

2. Housing

The proposed development program for the Lincoln Heights & Richardson Dwellings New Communities Revitalization Plan will include a mix of townhouses and multi-family buildings.

Townhouses

Townhouses will be designed to accommodate the needs of residents and the topographical contours of the site. The townhouse design is intended to recreate the feel of the neighborhood area's privately-owned homes, with the following features and elements:

- Individual entrances, private rear yards, off street parking and ample sized living spaces with adequately sized bedrooms.
- Steeply sloped areas will have the townhouse stacked on top of one another, allowing both units to have private entrances. Upper units would enter from the higher street and lower units from the streets that run farther down the slope.
- Units along the eastern side of 51st Street will take advantage of extensive renovations to the alley that extends along the back of the existing Division Avenue residences. This alley will be transformed into a residential lane, similar to those found on Capitol Hill, with private parking courts that can also serve as community gathering areas.
- Remaining townhouses on the Lincoln Heights property would be traditional side by side and/or stacked townhouses. These traditional townhouses would also be found on the Richardson Dwellings property.



Multi-family Apartments and Condominiums

Multi-family buildings will be located in the Town Center as well as on both DCHA sites. The advantages and plan for using multi-family buildings are as follows:

- More units (greater density) in areas that have special amenities like proximity to parks, shopping and mass transit.
- Greater density on the flatter areas of irregular sites.
- Opportunity for housing that can best accommodate residents with physical impairments, particularly those who cannot negotiate stairs.
- More eyes on the street in areas that might otherwise be isolated.
- On the Lincoln Heights site, there will be 84 units in two six-story buildings on the crest of 50th Street and 54 units in a four-story building on 51st Street overlooking the park at Kelly Miller Middle School.
- On the Richardson Dwellings site, there will be 180 units in six-story apartment buildings sited parallel to the park on Dix Street.



3. Community Assets

A key component of this Revitalization Plan is the redevelopment of the underutilized commercial corridor along Nannie Helen Burroughs Avenue at its intersection with Division Avenue into a robust, mixed-use Town Center with both retail and housing. The Town Center would include the following:

- 566 housing units with great access to mass transit and commercial opportunities.
- 30,000 square feet of retail space and 58,000 square feet of health clinic/office space.
- Direct access to Marvin Gaye Park and all of its recreational amenities.
- An institutional corridor anchored by a revitalized Strand Theater and area churches.
- Ample parking to serve the needs of residents, businesses and churches.

4. Transportation

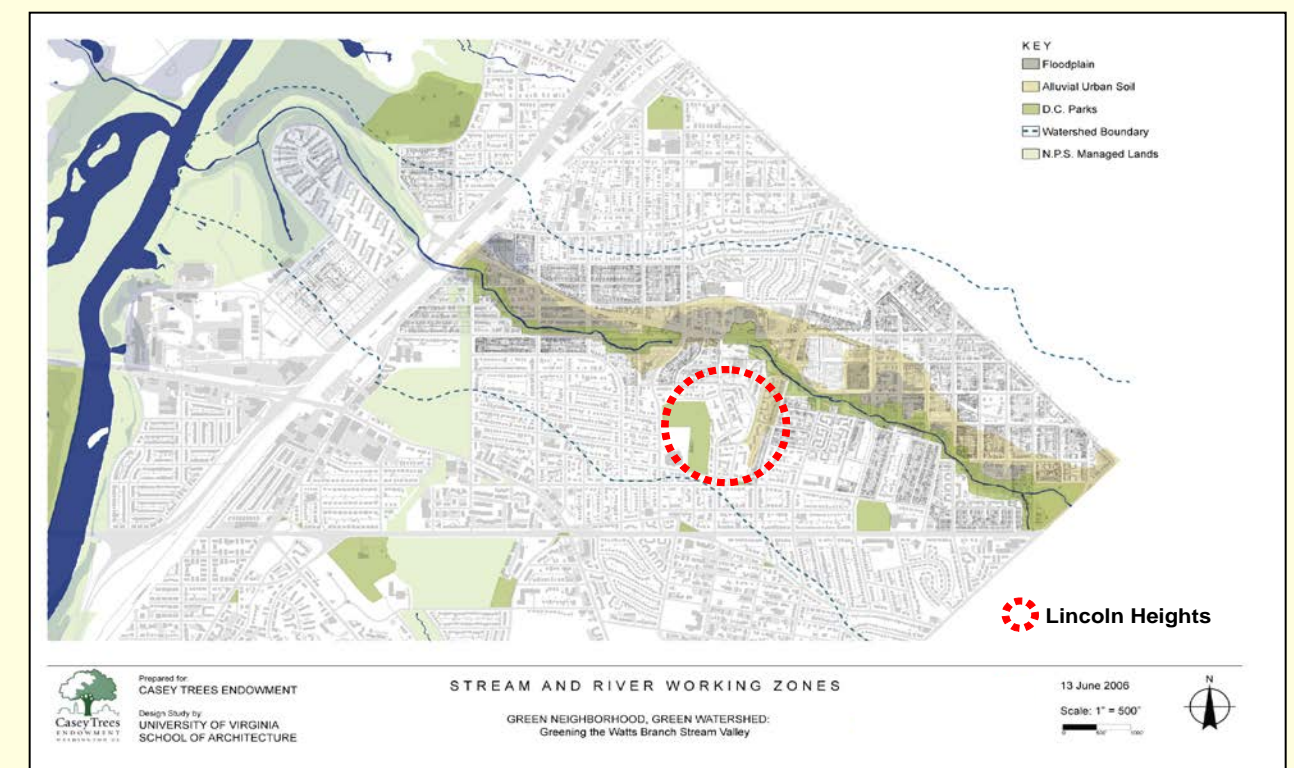
The proposed Revitalization Plan will only minimally impact the study area roadway network. Nonetheless, the following transportation improvements would enhance operational efficiency and safety.

- Implement traffic calming and other improvements along Nannie Helen Burroughs Avenue at its intersections with Division Avenue, 49th Street, and 50th Street in accordance with the Great Streets Initiative.
- Extend the Great Streets Initiative to include traffic calming improvements along Division Avenue in the vicinity of Burrville Elementary School.
- Provide parking lane designations, narrower travel lanes, neck-downs, rumble strips, textured crosswalks and all-way stop control improvements along 49th and 50th Streets in the areas south of Nannie Helen Burroughs Avenue extending to East Capitol Street.

- Provide north-south split phasing to provide more efficient and safer left-turn movements from southbound along 50th Street to eastbound along East Capitol Street.
- Prohibit left-turn movements from 50th Street northbound to Nannie Helen Burroughs Avenue westbound.
- Provide pedestrian/handicap ramps and crosswalk connections to facilitate safe crossings at all intersections.
- Coordinate with the DC Department of Transportation (DDOT) Office of Mass Transit and WMATA to provide enhanced transit services and facilities within the Lincoln Heights Area.

5. Sustainable Design

Development in the neighborhood, if done poorly, could impact the Watts Branch watershed, with the potential to increase run-off and erosion, further degrading the stream and surrounding park. Alternatively, this Revitalization Plan will set a precedent for environmentally sensitive development through responsible stormwater management and sustainable design. The District has already approved spending \$4 million for stream restoration in 2007 and is committed to ensuring that no additional run off flows into the stream as a result of the proposed development.



During the Master Plan process, a number of residents and members of surrounding communities encouraged the adoption of sustainable design principles for Lincoln Heights that go beyond stormwater management.

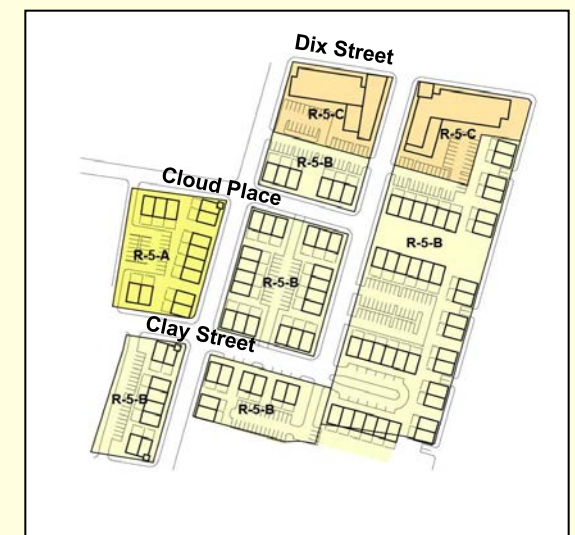
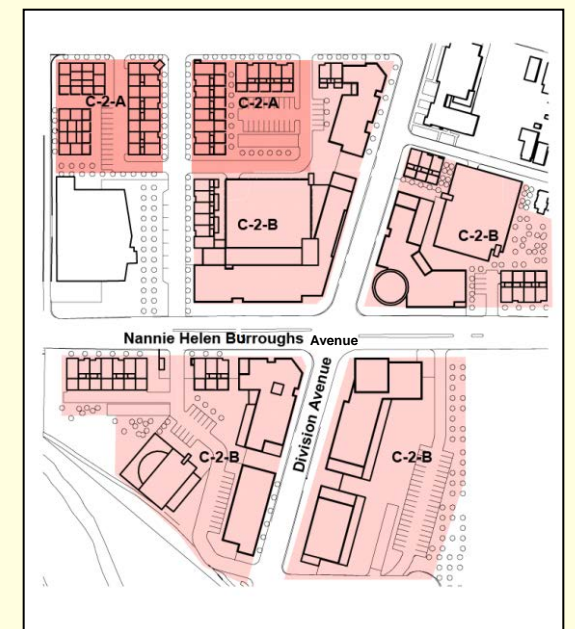
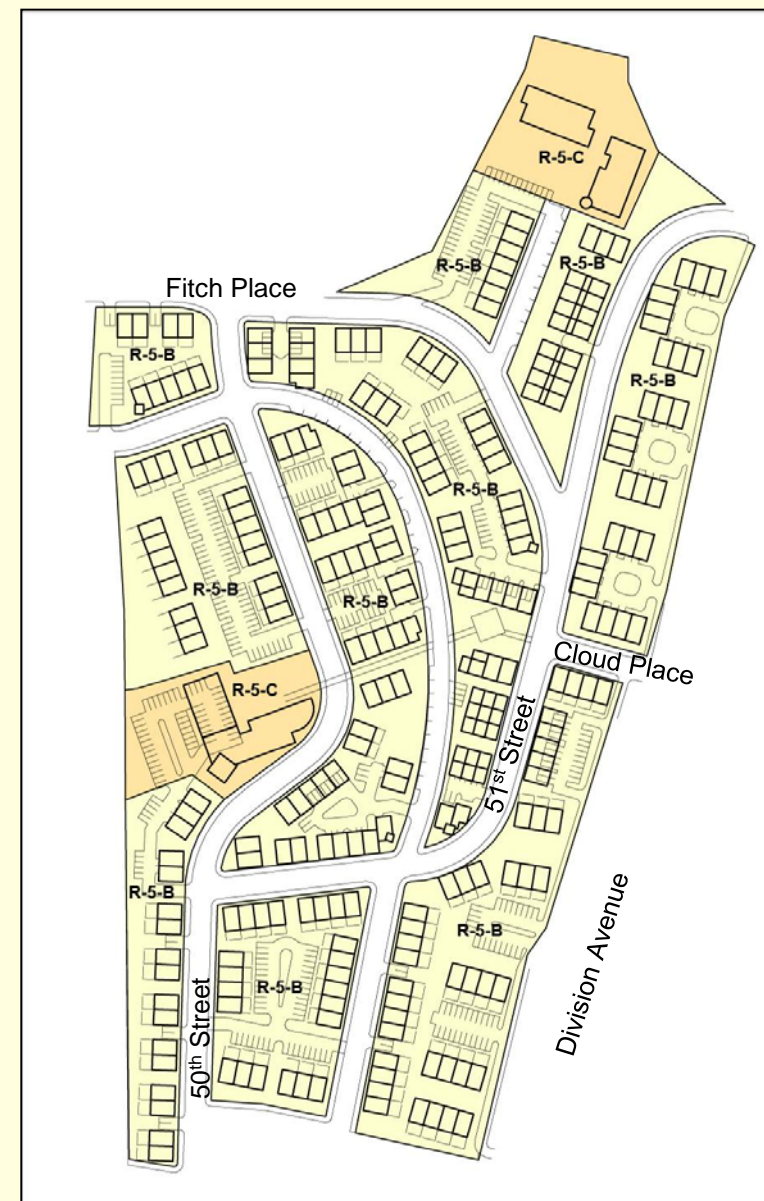
Sustainable development involves designing a community – the siting and design of buildings and the spaces in between them – in an integrated way that minimizes environmental impacts and maximizes the health of residents and other users. The sustainable approach uses design and construction as strategies to improve air and water quality, preserve valuable resources and contribute to the health and well-being of residents.

The green design criteria that should be followed for development under this Revitalization Plan include the following:

- Integrate site, building, and landscape design to minimize costs and maximize benefits.
- Develop site in a way that protects environmental assets.
- Design for higher density where appropriate.
- Make the neighborhood walkable and pedestrian-friendly.
- Prevent erosion and control sediment through proper siting and construction practices.
- Manage stormwater onsite whenever possible, using low impact development (LID) techniques.
- Use native landscaping to reduce irrigation costs.
- Locate and plant canopy trees to cool and shade homes and parking areas, reducing energy costs.
- Use environmentally-friendly building systems and materials.
- Use water-conserving appliances and fixtures.
- Use energy-efficient appliances and lighting.

6. Zoning Changes

To accomplish the proposed development, certain zoning requirements governing the height, size and uses of buildings within the neighborhood will need to be revised, particularly related to density. The following images and explanations detail the zoning changes necessary to support the plan. Although the required zoning is shown by individual parcel, developers of each area are likely to consider re-zoning through the planned unit development (PUD) process.



Baseline Plan: Lincoln Heights

There are currently 440 units within the Lincoln Heights property. The development plan will increase to 574 the total number of onsite units. The new density is achieved with townhouse-style single and duplex units and two higher density multi-family units. To support the new density the plan requires up-zoning some section of the property from R-5-A to R-5-B, with areas targeted for multi-family buildings up-zoned R-5-C.

R-5-A FAR and story limits make it difficult to meet the increased density. However, R-5-B FAR will allow 4,000 square feet of developable square footage per 2,300 square feet of site area. The duplex units will house two 2,000 square foot units with two levels per unit. Also, the R-5-C will permit areas of higher density specifically near Marvin Gaye Park and internal to the site. On average R-5-C will support 86,000 square feet of developable square footage on 28,700 square feet of site area and yield approximately 80 units and 30 parking spaces per site, plus on-street parking.

Existing Zoning: R-5-A

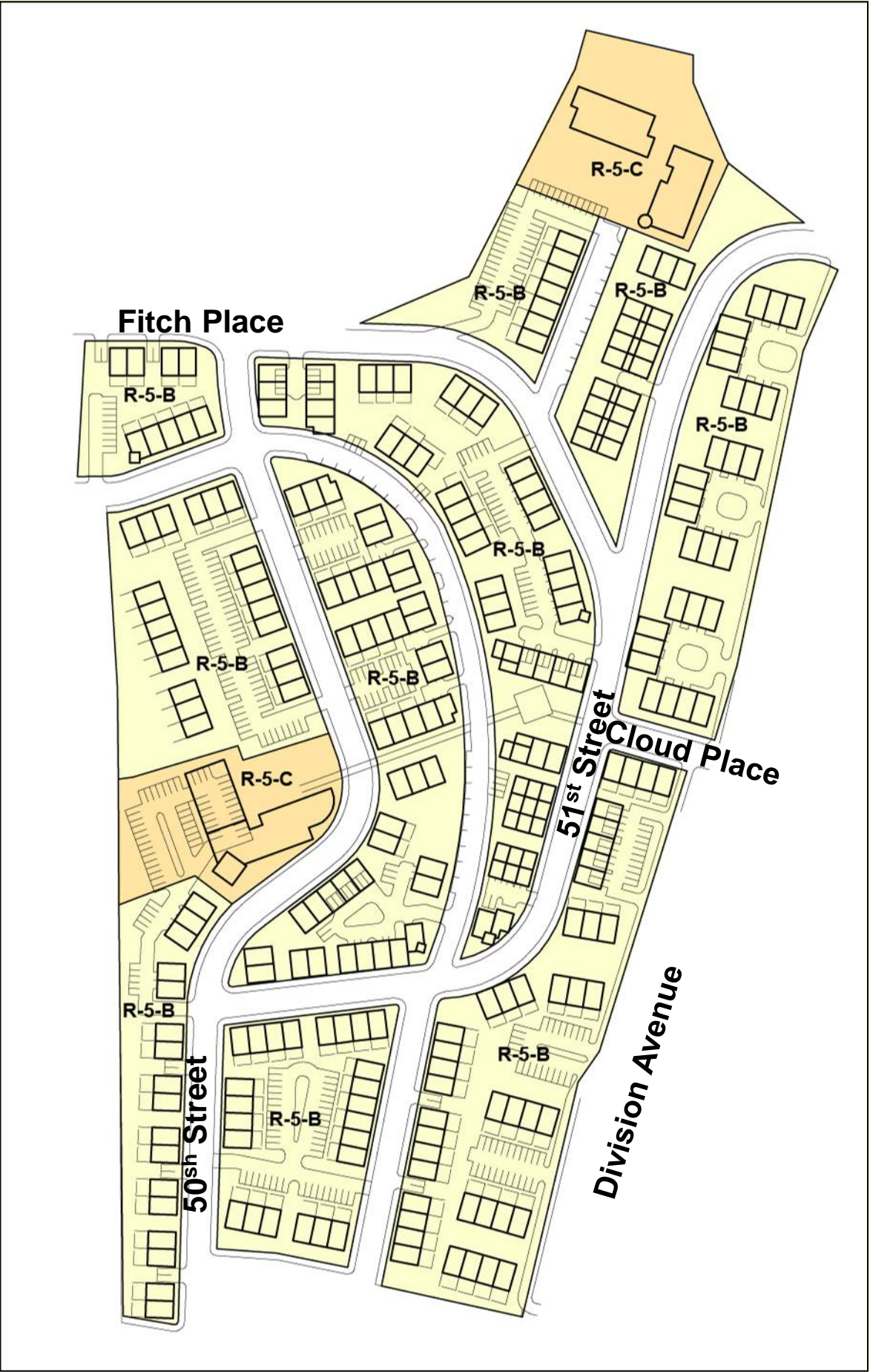
- Height/Stories: 40 feet/ 3 stories
- FAR: 0.9
- Lot Occupancy: 40%
- Parking: 1 per dwelling unit

Proposed Zoning for Townhouses: R-5-B

- Height/Stories: 50 feet/ unlimited stories
- FAR: 1.8
- Lot Occupancy: 60%
- Parking: 1 per 2 dwelling units (multi-family)

Proposed Zoning for Multi-family: R-5-C

- Height/Stories: 60 feet/ unlimited stories
- FAR: 3.0
- Lot Occupancy: 75%
- Parking: 1 per 3 dwelling units (multi-family)



Baseline Plan: Town Center

The existing mix of uses near the Nannie Helen Burroughs and Division Avenues intersection is currently subject to a mix of R-2, C-1 and C-M-1 zones. Scenarios 1 and 2 identify this intersection as the major off-site development opportunity to support the proposed concentration of housing. This also provides an opportunity for the higher density of transit-oriented development in this otherwise residential community. An up-zoning from the mix of uses to C-2-B is required for the intersection to support the proposed concentration of housing. ***(This proposal must be reconciled with the District's new Comprehensive Plan, which calls for medium- and low-density residential on either side of Division Avenue, north of Nannie Helen Burroughs Avenue.)***

Preliminary analysis shows approximately 336,000 square feet of developable land within the boundaries of the proposed town center site. Zoning within the boundaries currently includes R-2, R-5-B, C-1 and C-M-1 zones. In terms of the number of units of housing desired for the site, an up-zoning to C-2-A would be sufficient to realistically meet the housing goals of the Revitalization Plan. Height restrictions under C-2-A, however, would make it difficult to maximize housing development while also meeting retail and parking demands. Consequently, this plan calls for up-zoning the area to C-2-B zoning, which would result in capacity for the 566 new residential units within the Town Center (including over 189 replacement units).

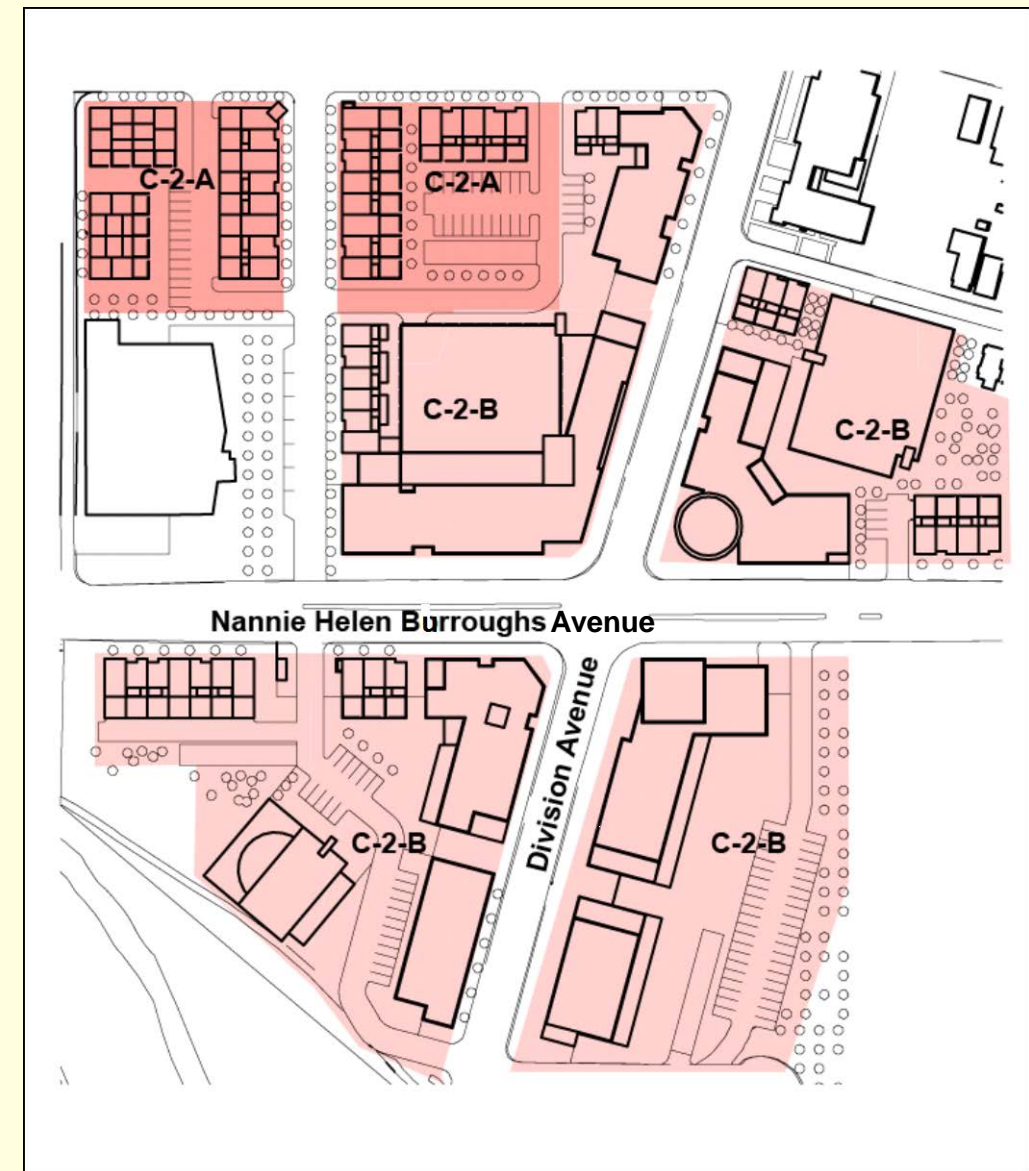
An increase in zoning (from the current mix of R-2, R-5-B, C-1 and C-M-1 to a new C-2-A zoning) would result in sufficient FAR to support 1.2 million square feet of built space. In addition to the vacant and underdeveloped properties, there is currently just over 121,000 square feet of existing uses (generally church buildings and a historic theater) that would likely be preserved as part of any new development, leaving over one million square feet of FAR for new development.

This analysis assumes 30,000 square feet of new retail, 58,000 square feet of offices and community facilities (i.e., a new health clinic and offices) and approximately 325,000 square feet for parking, in addition to the 566 new units of housing.

Existing Zoning: A mix of R-2, R-5-B, C-1 and C-M-1

Proposed Zoning: C-2-B

Height/Stories: 65 feet/ unlimited stories
FAR: 3.5 total, 1.5 of the total can be commercial
Lot Occupancy: 80% for residential development
Parking: 1 per 3 dwelling units
1/1,800 SF in excess of 2,000 SF of Office
1/300 SF in excess of 3,000 SF of Retail



Alternate Plan: Richardson Dwellings

There are currently 190 units in Richardson Dwellings. Scenario 2, the Alternate Plan, calls for increasing the total number of units to 329. This new density is achieved with numerous townhouse style single and duplex units and two higher density multi-family structures. The plan requires up-zoning most of the property from R-5-A to R-5-B with specific areas up-zoned to R-5-C to support this density.

R-5-A limits make it difficult to meet the increased density. However, R-5-B would allow, for example, a 4,000 square foot building on a property of 2,300 square feet, allowing for duplex townhouses with two 2,000 square foot units of two levels per townhouse. R-5-C zoning will permit areas of higher density specifically near Marvin Gaye Park. On average R-5-C would support 98,000 square feet of development on 33,000 square feet of site area and yield approximately 90 units and 30 parking spaces per site.

Existing Zoning: R-5-A

Height/Stories: 40 feet/ 3 stories

FAR: 0.9

Lot Occupancy: 40%

Parking: 1 per dwelling unit

Proposed Zoning for Townhouses: R-5-B

Height/Stories: 50 feet/ unlimited stories

FAR: 1.8

Lot Occupancy: 60%

Parking: 1 per 2 dwelling units (multi-family)

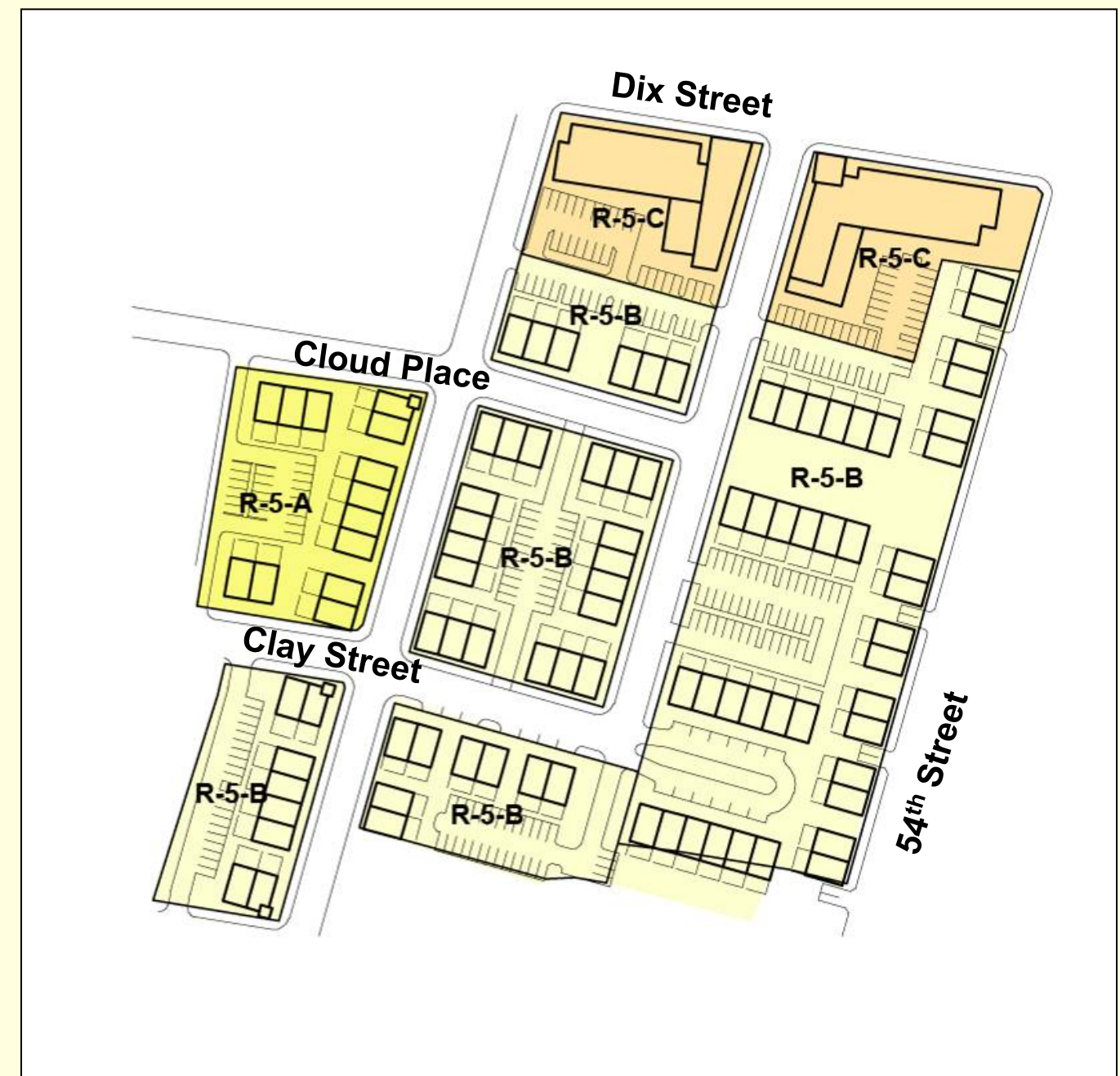
Proposed Zoning for Multi-family: R-5-C

Height/Stories: 60 feet/ unlimited stories

FAR: 3.0

Lot Occupancy: 75%

Parking: 1 per 3 dwelling units (multi-family)

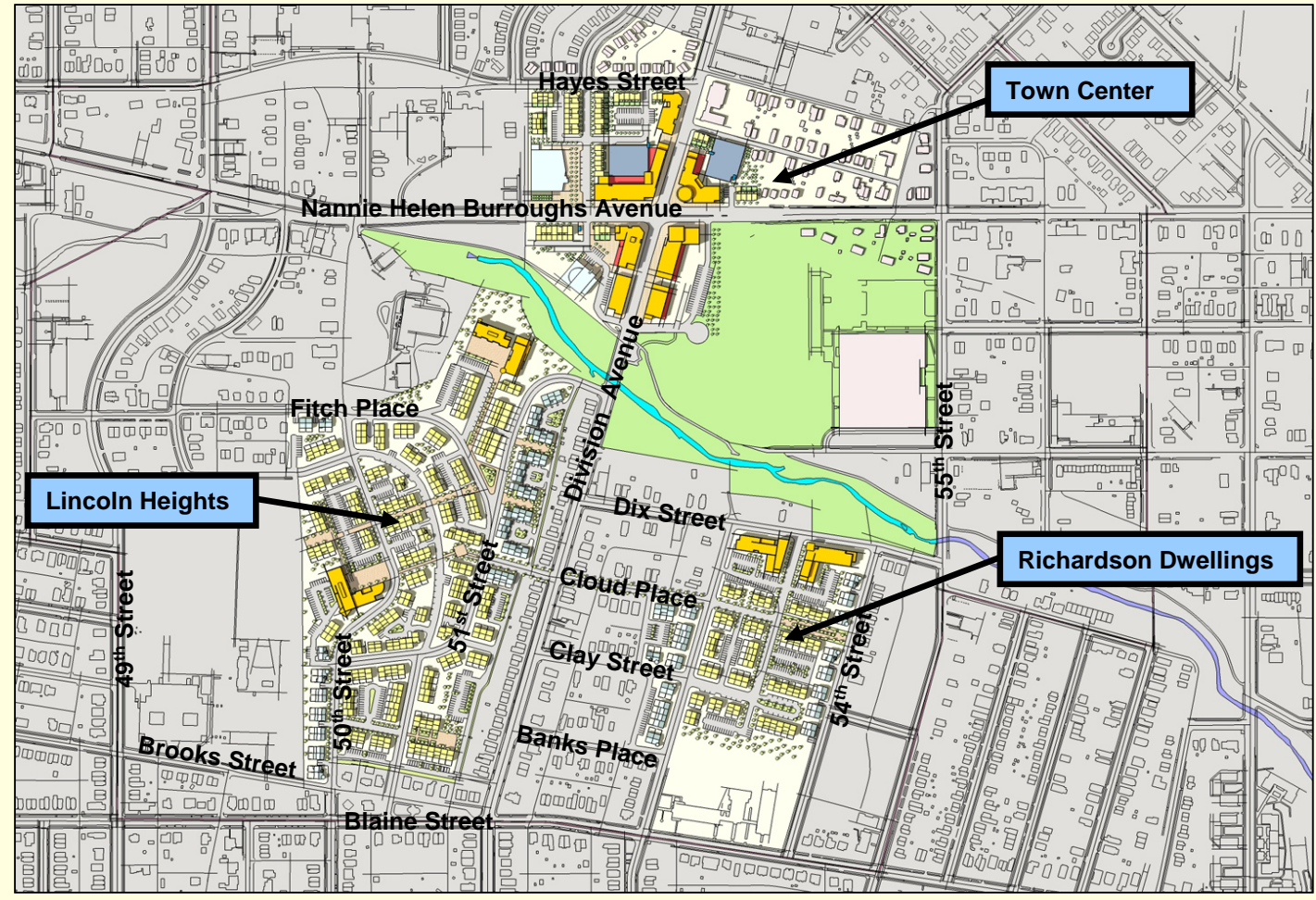


IV. Development & Finance Plan



IV. DEVELOPMENT & FINANCE PLAN

This final section of the Lincoln Heights & Richardson Dwellings New Communities Revitalization Plan presents the most efficient and effective ways to implement the community’s vision for a revitalized neighborhood. It addresses, in general terms, the proposed development program, site control, phasing and relocation, the overall schedule and estimated sources and uses of funding for this revitalization initiative.



A. Development Plan

The Revitalization Plan is focused on three development program elements – housing, retail and community facilities – as well as improvement to the area’s transportation infrastructure. The development plan calls for 1,609 units of new housing (including up to 630 replacement units), 30,000 square feet of new retail development, and 58,000 square feet of new office space (including health care uses). The total estimated cost to implement the Revitalization Plan will be up to \$559 million over an estimated 10- to 15-year period.

1. Housing

The housing units called for in this plan are mixed-income and mixed-tenure, comprising a variety of building structures.

Income Mix – Under the recommended scenario, the proposed redevelopment includes 1,469 units on three redevelopment sites, plus 140 replacement units offsite. These 1,609 units will include 630 replacement units regulated by the DC Housing Authority (DCHA). The total number of replacement units would replace all of the current units at DCHA’s Lincoln Heights and Richardson Dwellings properties. Redeveloping both sites, rather than just one, accelerates the implementation of the community Revitalization Plan. The 1,469 units built within the redevelopment area would include an equivalent number of replacement units, workforce housing and market rate units. Each phase of the redevelopment will consider this approximate mix of incomes.

Tenure Mix – The proposed redevelopment will include a mix of rental and ownership units. It is expected that rental and ownership units will be distributed throughout each income level as described in the table below. The mix of one-, two-, three- and four-bedroom units is based on market analysis and matching replacement units to existing households.

Proposed Housing Unit Mix					
One-third replacement units (generally below 30% of AMI)		1BR	2BR	3BR+	
- Rental Units	85% to 90%	11%	48%	41%	
- Ownership / Lease-to-Purchase Units	10% to 15%	TBD	TBD	TBD	
One-third workforce units (between 30% and 80% of AMI)		1BR	2BR	3BR	4BR
- Rental Units	50%	20%	50%	30%	0%
- Ownership Units	50%	0%	35%	50%	15%
One-third market-rate units (over 80% of AMI)					
- Rental Units	0%				
- Ownership Units	100%	2BR	2BR+Den	3BR	4BR
- Condominiums	15%	35%	65%	0%	0%
- Townhouses	85%	15%	20%	45%	20%

Variety of Building Types – Existing and new residents will have a choice of homes built in a variety of structures, including townhouses (both single-family and stacked) and mid-rise apartment/condominium buildings. The proposed mix of structures will provide housing to meet the needs of families, seniors, disabled residents, and large and small households. Each of the structures and projects will be designed to a high standard.



2. Retail

Residents were clear that the existing retail in the neighborhood fails to meet their needs for a high quality, enjoyable shopping experience. This plan, therefore, calls for the development of approximately 30,000 square feet of higher quality retail to be located in the new Town Center at the intersection of Nannie Helen Burroughs and Division Avenues. Residents recognized that sufficient support for this proposed new retail can only come from intensive new development of housing at the intersection.

With most retail demand in the area already captured by the East River Park shopping center, and additional demand to be met by the new Capitol Gateway retail center, new Town Center retail will focus on convenience goods and services. Improving neighborhood access to a full-service supermarket and other shopping opportunities will require ensuring effective connections to these other shopping centers. (See transportation recommendations.)

3. Community Facilities

Attracting new residents to the neighborhood will require more than just new homes; it will require that potential residents see a community with the right mix of amenities to meet their needs. In addition to the assets already found in the community, this Revitalization Plan envisions several new community facilities.

The redevelopment of H.D. Woodson High School may provide an opportunity to include facilities that will make this a community education and learning campus. This site could host the “Communiversity” and provide contextualized learning opportunities for adults and older youth.

A redeveloped Kelly Miller swimming pool is proposed, to be housed indoors at its current site, with a mix of activity rooms open during the school day to supplement the current use of the Kelly Miller Middle School as a recreation center. The estimated cost of \$15 million is based on recent comparable DC Department of Parks and Recreation (DPR) projects.

A primary health care facility and medical office building is proposed to provide easy access to residents dependent on public transportation. The proposed location for this new facility is at the new Town Center. The estimated cost of \$18 million is expected to be covered by the Medical Homes DC program.

Increased programming and operational/maintenance support for Marvin Gaye Park is also needed. Its estimated cost of \$2 million per year is based on input from Washington Parks and People.

B. Site Control

The lack of publicly-owned or controlled land in the Lincoln Heights & Richardson Dwellings neighborhood can impact the development called for in this plan. As a result, implementation of this plan will require significant public-private partnership to develop private land or implement a public land assemblage. Solutions to this challenge are addressed in the phasing and relocation section of this development and finance plan.

Options for new development under the plan include DCHA properties; public-private partnerships for land development at the Town Center site; other private developments; and such other public sites as those identified under the District’s Home Again Initiative, the Great Streets Initiative along Nannie Helen Burroughs Avenue, and at public school sites.

1. DC Housing Authority Sites

The two major parcels in the neighborhood controlled by the DC Housing Authority are good candidates for redevelopment. The first is the Lincoln Heights public housing community, comprised of approximately 21 acres of developable land and currently holding 440 units. If built out at an average density of 25 to 30 units per acre (typical for townhouse development), with three mid-rise apartment/condominium buildings, the site would support 574 units of mixed-income housing. Of these, 191 units will be set aside as replacement units.

The second parcel is the Richardson Dwellings public housing community, comprised of just over seven acres of land and currently holding 190 units. If built out at an average density of 25 to 30 units per acre (typical for townhouse development), with two mid-rise apartment/condo buildings, the site would support 329 units of mixed-income housing. Of these, 110 units will be set aside as replacement units.

Development on these two sites provides a total of 301 replacement units. The strategy for developing the remaining 329 replacement units off-site is addressed in the following sections of this document.

Redevelopment & Replacement Units			
Recommended Scenario	Total Units	Replacement Units	Other Development
Lincoln Heights DCHA Site	574	191	30,000 SF Retail; 58,000 SF Clinic/Office
Richardson Dwellings DCHA Site	329	110	
Town Center	566	189	
Offsite Public or Private Development	0	140	
	1,469	630	
Offsite Public or Private Development	140		
	1,609		



2. Town Center at Nannie Helen Burroughs & Division Avenues

The area surrounding the intersection of Nannie Helen Burroughs and Division Avenues is one of the primary offsite development locations for the required replacement units. Most of the land is privately owned. As such, the District government will either have to establish partnerships with private and non-profit owners to develop their land in accordance with the Town Center program established in this plan, or the city will have to pursue acquisition of the land.

3. Alternative Private Development Sites

In order to expand the number of opportunities for off-site replacement housing, and to expedite the revitalization process, the District's first step is to identify projects currently in the planning or early development stage that could allocate a percentage of their units as replacement units.

One of the larger planned developments in Ward 7 is the Parkside development located just west of Kenilworth Avenue, near the Minnesota Avenue Metro Station. Initial discussions have identified the potential for up to 50 senior housing units. The Parkside project would include 1,500 to 2,000 total units at build out, along with substantial office and retail development. Consequently, the potential for additional replacement units exists. DCHA would provide rental subsidy to the Parkside properties in support of additional low-income households.

Other developments of smaller size will also be identified. DCHA and the District will contact the developers and owners of each to discuss potential subsidy for replacement housing.

4. Alternative Public Development Sites & Programs

In order to move as quickly as possible with the revitalization effort, the District will also seek to identify opportunities for development of housing on publicly-owned land throughout Ward 7. Potential offsite developments include, but are not limited to Kenilworth Courts, the Capitol Gateway and Eastgate HOPE VI developments, and properties bundled for developers under the Home Again Initiative.

i. Home Again Initiative Infill Housing Program

The District government has operated its Home Again Initiative since 2002, with the goal of transforming vacant and abandoned residential properties into single-family homeownership opportunities for residents. Through the middle of 2006, the city had

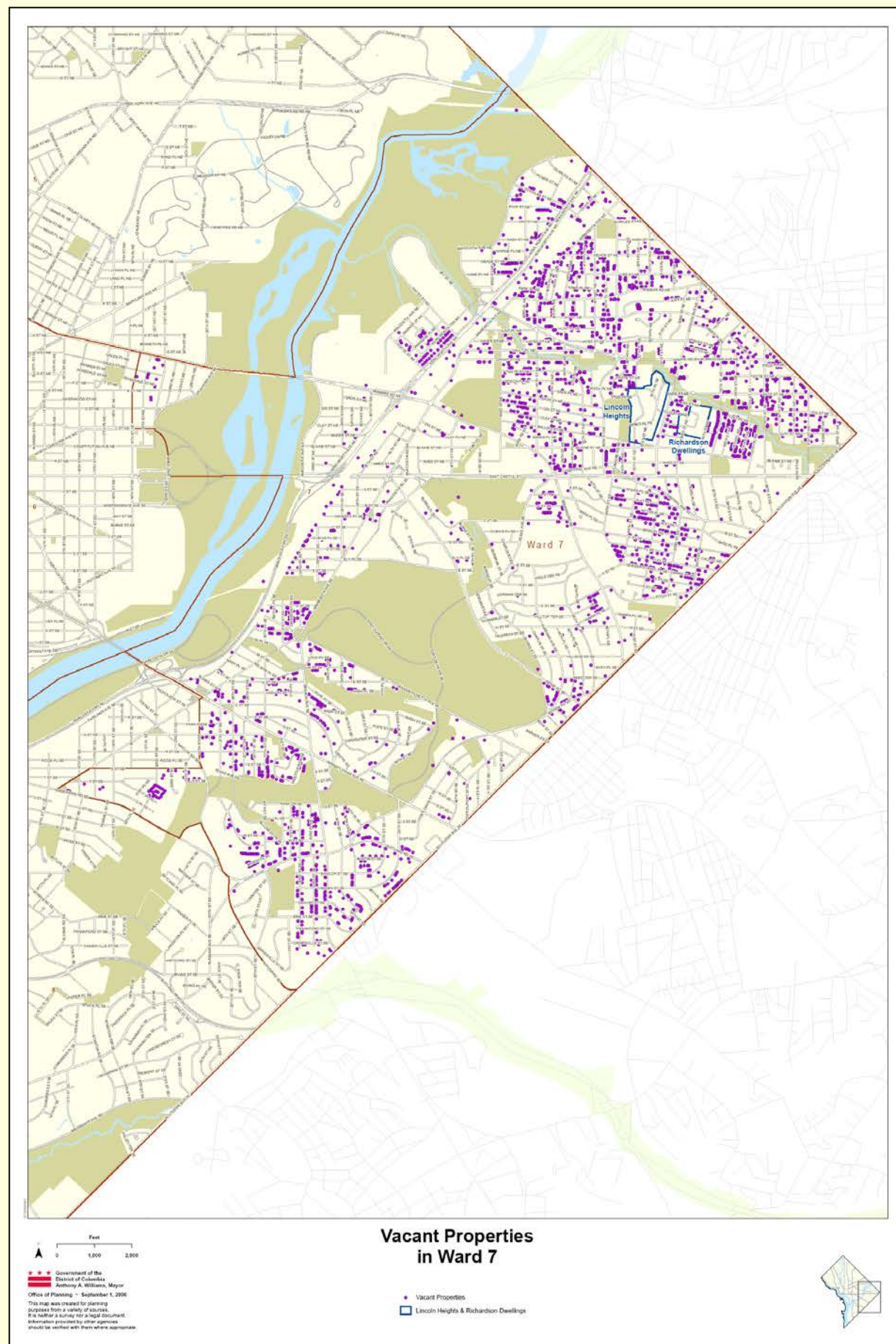
identified and investigated ownership of nearly 1,200 vacant properties citywide. Over 350 of these homes have been rehabilitated by their owners or Home Again developers.

Under the program, the city either encourages an owner to improve the property or through a friendly sale, tax foreclosure, or with the use of eminent domain, the parcel is then bundled with other properties and sold through a request for proposals (RFP) process to a pre-qualified developer. Currently, 137 properties have been awarded to pre-qualified developers, with plans to transform the properties into 244 housing units – all as ownership housing. With financial support from the District, a portion of these new housing units are dedicated to providing affordable housing for buyers at varying levels of affordability.

Twenty-seven properties in Ward 7 are currently awarded to developers, with plans to develop 52 units on the sites. Only three of the properties (projected for six new units) are in the neighborhood. By concentrating its efforts on vacant and abandoned properties in the neighborhood planning area, the Home Again Initiative could help to reinvigorate the housing market in the community and eliminate blighted properties between the larger development parcels. There are currently 356 properties (243 residential and 113 commercial) within northeastern Ward 7 identified by the Office of Taxation and Revenue as either vacant or abandoned.

Aggressive implementation of the Home Again Initiative in the Lincoln Heights area could result in over 200 new ownership units, though likely no more than 90 of these would be replacement units. The time required to secure properties for the Home Again Initiative, however, suggests that only a relative handful of these properties would be secured over the first five years of this Initiative without additional resources devoted to the program and focused on the neighborhood. Home Again, therefore, is not likely to provide significant replacement units under the aggressive timeframe for redevelopment called for in this plan.





ii. Public Schools

Public schools in the area generally have open space sufficient for outdoor student recreational activities, but do not possess additional land that could be leased for residential development. One exception is the field space at Kelly Miller Middle School, which exceeds the school's requirements, but is used by sports leagues from throughout the city. It is one of the primary locations for recreational sports in Ward 7 and clearly must be preserved to continue to offer this amenity to both existing and new residents of the neighborhood. The land surrounding the school is also owned by the National Park Service and its use is restricted to recreational uses.

The grounds of H.D. Woodson High School appear to be subject to National Park Service restrictions as well, limiting their use to educational and related purposes. Development on this site is further constrained due to the presence of underground springs.

Several schools located near the neighborhood are highlighted in the DC Public Schools' newly released Master Facilities Plan as sites for future redevelopment, either being declared excess space or closing. The District will work with DCPS to explore the potential for public/private development partnerships for Shadd Elementary and Ron Brown Middle Schools. These locations may eventually provide offsite replacement units.

iii. Great Streets Initiative – Nannie Helen Burroughs Avenue

In addition to the concentration of new housing units at the Town Center location, a significant amount of new housing will be developed along Nannie Helen Burroughs Avenue to the east and west of the Town Center. The District's Great Streets Initiative is calling for significant up-zoning along Nannie Helen Burroughs, and is expected to generate significant interest in developing new residential units along this important corridor.

The Nannie Helen Burroughs corridor represents a viable location for replacement units. However, affordability requirements called for under the District's mandatory inclusionary zoning legislation may not achieve the number of units or depth of affordability needed. As a result, a zoning overlay requiring replacement units may be appropriate, as the land value may not be impacted negatively by the inclusion of replacement units if required as part of the same overlay that increases the current zoning capacity.





C. Development Phasing & Relocation

The best approach to revitalizing existing public housing sites as mixed-income communities is to attract market rate homebuyers and renters to the new units. This will be difficult to do if the new units are built among existing public housing complexes which are still occupied, operated, policed and perceived in the same way they are now. As a result, the most effective way to attract new residents is to complete the relocation of residents to new offsite replacement units in mixed-income communities before beginning new construction on-site. Under this Revitalization Plan, the location yielding the highest number of off-site replacement units is the Town Center. Once fully developed, the Town Center will yield 566 total units, including 189 replacement units.

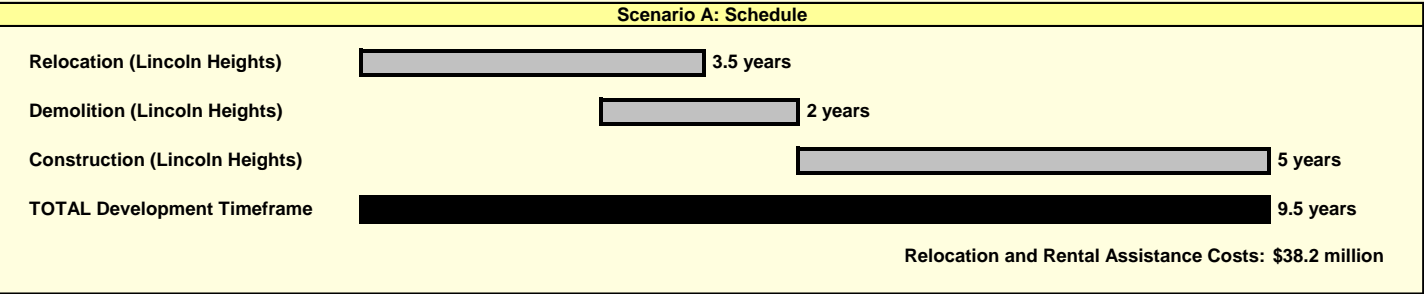
This approach can be achieved over varying durations of time and at a range of expenses. The various phasing strategies considered for the Revitalization Plan are represented by the three development scenarios discussed below.

Development Phasing Scenario A – Clear Lincoln Heights site 100% before development of the site; start development with Town Center.

Placing emphasis on successfully establishing the Lincoln Heights site as a mixed-income community, unencumbered by the existence of the current structures – and expeditiously implementing redevelopment – suggests the need to vacate all 440 households to temporary off-site housing within Ward 7, if not the neighborhood. Although this is in contrast to the District’s New Communities Initiative’s "build first" strategy, it has evolved as the most effective means to DCHA in implementing its redevelopment program. This approach would offer residents a choice of relocation options that could include permanent or temporary relocation to either public or private housing and the opportunity to return to the redeveloped site.

Demolition and construction can begin once all 440 residents are relocated over a three- to four-year period. Once initiated, construction on the Lincoln Heights site could be completed in four to five years. Total development time would be approximately seven to eight years and would yield 574 total units on-site (including 191 replacement units), along with 189 replacement units at the Town Center, with the remaining 60 replacement units built at Parkside. (See Scenario B.)

Relocation and temporary rental assistance costs associated with Scenario 1 include relocation of 440 households (\$2.6 million) and rental assistance for approximately 440 households per year (\$35.6 million), for a total cost of \$38.2 million.

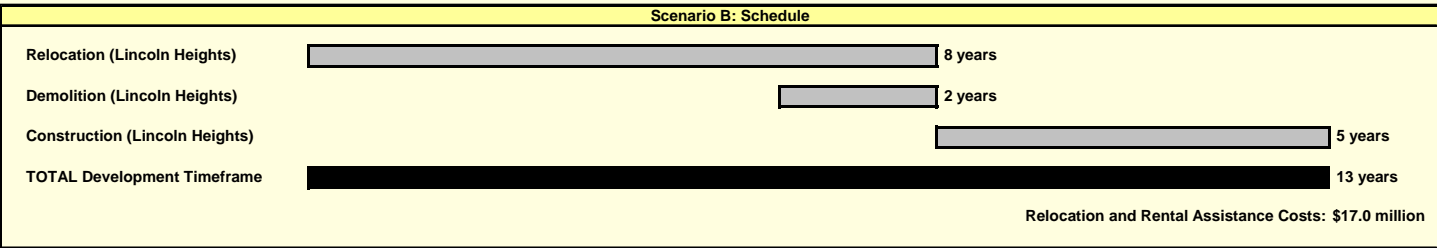


Development Phasing Scenario B – Clear Lincoln Heights site partially before phasing development on the site; start development with Town Center.

If the Town Center represents the first phase of off-site development, construction will likely begin in three to four years and be completed in six to seven years. Within that same time period and consistent with the "build-first" strategy, an estimated 50 senior housing replacement units could be produced at the new Parkside development. Once the Town Center is completed, 189 households could be relocated there from the Lincoln Heights property. This would permit demolition and construction to begin on the Lincoln Heights site, with 201 units remaining on site.

Either before or concurrent with relocation of residents to the Town Center the remaining 201 households could then be relocated to as yet unidentified units in Ward 7. Demolition and construction at the Lincoln Heights property could start in six to seven years and be completed in four to five years. Total development time would be approximately 11-12 years and would yield 191 replacement units on-site, 189 replacement units at the Town Center, with the remaining 60 replacement units built at Parkside and other offsite locations.

Relocation and temporary rental assistance costs associated with Scenario B include relocation of 440 households (\$2.6 million) and rental assistance during the phased construction of the Lincoln Heights property (\$14.4 million), for a total cost of \$17.0 million.



Development Phasing Scenario C – Recommended Option: Start with Richardson Dwellings relocation/development concurrent with Town Center; upon their completion, clear Lincoln Heights site 100% before beginning onsite redevelopment.

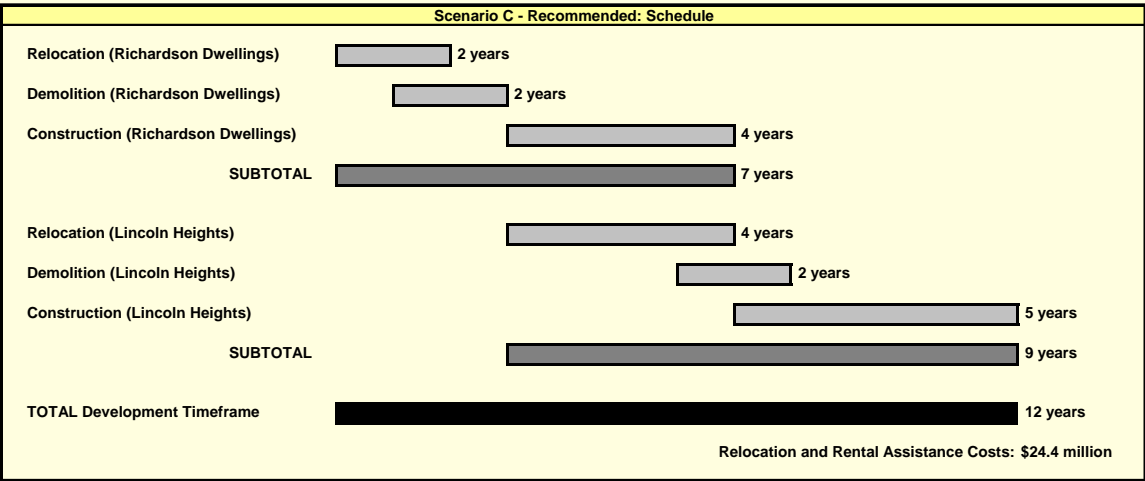
To the extent that opportunities are limited to replace Lincoln Heights 440 units off-site, it is determined that by focusing initial efforts on Richardson Dwellings, new development could begin sooner, with new replacement, work force and market rate units provided earlier. Richardson Dwellings has fewer units (190) than the Lincoln Heights property, allowing the property to be vacated more quickly. If residents are

relocated from Richardson Dwellings to temporary off-site housing within the Ward, the Richardson Dwellings site can be cleared for new development.

As residents are relocated (taking approximately one-and-a half to two years), demolition and construction can begin. On-site construction could be completed in four years. Total development time for the Richardson Dwellings site would be approximately six years, yielding 329 total units (including 110 replacement units) of new housing in a mix of duplexes, townhouses and mid-rise apartment/condominium buildings.

Within that same period, the Town Center could be completed, providing housing for the relocation of 189 Lincoln Heights households. The remaining construction activity at the Lincoln Heights site would mirror Scenario 2. Total development time would be nine to ten years. Since activity begins and ends sooner at the Richardson Dwellings site, and employs the "build first" strategy to a sufficient degree, this scenario is recommended.

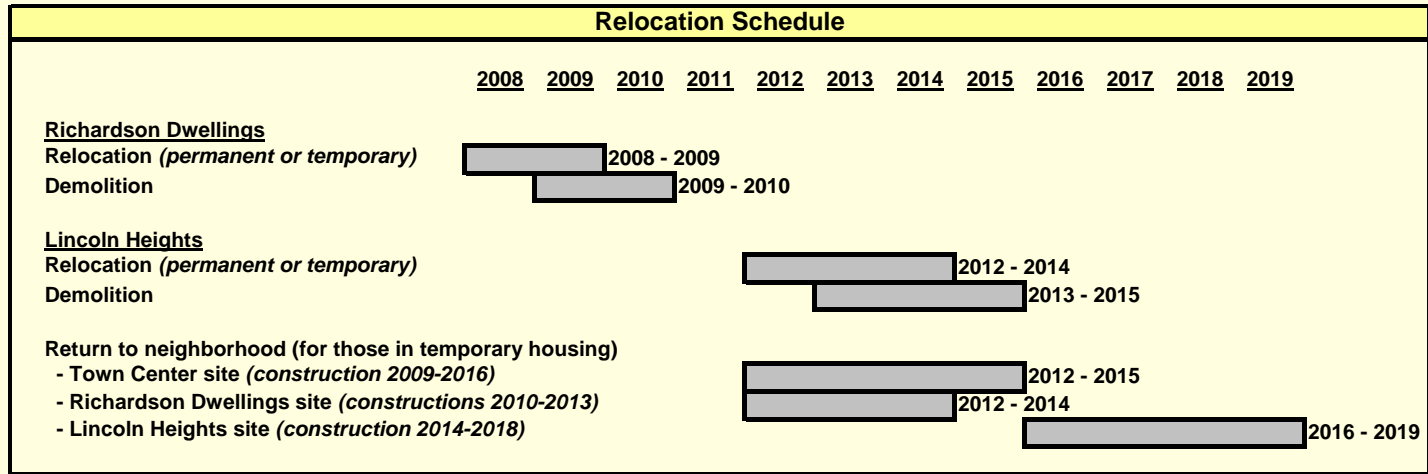
Relocation and temporary rental assistance costs associated with Scenario C include the relocation of 630 households (\$3.7 million) and rental assistance for Richardson Dwellings and Lincoln Heights households during development of those sites and the Town Center replacement units (\$20.7 million), for a total cost of \$24.4 million.



Relocation

Under each scenario, in order to accelerate redevelopment of DCHA property, current residents will need to be relocated in some fashion. These relocations can be either permanent or temporary – to new or existing properties (public housing or private). The availability of these choices is a significant benefit to residents, given the variety of preferences they have expressed related to the timing of their relocation (some suggesting the sooner the better), desire to return to the neighborhood, and willingness to consider temporary relocation. Under all scenarios

it is expected former and new residents will begin to occupy the redeveloped sites as each construction phase is completed. This ensures that former residents will not necessarily have to wait to return until all new development is completed.



Temporary Rental Assistance. Temporary relocation through rental assistance for units in existing buildings could provide up to 200 units at any time. Even as the specific residents using this assistance change over time, it is expected that the District will need to provide temporary rental assistance support for several years, until all 630 households are permanently relocated. ***The impact of temporary relocation of residents considers the financial implications of the Uniform Relocation Act, which requires ongoing assistance beyond just a one-time move expense.***

D. Schedule

The redevelopment process is an extended one, with the full build out of all replacement units and of new, mixed-income communities within 10 to 15 years.

Overall Development - Recommended Scenario	Completion Time (years)
Relocation of current residents	7 - 14
Development of off-site housing	2 - 7
In pre-planned developments (e.g., Parkside)	2 - 5
On other properties yet to be planned	3 - 7
New community facilities (DPR, H.D. Woodson, etc.)	4 - 6
Demolition and construction at Lincoln Heights	10 - 13
Demolition and construction at Richardson Dwellings	4 - 8
Town Center acquisition/partnership and development	3 - 7

The schedule can be accelerated by taking some of the steps noted in the Phasing and Relocation portion of this Revitalization Plan and other key actions. These steps include:

- Quickly identifying opportunities at new developments already underway and negotiating agreements to include replacement units at these sites.
- Qualifying current residents for relocation to replacement units as quickly as possible.
- Engaging area churches and other land owners regarding co-development or sale of their properties for development of mixed-income, mixed-use buildings (particularly at the Town Center site).
- Developing Lincoln Heights, and potentially Richardson Dwellings, in phases.



E. Sources & Uses

Preliminary financial estimates have been prepared based on the following:

- Unit sale price and rental rate estimates from a market analysis prepared by Bay Area Economics for this project.
- Cost estimates from comparable developments, provided by the DC Housing Authority and local developers.
- Financial underwriting assumptions, based on similar projects.

Funds will be used to support several aspects of the proposed development, including upfront public investments (as described in the table below), land costs, and development costs.

Upfront public investments will include the costs of additional, project-specific planning efforts, relocation of current public housing residents, demolition and site preparation, public infrastructure design and construction, public management and oversight, and human capital expenses related to workforce planning and support.

Estimated Pre-Development Costs		
	Total (\$ millions)	Time Period (years)
Additional site planning	\$5.0	3 - 4
Relocation of 630 DCHA households	\$3.7	4
Rental assistance	\$20.7	5 - 8
Demolition & remediation	\$5.0	4
Public infrastructure construction	\$10.0	4
Public management & oversight	\$2.0	3
Human capital programs	\$16.0	5
	\$62.4	

It is possible that the Town Center area can be co-developed by current owners, therefore the land costs have been estimated to be minimal – reflecting only the percentage of the total land cost to be supported by the District.

Preliminary Estimated Sources & Uses - Recommended Scenario		
Development Program: 1,609 units, 30,000 SF retail, 58,000 SF office, 293 replacement parking spaces, new pool house, new health clinic		
Uses of Funds	Total (\$ millions)	% of Total
Development Costs	\$471	82%
Land	\$0	0%
Recreation Center/Pool House	\$15	3%
Health Facility	\$18	3%
Replacement Parking	\$10	2%
Upfront Public Investment	\$62	11%
Total Uses of Funds	\$576	100%
Sources of Funds	Total (\$ millions)	% of Total
Private Debt	\$188	50%
Private Equity	\$10	3%
Tax Credit Equity	\$128	34%
Existing DC Capital Programs Budgets	\$15	4%
Medical Homes DC Capital Budgets	\$18	5%
Net Proceeds from Fee Simple Land Sales	\$15	4%
Total Sources of Funds	\$374	100%
Funding Gap	Total (\$ millions)	
Intended sources include PILOT, HPTF and payback of cashflow grants for ownership townhomes	\$203	

The proposed Revitalization Plan has a funding gap of \$203 million. The reasons for this gap are similar to those of other public housing and economic development initiatives. Market dynamics in many traditionally underserved neighborhoods do not support the level and type of investment needed to achieve the District’s economic revitalization goals.

This gap may be addressed using multiple funding sources, including a payment in lieu of taxes (“PILOT”) agreement that would redirect future property taxes to pay down bonds used to finance the upfront development. Another potential source of funds is to securitize a portion of the Housing Production Trust Fund. An estimated \$36 million of the gap is related to the timing of funds used to develop the ownership townhouse units. Though these funds will need to be granted upfront, they will be repaid upon sale of homes.



ACKNOWLEDGEMENTS

Government of the District of Columbia

Anthony A. Williams, *Mayor*
Robert C. Bobb, *City Administrator*
Stanley Jackson, *Deputy Mayor for Planning & Economic Development / Interim Director of the Department of Housing & Community Development*
Brenda Donald-Walker, *Deputy Mayor for Children, Youth, Families and Elders*

District of Columbia Housing Authority

Michael Kelly, *Director*
Frank Smith, *Chairman of the Board of Directors*

Council of the District of Columbia

Councilmember Linda W. Cropp, *Chairman*
Councilmember Vincent C. Gray, *Chair, Special Committee on the Prevention of Youth Violent Crime*

Lincoln Heights Partnership Council

Patricia Malloy	Trevon Lindsey
Shirlena Brown	Gary Lover
Brenda Bullock	Brenda Lyles
Muriel Chambers	Robert Lyles
Dennis Chestnut	Maxine Pace
Ileane Clayton	Robin Short
Tameeka Holloman	Rebecca Stamps
Artina Jackson	Elizabeth Whitlow
Juanita Johnson	Juanita Williams
Louis Limes	Terry Williams

Mae Best, *East River Family Strengthening Collaborative*
Steve Coleman, *Washington Parks and People*
Carol Casperson, *Habitat for Humanity*
Julia Harper, *Day Break*
Carrie Thornhill, *Marshall Heights Community Development Corporation*
Sheena Tuckson, *Kelly Miller Middle School*

Richardson Dwellings Resident Leaders

Novella Barnes
Marita C. Edeline
Rosemary Neal
Constance Simmons
Eleanor B. White
Brenda Williams

Office of the Deputy Mayor for Planning and Economic Development

Stephen M. Green, *Director of Development*
Valca Valentine, *Director of Communications*
Lisa R. Hodges, *Special Assistant*

Office of the Deputy Mayor for Children, Youth, Families and Elders

Sandra Wallace, *Project Coordinator*
Marian Urquilla, *Project Manager*
Nakeisha Neal, *Program Analyst*
Claudia Marquez, *Program Analyst*

DC Office of Planning

Ellen McCarthy, *Director*
Alicia J. Lewis, *Project Manager*
Evelyn Kasongo, *Ward 7 Planner*

Department of Housing and Community Development

Victor Selman, *Chief Operating Officer*
Vanessa Akins, *Deputy Director for Strategy & Communications / Project Director*
Alan Bray, *Community Planner*

Department of Consumer and Regulatory Affairs

Patrick Canavan, *Director*

Office of the Attorney General

Robert Spagnoletti, *Attorney General*
Charles Barbera, *Deputy Attorney General*

Office of Neighborhood Services

Tara Jones, *Acting Director*
Johnny Gaither, *Ward 7 Service Coordinator*

Department of Transportation

Michelle Porcieau, *Director*

Department of Parks and Recreation

Kim Flowers, *Director*
Neil Rodgers, *Deputy Director*

District of Columbia Housing Authority

Lawrence Dwyer, *Director, Office of Planning & Economic Development*
Bernie Tetreault, *Real Estate Advisor*
Paul Rowe, *Project Director*
Debra Crawford, *HOPE VI Coordinator*

District of Columbia Public Schools

Clifford B. Janey, *Superintendent*
Tom Brady, *Chief Business Officer*
Cornell Brown, *Executive Director, Office of Facilities Management*
Recy Dunn, *Director, Office of Strategic Funding Opportunities*

Master Planning Team

The Jair Lynch Companies

Jair Lynch
Jonathan Weinstein
Adenike Adeloye

Stull & Lee

David Lee
Thomas Maistros
Leonardi Aray

Bay Area Economics

Anita Morrison
Robyn Eason

Grove/Slade

Cullen Elias

PGN Architects

Sean Pichon
Desmond Grimball

Howard University Center for Urban Progress

Rodney Green
Michelle Coghill

CirclePoint

W. Steve Lee
Tosin Durotoye





Government of the District of Columbia
Office of Planning
801 North Capitol Street, NE
Suite 4000
Washington, DC 20002
(202) 442.7600
(202) 442.7638 FAX
www.planning.dc.gov