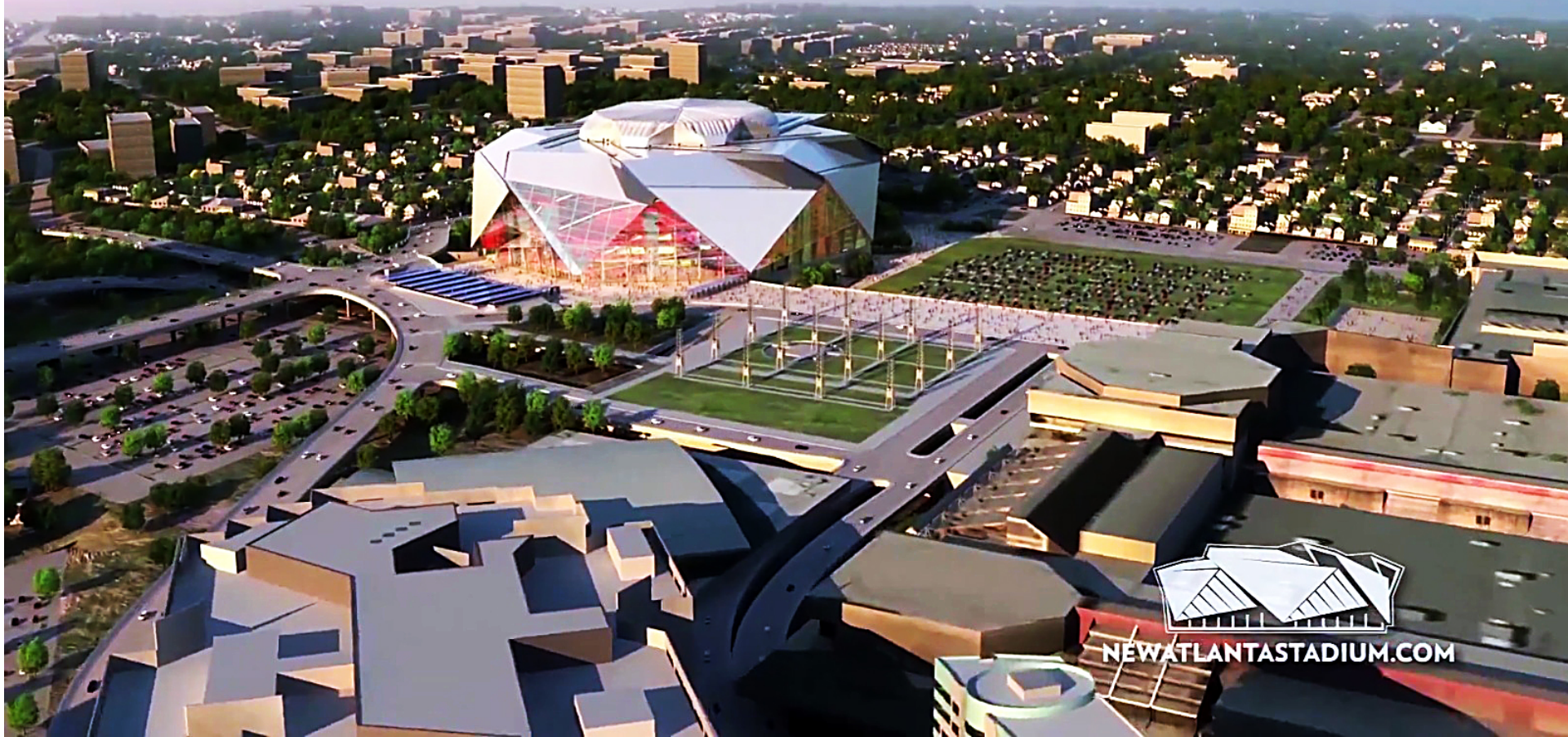
- Opportunity for signage and wayfinding to support branding
- Target Commercial Corridors – MLK and Alabama
- Build on RISE theme
- New public spaces (Gateway Pavilion & RISE Center)
- Utilize St. Elizabeths history

Benefits of Density

- Maximizing the entirety of the campus for Phase II
- Infill opportunities in the campus between historic structures and in the neighborhood
- TOD around Metro Station
- North St. Elizabeths (former FEMA site)
- Senior housing



Workforce Development



NEWATLANTASTADIUM.COM

Workforce Development

Entertainment & Sports Arena

- Construction
- Entry level with growth potential (retail/services/GS 1-3 positions)
- Healthcare
- Hospitality



NEWATLANTASTADIUM.COM

What's Missing?—More Destinations!

- St. Elizabeths as an extension into the neighborhood
- Public access and amenities
- Parks
- Landscape plan
- Connection to Suitland Parkway Trail



BRIDGE
PARK

POPLAR
POINT

FDMB

EAST St E.

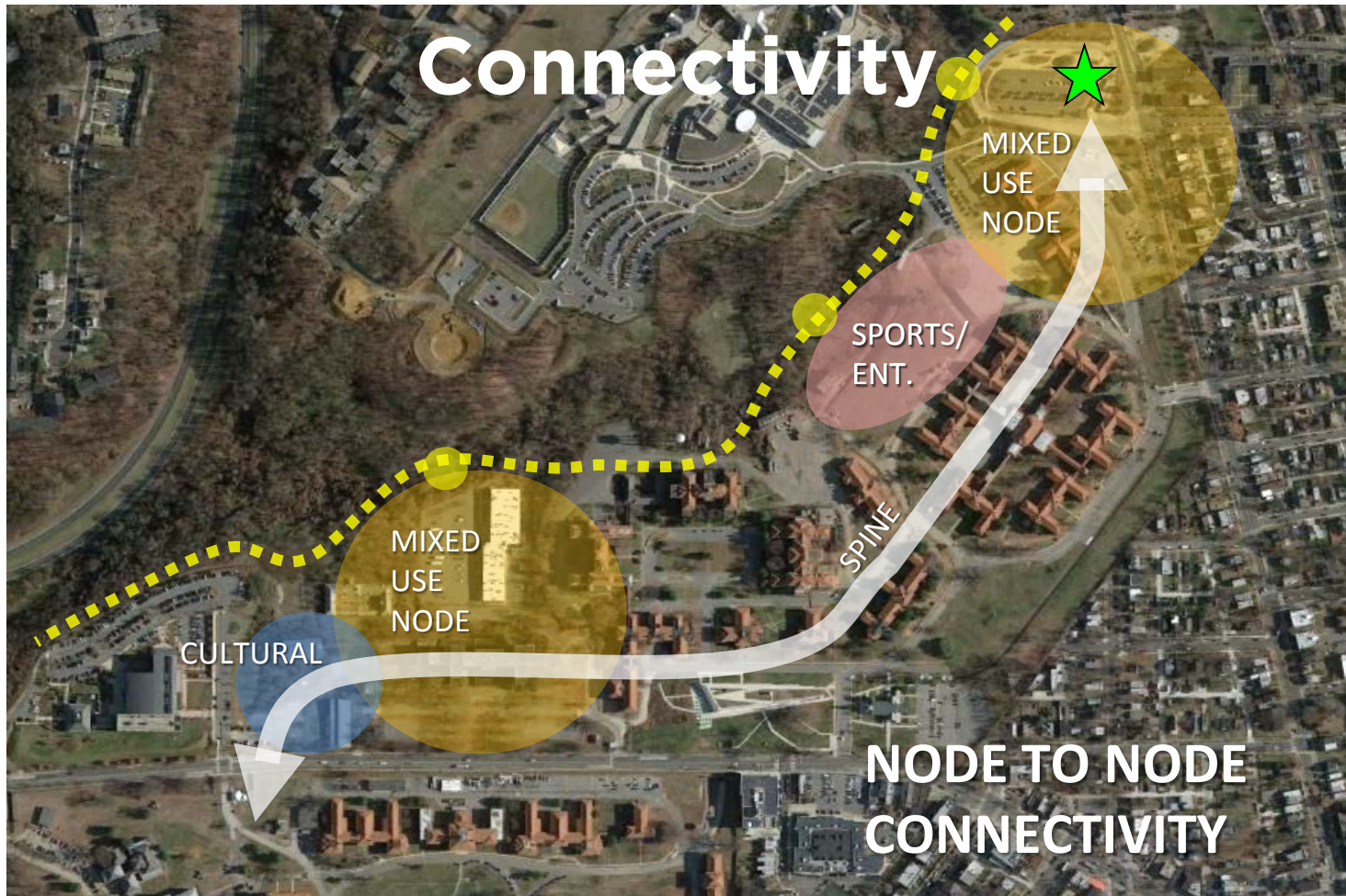
**HILL TO RIVER
GREENWAY**

What's Missing?—Services!

- Retail options
- Health care options (urgent care and dental)
- Grocery store
- Coffee shop
- Sandwich shop
- Dry cleaner/ cobbler (high demand from West campus)
- Pharmacy



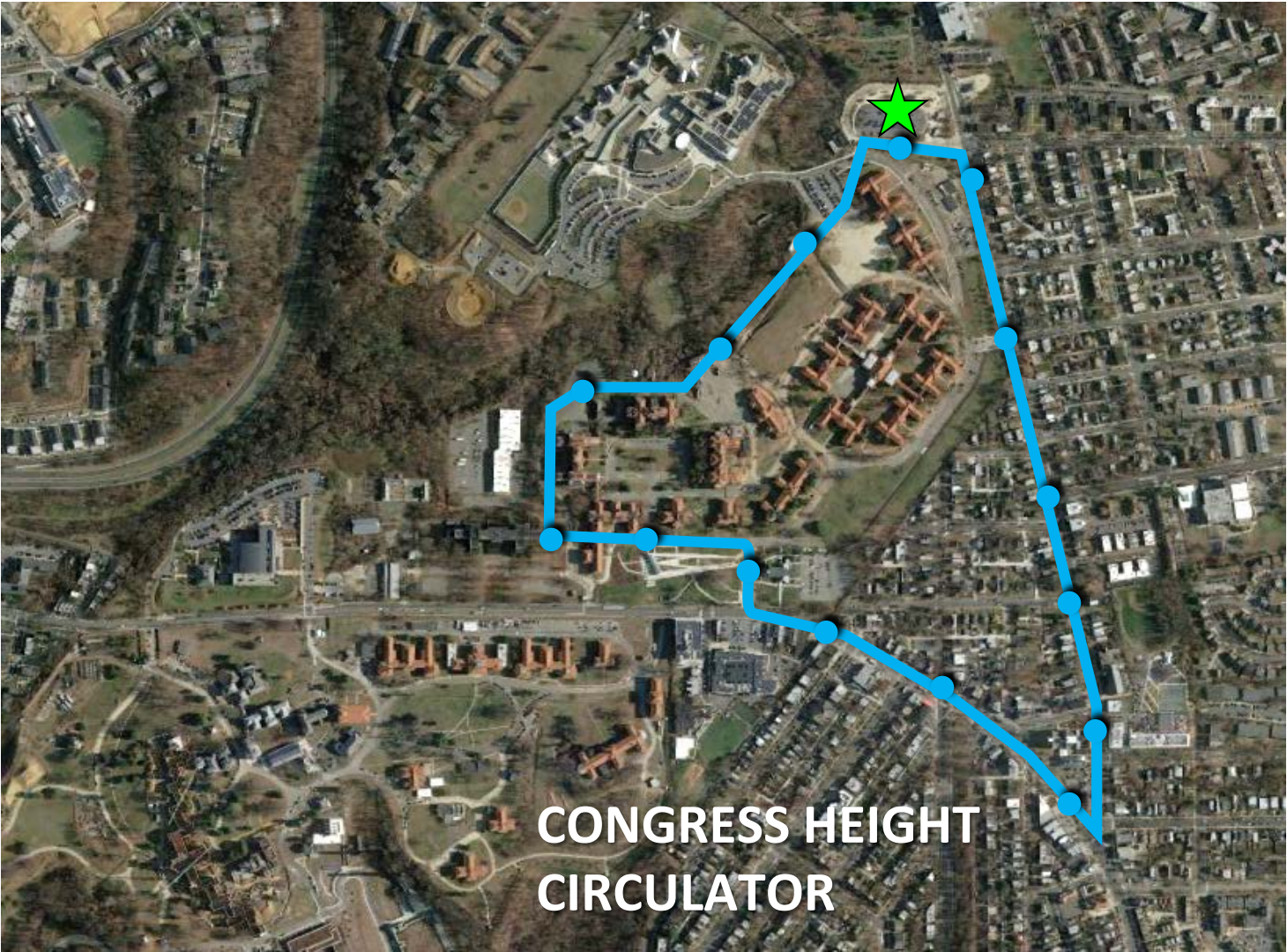
Connectivity



Transit Access

- Shuttle/Circulator to connect Metro to St. Elizabeths west and east, and MLK and Alabama
- Transit stops – branding opportunity – art





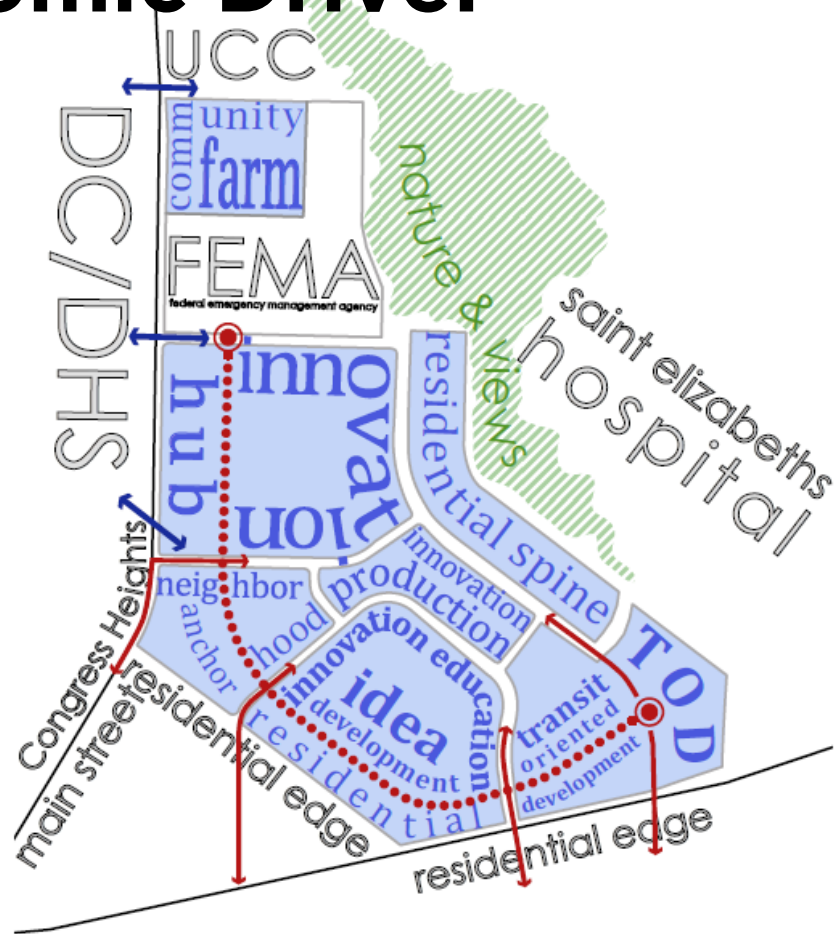
**CONGRESS HEIGHT
CIRCULATOR**

Celebrating Neighborhood Identity



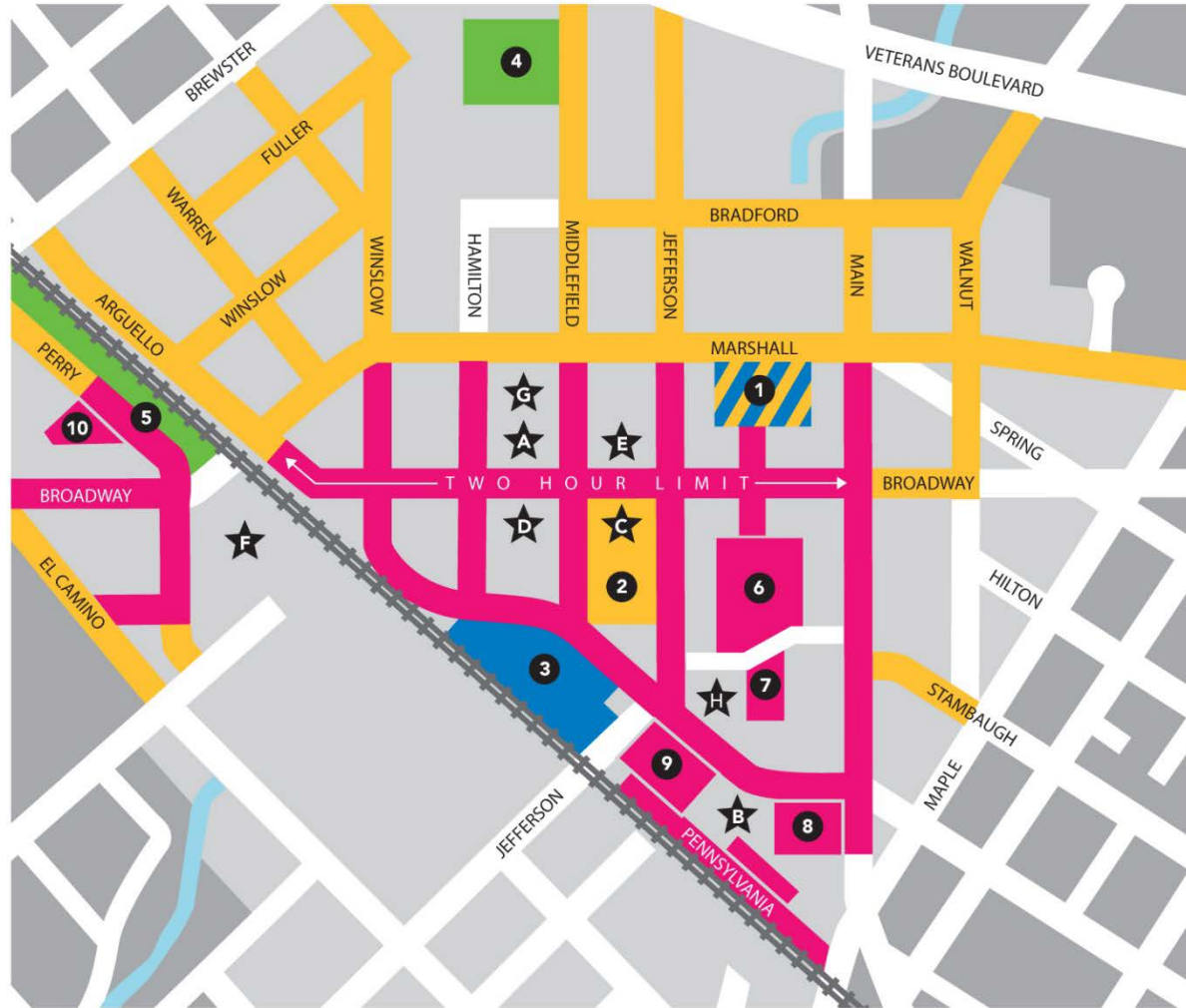
Vision Needs Economic Driver

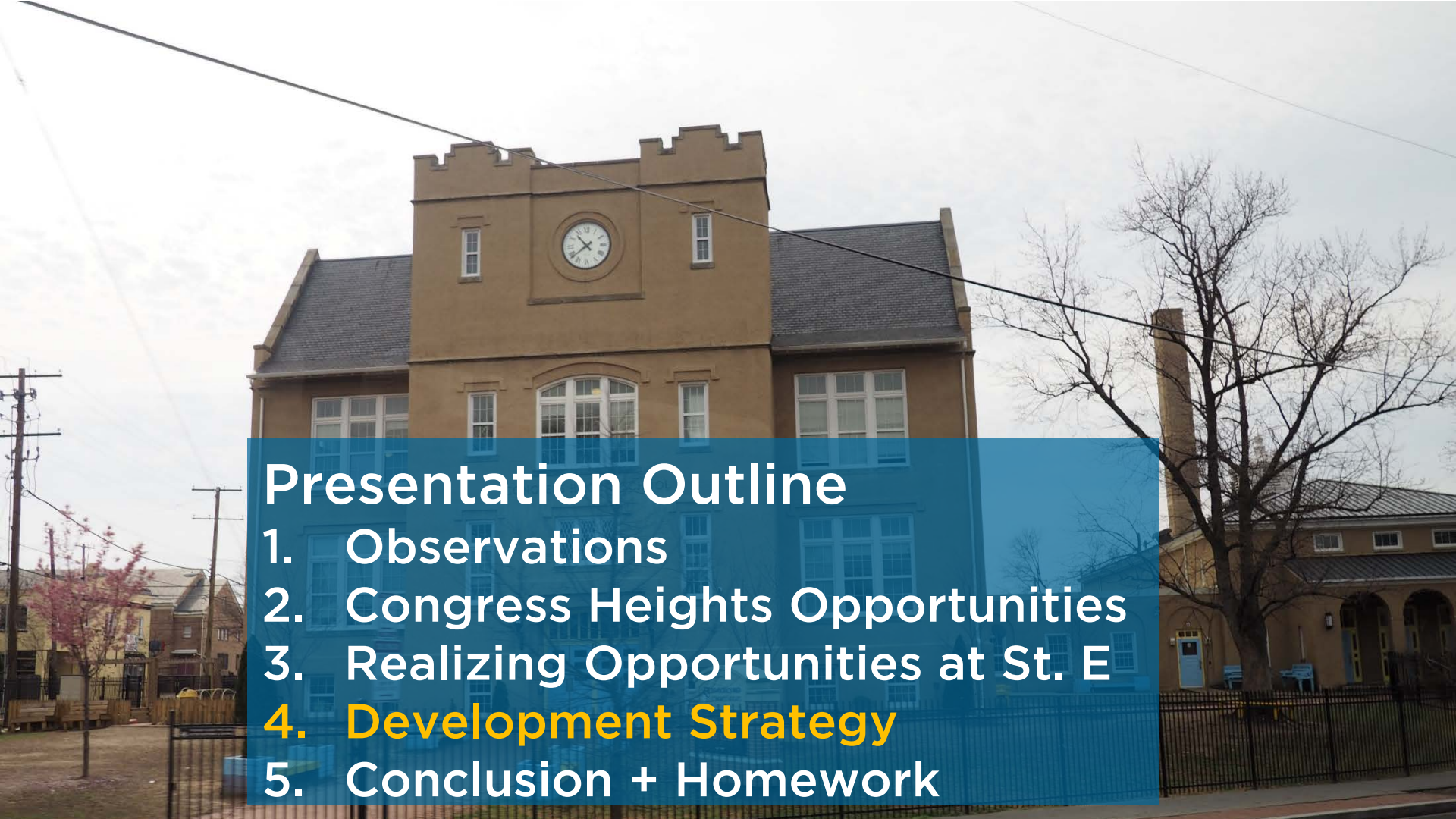
- Healthcare?
- Innovation?
- Mixed-Use?
- Senior Services?



Parking

- Parking benefit district
- On and off-street parking capacity

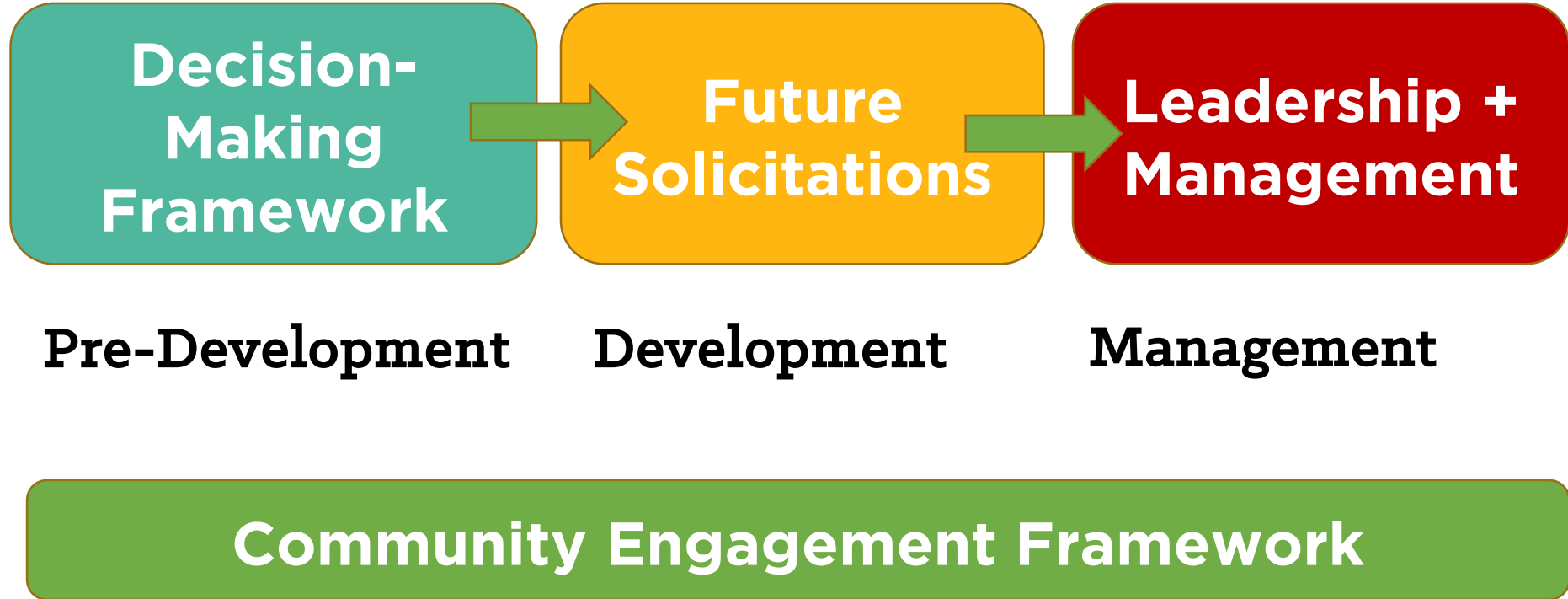




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Development Strategy Overview



Develop Decision Support Tool

Codify decision support tool

- Track performance measures aligned with focus areas
 - e.g., workforce development, small business development, wealth creation opportunities, affordable housing, etc.

Develop detailed logic model to measure progress

Develop Decision Support Tool

Requires baseline metrics for success

- e.g., number of newly trained workers; number of businesses from community, etc.
- Allows decisions to be made that generate the greatest impact
- Allows measurement of ROI of District infrastructure investment

Logic Model of Performance Measures

Example

	Goals	Inputs	Outputs	Intermediate outcomes	Long-term outcomes
Workforce development	Ensure neighboring residents in Wards 6, 7, and 8, and harder-to-employ District residents are prioritized in the application process and hired for construction jobs on the Bridge Park	Create a community workforce agreement Establish hiring plan	Local hiring goals Living wages for all jobs on the Bridge Park Labor monitoring and reporting systems hold employers accountable for community workforce agreement Nearby residents are recruited and skills training is employed	Neighborhood residents are hired for jobs on the Bridge Park, construction or otherwise Incomes for families in the Bridge Park area increase Employers on the Bridge Park will comply with Ban the Box and other local regulations	Unemployment for surrounding residents of the Bridge Park decreases Families in the Bridge Park area have greater access to economic mobility Employees are better trained to obtain jobs outside the Bridge Park

Track Phase 1 CBA Progress

- Create, organize, and manage R.I.S.E. Foundation with a contribution of \$500,000 (\$25,000/year)
- Host community-based creative economy incubation
- Launch workforce development initiatives
- Develop affordable rental, for sale and live work housing
- Achieve First Source hiring and CBE contracting goals

ESA CBA and Future Benefits

Rent and new tax revenues

Community benefits

- Generate 300 permanent, 600 construction jobs with local hiring goal
- Apprenticeship opportunities / job shadowing
- First Source hiring
- CBE contracting

Philanthropic investments

Developer Outreach

- Need to create awareness of opportunity
- Confirm market obstacles and barriers
- Test City's assumptions and estimates, including development strategy and timing
- Determine future levels of interest



Leadership & Governance

- Community partners
- Political leadership
- City agency management
- Congress Heights businesses and investors
- Foundations and non-profits supporters
- Federal agency partners

Planning for Continuity



Current Administration

- City agency management
- DC Events programs
- Community service providers

Succession

- The vision and plan evolves, emphases shifts, neither are reinvented
- Political, agency, service providers, work to implement the plan and serve the community

Why a Management Entity?

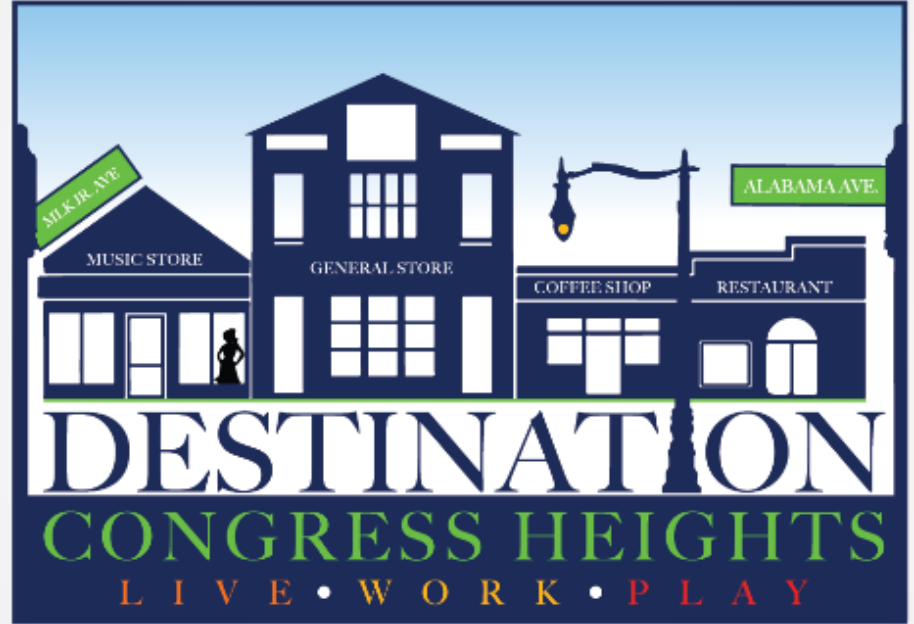
- Multifaceted, multi-year program needs 360 degree collaboration all the time and at all levels
- Implementation requires a unified front and unified voice informed by the community
- Maintain leadership interest, continuity, trust, and responsiveness from the top down and from the bottom up
- Over time, agility is needed to respond to opportunities, address challenges, resist frustration

Timeline

- 1850s Saint Elizabeth Established
- 1987 Campus Transferred to District of Columbia
- 1990 Designated as a National Historic Landmark
- 2003 Planning Process Launched
- 2005 Federal Government decided to reuse West Campus
- 2008 Redevelopment Framework Plan Adopted
- 2009 National Planning Commission Approved First Master Plan for the DHS Headquarters Consolidation
- 2012 Saint Elizabeth East Master Plan Adopted
- 2014 CHASE Action Agenda
- 2015 RISE Center and Gateway Pavillion
- 2018 Entertainment & Sports Arena
- 2019 Red Brick Residential Phase 1
- 2021 Red Brick Commercial Phase 1

How to Structure It

- DMPED has managed development process and enforces CBA
- Events DC to manage programs and facility
- Ongoing organizational structure (like a BID) to shepherd the plan and market the site



What Needs to be Done (Responsibilities)

- Promote principles, objectives and outcomes, timelines, roles
- Preserve what's best in the community while welcoming new community members and expats who share those values
- Beyond St. E campus, engage around TOD, scattered sites, beautification
- Advocate and support plan; celebrate progress
- Endorse and patronize Congress Heights businesses, services, and programs
- Help guide future St. E development phases



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Conclusions

- Recent public investment is leveraging private development, has generated momentum and community support after years of good planning
- Piecemeal approach going forward may not maximize development benefits and value; need for a cohesive vision for future phases of St. E
- Redevelopment needs to anchor Congress Heights for employment, support community services, provide other needs
- Increasing values is an opportunity to create wealth in the community; need to prepare to participate in economic growth
- There is consensus around your plans and momentum after a long wait; don't sacrifice long-term vision for short-term gain
- Final buildout will take more market cycles, a management entity is needed to outlive political and market change

Homework

1. Establish an efficient way to deliver workforce training and job placement services for present and future opportunities in Congress Heights
2. Update the CHASE action agenda to reflect current opportunities and recent accomplishments
3. Engage philanthropic partners to support neighborhood strategy
4. Develop infrastructure cost estimate for future development phases
5. Develop an approach for a decision support tool to quantify outcomes in a data-driven method
6. Convene potential leaders of a local management entity to determine options for structure for managing site and community assets

Next check-in:
Rose Fellowship Retreat
Seattle, May 2

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