Envisioning the Future
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The Vision

An environment where bright minds come together to think, create, innovate, educate, and cultivate significant economic opportunities.
Unveiling St Elizabeths East

Minutes from Washington, D.C.’s global centers of commerce, power, media, science, and research, St Elizabeths East is an exceptional opportunity to create a landmark for the 21st century.

The approximately 180-acre site provides unparalleled proximity and connectivity to one of the world’s strongest real estate markets and regional economies in an environment that is serene and bucolic yet urbane, walkable, and transit-oriented. Its historic buildings are stately and sophisticated, and harken back to an era of architectural integrity and building skills from generations past.

But St Elizabeths East is more than just a beautiful place – it is a once-in-a-generation investment opportunity.

- High-profile science and technology companies are already lining up to occupy the site, and the future of the global security, energy, and sustainability economies will be centered here.
- The residential opportunity is already proven, with adjacent projects exceeding expectations and developers hungry for suitable land assets for additional unit development.
- The community is under-retailed and the addition of millions of square feet of new development and over 14,000 employees to the neighborhood over the next ten years will only enhance the prospects for retail development.
- Meanwhile, the achievable real estate prices are still a bargain compared to their medium-term value, allowing anyone who gets in now to recognize extraordinary upside potential and returns.

At the center of Washington, D.C.’s economic pillars of security, energy, and sustainability, it has unparalleled locational attributes. It is directly connected to Washington, D.C.’s economic backbone via Metro’s Green Line, which has emerged as the engine of job growth and a magnet for young professionals in D.C. over the past decade and which will continue to drive long-term regional growth. Additionally, the District has commenced the installation of state-of-the-art infrastructure, including communication and information technology, giving this historic site tomorrow’s competitive advantages today.
A Community of Innovation and Commerce

In an increasingly competitive global economy, value creation is defined by the ability of public, private, and institutional players to bridge the gap between knowledge, innovation, and commercialization. However, these players are often decentralized, and opportunities for meaningful knowledge and technology transfer are displaced. There is immense market need for the creation of 21st century places that combine business, research, and higher education in a collaborative environment.

But these places are not easy to create. They require large land parcels, urbane environs, technology infrastructure, proximity to wide ranges of transportation and housing options, direct access to robust economic markets, and inspired placemaking that enable them to compete on a global scale.

St Elizabeths East is the address that can uniquely fill a critical market void in the mid-Atlantic: the need for shared physical places where late-stage researchers; venture capital investors; and security, energy, and sustainability customers and crafters of policy can coexist and collaborate.

It provides the locational, physical, economic, and structural characteristics necessary for the creation of such a place, making it among only a handful of places in the United States that share these traits. Meanwhile, current real estate market conditions suggest that the site is especially ripe for complementary residential and retail development –amenities that will meet the needs of employers, anchor institutions, and workers.

Most importantly, St Elizabeths East is located inside our nation’s Capital, and has been preserved as a unique place for over a century. The vision for St Elizabeths East is clear, compelling, and attractive. Almost every city in the nation is trying to re-create what Washington, D.C., already has in terms of a physical place suitable for creativity and commercialization.

Simply put, St Elizabeths East has all of the characteristics necessary to become the locus of the regional innovation economy, and savvy investors will realize the intrinsic value of this once-in-a-generation opportunity.

DID YOU KNOW?

Fact: Regional and national universities are in critical need of places where they can physically locate both basic and late-stage research – especially as research commercialization becomes a central element of university business models.

Fact: The interplay between public policy and research drives the commercialization of technology, and the co-location of stakeholders fosters improved communication between key industry participants.

Fact: Public and private entities desire opportunities to co-locate with research universities so that they can collaborate in their research agendas.

Fact: Venture capital prefers to be close to its investments.

Fact: Immediate access to intellectual capital, including a skilled workforce, higher education institutions, and research entities, is a critical factor for the creation of these places.

Fact: Such a place does not exist today in the mid-Atlantic.
The Gateway Pavilion
To meet an immediate, local demand for retail and restaurant amenities, the Gateway Pavilion will open to the public in 2013. It utilizes sustainable, state-of-the-art planning, design, and construction, and will lead to local job creation and workforce development opportunities.
Outlining the District’s Goals for Redevelopment

For the past two years the District has been diligently developing a physical redevelopment plan and complementary economic development strategy to guide the revitalization of St Elizabeths East. While the planned consolidation of the Department of Homeland Security (DHS) and eventual location of over 14,000 employees on the West Campus – directly across MLK Jr. Ave – was the initial impetus for this planning, the redevelopment of St Elizabeths East has become a critical project in realizing the District’s goals of cultivating an innovation-based economy, accelerating job creation, creating a job ladder for all District residents, and fostering a sustainable, resilient economy over the long term.

Through redevelopment the District seeks to accomplish the following:

• Invigorate the site with active uses, including commercial office, research, retail, and residential, in order to:
  - Diversify the local and regional economy
  - Leverage and revitalize the historic campus

• Create a national model for commercialization ecosystems, in order to:
  - Encourage businesses in dynamic and innovative sectors to grow in DC
  - Promote linkages between existing public, private, and educational entities in a collaborative, mixed-use environment

“ANCHORING” THE VISION

Planned Department of Homeland Security consolidation adjacent to St Elizabeths East will place 14,000 employees and billions of dollars in procurement and commercialization funding in immediate proximity to the world-class technology users who are lining up to locate at St Elizabeths East, including:

- Microsoft
- Citelum
- SmartBIM

Each of these firms brings a vision and commitment to the District redevelopment goals of:
1. Innovation and Commercialization
2. Public-Private Partnerships
3. Workforce Development and Economic Development
The
Offering
Create a landmark for the 21st century.
Key:
- Existing Buildings
- New Construction
Preparing and Planning For Development Success

The District has undertaken a **multi-agency collaborative effort** to provide this site with a level of pre-development support never before seen in Washington, D.C., and perhaps the nation. Each step taken by the District outlined below is designed to add value to and remove risk from the overall development process.

- Master-planning the site
- Securing matter-of-right zoning
- Committing over $100 million for infrastructure improvements
- Separating the site into individually entitled parcels
- Recruiting anchor institutions and education users
- Phasing the development of the site
- Solving transportation and parking needs
- Beginning historic building stabilization
- Developing and programming an interim use Pavilion
- Embarking on the construction of state-of-the-art roadway and utility networks
- Engaging the community through a robust and ongoing outreach effort
- Activating the site through a series of special events

Throughout the development planning process, the District has demonstrated an unparalleled commitment to achieving the vision for St Elizabeths East. Each step that has been taken along the way supports the District’s overarching goal moving forward: to position and support a well-planned, phased, timely, and strong development program at St Elizabeths East.
Writing your chapter of the St Elizabeths East story means becoming part of tomorrow’s history, today.

The District is looking for development teams, investors, universities, potential tenants, and other prospective partners who have the capacity, desire, and ability to:

- Share the District’s vision for this unique development opportunity
- Create and implement the development community’s most robust, compelling, and actionable visions for redevelopment, including:
  - A proven track record in bringing historic buildings back to life
  - Dedication to honoring the existing historic nature of the campus and buildings
  - Commitment to help to achieve the goals of re-investment and creating economic development opportunities in neighboring communities

Future selected partners will be able to cohesively and meaningfully merge next-generation development and innovation opportunities with existing regional, city, and site placemaking and investment goals.

The District is already working with a number of public and private partners — including business, civic, and government entities — to enhance the site’s prominence in the District and the surrounding region. Additionally, the District is seeking catalytic anchor tenants to drive the culture of innovation on-site, creating a high-value end-user market for future investors and developers.

More information about the project and its objectives can be found on the St Elizabeths East website, [www.stelizabethseast.com](http://www.stelizabethseast.com).
The opportunity to become part of the St Elizabeths East story is fast approaching and will not last forever. As pieces of the development vision and strategy continue to fall into place both now and in coming years, the District will embark upon a request for proposals (RFP) process, seeking qualified responses from development teams.

It will be an opportune time for parties interested in participating in this rare offering – one that is not only replete with intrinsic value but which also has a robust level of support from District Government – to put their best ideas forward and submit a response, clearly indicating their interest in the opportunity as well as their organization’s history and capabilities.
The Location
Access, Access, Access.
While St Elizabeths East exhibits many unique and compelling characteristics, its core value proposition transcends the traditional “location, location, location” adage. St Elizabeths East represents the next generation of real estate value creation: Access, Access, Access.

The importance and significance of its transit-oriented location inside the District of Columbia; its status as a pristine, historically significant development site; and its unwavering support from the District Government cannot be understated. The District is ready and able to support next-generation, innovative, and comprehensive development in our nation’s Capital, and the development community will benefit from the real and growing market opportunity available at St Elizabeths East.

St Elizabeths East is moments away from the world’s political, security, and energy policy decision-makers as well as the D.C. region’s premier visitor attractions. It is also connected to the region via Metrorail, the region’s fixed-rail transit system, with 10-minute travel times to Downtown.

Over the past two decades, the District has worked tirelessly to provide the area surrounding St Elizabeths East with multi-modal access improvements, seamlessly linking existing economic development and investment opportunities to one of the most dynamic regional economies in the world.

### At the Center of It All

#### 0-3 Miles:
- Nationals Park – 2.0mi
- Reagan National Airport – 2.4mi
- U.S. Capitol – 3.0mi

#### 3-5 Miles:
- National Mall – 3.3mi
- Union Station – 3.6mi
- Pentagon – 3.8mi
- White House – 4.0mi
- Gallery Place – 4.1mi
- Old Town Alexandria – 4.3mi

#### 5-10 Miles:
- Dupont Circle – 5.2mi
- Arlington, VA – 5.4mi
- Convention Center – 5.6mi
- National Harbor – 5.7mi
- K Street/Downtown – 5.7mi
- George Washington Univ. – 6.3mi
- Catholic University – 8.2mi
- Georgetown University – 8.7mi

#### 10+ Miles:
- American University – 11.1mi
- Univ. of MD College Park – 13.4mi
MAJOR FEDERAL EMPLOYERS

A  US DOT  
B  DHS  
C  US Coast Guard  
D  FEMA  
E  Defense Intelligence Agency  
F  Defense Logistics Agency  
G  FAA  
H  National Defense University  
I  Pentagon  
J  Bolling Air Force Base  
K  HUD  
L  Navy Yard

THE DISTRICT IS ALREADY HEAVILY INVESTED IN THE SUCCESS OF THE PROJECT. It has gone above and beyond in funding the redevelopment at St Elizabeths East, committing $113.5 million in infrastructure alone, and dedicating nearly $9 billion to community redevelopment initiatives in the neighborhood immediately adjacent to St Elizabeths East.

NEARBY D.C. INVESTMENTS

A  St Elizabeths Hospital  
B  Circulator Bus  
C  11th Street Bridge  
D  Sheridan Station  
E  Great Streets Initiative  
F  Bicycle & Pedestrian Infrastructure Program  
G  Matthews Memorial Terrace  
H  Barry Farm  
I  Fort Stanton Recreation Center
As arguably the most dynamic metropolitan economy in the nation, the Washington, D.C. region has experienced significant employment and population growth in recent years – much of which is centered inside the District.

Over 16,000 people moved into the District in 2011, and the city is adding net new residents at a rate of approximately 1,000 people each month. These renters, homebuyers, employees, and students are actively seeking urbane, walkable, amenitized neighborhoods in up-and-coming parts of the city, and are shaping the future of D.C.’s real estate investment opportunities.

As the District and its partners prepare to accommodate continued growth, St Elizabeths East represents the best near-term opportunity to develop a truly unique place for all of the city’s residents.

MAJOR PRIVATE EMPLOYERS

1 Arlington, VA
   ATK – 450 Employees
   AES – 400 Employees
   BAE Corporation – 5,300 Employees

2 Bethesda, MD
   Lockheed Martin – 12,800 Employees
   Marriott International – 3,300 Employees

3 Fairfax, VA
   ICF International – 2,300 Employees
   CGI – 3,000 Employees

4 Falls Church, VA
   General Dynamics – 9,000 Employees
   Northrop Grumman – 15,100 Employees
   CSC – 10,000 Employees
   Inova Health System – 15,500 Employees

5 McLean, VA
   Booz Allen Hamilton – 14,000 Employees
   SAIC – 15,000 Employees
   Freddie Mac – 4,500 Employees
   QinetiQ North America – 1,400 Employees

6 District of Columbia
   Children’s National Medical Center – 5,061 Employees
   National Geographic Society – 1,000 Employees
   American Red Cross – 2,400 Employees
   Intelsat – 600 Employees
   Smithsonian Institution – 5,000 Employees
   Danaher – 100 Employees
   Fannie Mae – 4,600 Employees
   George Mason Univ. – 5,700 Employees
   The George Washington Univ. – 5,000 Employees
   Georgetown Univ. – 4,800 Employees
   Howard Univ. – 5,203 Employees
   Univ. of Maryland – 8,467 Employees
   American Univ. – 3,250 Employees

7 Silver Spring, MD
   Discovery Communications – 1,600 Employees
GETTING THERE ON THE GREEN LINE

Anacostia ●
Historic Anacostia
Ward 8 Art District

Navy Yard ●
Nationals Park
Yards Park
Capital Riverfront (Office/Residential)

Southwest Waterfront ●
Arena Stage
Maine Avenue Fish Market & Marina
The Wharf

L’Enfant Plaza ● ● ●

Archives/Penn Quarter ● ●
National Archives
Penn Quarter Restaurant/Hotel District
Smithsonian Museums

Gallery Place ● ● ●
Verizon Center
   Home of the Capitals/Wizards
Chinatown
National Galleries

Mt. Vernon Square ● ●
Convention Center
City Center D.C.

Shaw/Howard University ● ●
Howard Theater
Howard University
City Market at O

U Street ● ●
Lincoln Theater
African American Civil War Museum
14th & U St. Nightlife/Restaurant District

Columbia Heights ● ●
DC USA Retail Complex

Leveraging the Green Line Connection

St Elizabeths East is positioned in the heart of Metrorail’s Green Line Corridor – a centrally located, north-to-south spine of D.C.’s transit system, which has experienced dramatic and dynamic economic and population growth in the past decade.

St Elizabeths East has its own Metrorail station – Congress Heights – allowing riders to exit directly onto the Campus. Metrorail access greatly enhances its appeal in a region that is leading the nation in terms of transit usage among households and businesses. The bulk of all job growth over the last ten years in the D.C. Metropolitan Statistical Area (MSA) has occurred within one-quarter mile of a Metro station; concurrently, land adjacent to existing Metro stations has become a much sought after commodity. The Congress Heights Metro station gives St Elizabeths East a compelling competitive advantage as the single remaining large, undeveloped parcel within the City with this level of transit access.

Through the Green Line, St Elizabeths East is directly connected to the District’s fastest-growing office submarkets as well as the region’s hottest retail, entertainment, recreational, and hospitality destinations. The Congress Heights Metro station entrance at St Elizabeths East gives employees, residents, and visitors alike a one-seat, ten-minute connection to this locus of activity.
Local Point of Access – Linking to the Downtown Core

With the areas surrounding the District’s Metro stations approaching full build-out and real estate values skyrocketing, the offering of a Metro-adjacent site is not only rare, but invaluable.

As young, educated householders continue to move into or within the District, the highest percentage are choosing locations along Metro’s Green Line – the line on which St. Elizabeths East is located. Therefore, the significance and value of on-site, immediate Green Line access at St. Elizabeths East cannot be understated.

Simply put, the Green Line connection in place at St. Elizabeths East extends the reach of future site development to include the employment base, household growth, and purchasing power of the entire District of Columbia.

$401.6 Annual Retail Spending (in millions)
143,230 Jobs
8,306 Households with Incomes over $50K (50% of Total Households)

17,067 Households within a 15-minute Metro ride.

$5,122.4 Annual Retail Spending (in millions)
570,576 Jobs
102,674 Households with Incomes Over $50K (60% of Total Households)

173,700 Households within a 30-minute Metro ride.
Regional Point of Access – Engaging the Metropolitan Region

St Elizabeths East is the beneficiary of ample highway and interstate access, providing significant opportunity to create immediate linkages to metropolitan area employment cores and retail spending, particularly as employees and businesses respond to future consolidation or relocation of numerous Federal agencies to the area around St Elizabeths East.

In-place interstate and roadway access will also serve to connect St Elizabeths East to the region’s extensive air, rail, and interstate travel and transportation infrastructure.

St Elizabeths East sits at the intersection of the region’s major transit systems, government agencies, and employment cores. Redevelopment will provide the opportunity to capitalize on existing multi-model access to one of the strongest and most dynamic regional economies in the world.

$4,521.1 Annual Retail Spending (in millions)
372,242 Jobs
99,026 Households with Incomes over $50K (55% of Total Households)

186,969 Households within a 15-minute drive.
965,892 Households within a 30-minute drive.
The Place

Iconic. Inspiring. Inviting.
Improving on a Historic Legacy.
The portfolio of existing buildings at St Elizabeths East prompts an almost unending array of superlatives. Newcomers to St Elizabeths East are consistently caught unawares by the beauty and scale of the East Campus as they explore the sprawling grounds and stand beside expansive buildings constructed the way they were meant to be built – beautiful, sturdy, meaningful, and artistic.

The historic buildings at St Elizabeths East are part of the legacy of a mental health hospital complex originally established by the U.S. Congress in the 1850’s, largely as a result of the efforts of mental health advocate Dorothea Dix. The hospital became known for its pioneering treatments and distinctive facilities set in the midst of bucolic surroundings on a plateau overlooking Washington, D.C. St Elizabeths East was first used for agricultural purposes to serve the adjacent West Campus, but growth of the hospital ultimately required the expansion of hospital functions to the East Campus starting in 1902. The new St Elizabeths Hospital was completed in 2012, leaving the East Campus vacant and closed to the general public. Ownership of the site passed to the District of Columbia in 1987, turning the historic East Campus of St Elizabeths into what is now the single largest and most significant District-owned redevelopment opportunity. The District’s recognition of the tremendous future opportunities for the community, the city, and the region through the historic site prompted the comprehensive planning process and establishment of the overall site vision in place today.

The buildings that will be repurposed will accommodate new uses and configurations, and it takes little effort to imagine them re-animated and invigorated. These structures will support the innovation, commercialization, and research-oriented uses that are at the core of the District’s vision for the site. Their light-filled and captivating open spaces evoke images of engaged and creative minds, thoughtful and purposeful dialogue, and the type of physical environs where bright minds can come together to think, create, innovate, educate, and cultivate significant economic opportunities.
During the Master Planning process, 16 existing historic buildings were identified to be preserved for adaptive reuse. After completion of the Master Plan, an extensive survey of existing conditions in these structures was conducted in order to determine the appropriate level of stabilization and rehabilitation needed for each building.

The District has gone beyond simply studying rehabilitation; it has begun the process. In the spring of 2012, the District undertook the stabilization of Buildings 89, 94, 95, and 100. By the time these buildings are transferred into the hands of a suitable developer, approximately $4.5 million will have been spent preparing them for their next incarnation.
DID YOU KNOW?

Annually, the Federal government spends $37B and $125B in university and total R&D, respectively.

The D.C. region is home to more 4-year universities than any other metro region in the nation.

There is over $1B in venture capital sourced annually in the D.C. region.

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Defining the “Innovation Hub”

The Maple and CT Campuses are envisioned as an Innovation Hub, an integrated center of research, education, training, entrepreneurship, technology transfer, and commercialization tied to the security, energy, and sustainability sectors. The hub will leverage proximity to DHS on the West Campus and diversify the city’s economy by linking to regional business, research, and employment opportunities in the innovation sector.

Regional intellectual, Federal, and venture capital are all in need of a quality physical place that is internationally competitive with best-in-class environs where late-stage research and commercialization are underway in modern, urban, walkable places. This is a region with tremendous innovation, tremendous capital, and a tremendous opportunity for the two to come together in a singular place where great minds can collaborate and innovate.
What makes St Elizabeths East so compelling is not merely its location or underlying real estate fundamentals, but the fact that its physical configuration, land planning, and supporting infrastructure make it ideally suited to fill an economic void in the city, the region, and the nation.

The 21st-century centers of innovation are urban, walkable, transit-oriented, and replete with a variety of housing options for all income levels. The firms, agencies, and people coming together to drive innovation are choosing to do so in more collaborative environments than ever before – and are succeeding. The recipe is quite simple: a campus-like setting with opportunities for pedestrian connectivity; a variety of housing types nearby; a strong university community and presence; transit connectivity; ample room for consumer retail and cafés; open, moderately sized buildings able to accommodate incubator space; and common spaces that can serve as a place for conversation, collaboration, inspiration, and commercialization.

This is precisely the existing physical configuration that St Elizabeths East offers.
The Project

Turning Vision into Reality.
The Opportunity at St Elizabeths East is Real, and Growing Every Day

Market data confirms it: real estate market conditions around St Elizabeths East are strong and getting stronger.

Congress Heights and Anacostia are immediately adjacent to the dynamic Green Line-based investment boom that will enhance the opportunities at St Elizabeths East. As part of the vision for the creation of a mixed-use, mixed-income, and vibrant neighborhood center, the array of market-supportable land uses continues to be a compelling and real story.

Residential: Multifamily development in Washington, D.C., continues to shine as young, affluent households move back into the city. Increasingly, these buyers and renters are choosing to locate in Metro-accessible, up-and-coming neighborhoods, many of which are situated along the District’s Green Line. Situated on top of the Congress Heights (Green Line) Metro station, St Elizabeths East will unlock valuable transit-oriented space for the growth of urban, walkable, mixed-use places. Additionally, as investment dollars shift East of the River and home values continue to appreciate rapidly, local for-sale product is becoming more and more desirable. This neighborhood serves as an ideal market for homebuyers who are priced out of neighborhoods further to the west.

Office: As unprecedented levels of office development occur in new adjacent office markets such as the Capital Riverfront, SW Waterfront, and Navy Yard neighborhoods, firms are increasingly looking for the next office market. With its unique campus environment, access to the Department of Homeland Security and other Federal agencies, and with a Green Line Metro station, St Elizabeths East has the space, proximity, and access required to become the next sought-after office market inside the District of Columbia.

Retail: The local market is drastically underserved by retail and service amenities and is ripe for retail investment, backed by strong and growing neighborhood demand for additional retail product. Almost all retail categories are currently underserved and there is particular need for full-service restaurants and neighborhood-serving retail including electronics, clothing, furniture, and home appliance stores. Recent retail development in the neighborhood has been marked by dynamic success and several District businesses have shown interest in opening neighborhood locations East of the River as they recognize the intrinsic value of the retail market near St Elizabeths East.

All development parcels within the initial offering will also provide direct access to the Congress Heights Metro station of the Green Line, providing a significant boost to the development potential of the sites.
St Elizabeths East is comprised of approximately 180 acres of land – 94 of which are planned as part of the redevelopment. The Master Plan calls for a total of **5.5M SF of development** comprised of the following components:

- The preservation and adaptive reuse of 16 substantial historic buildings that represent an opportunity of approximately 900,000 GSF
- New construction of up to 3.8M SF
- New 750,000 SF Headquarters of the Federal Emergency Management Agency (FEMA)

### LAND USE

**SQUARE FEET** | **LAND USE**
---|---
750,000 | FEMA
350,000 | Retail
1,600,000 | Residential
1,400,000 | Office
550,000 | Education
350,000 | Hospitality
500,000 | Bonus Density

**5.5 MILLION SF TOTAL**
The Strategy
Adding Value. Reducing Risk.
D.C. Government
Doing Business Differently

As previously outlined, The District Government is taking unprecedented action to prepare the site and add value by reducing risk at St Elizabeths East, including:

**THE DISTRICT OF COLUMBIA:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Master Planning</td>
<td>Collaborated to complete Master Plan for the site.</td>
</tr>
<tr>
<td>Matter-of-Right Zoning</td>
<td>Confirmed site parcelization, matter-of-right zoning, and preliminary historic preservation approvals.</td>
</tr>
<tr>
<td>Transportation and Parking</td>
<td>Commissioned a parking study to stress-test the site and solve for realistic parking solutions that provide market-driven parking ratios.</td>
</tr>
<tr>
<td>Building Stabilization</td>
<td>Contracted and undertook $4.5 million stabilization of several of the oldest buildings on site.</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Committed $113.5 million for the construction of an infrastructure network including roadways, streetscapes, underground wet and dry utilities.</td>
</tr>
<tr>
<td>Community Outreach</td>
<td>Commenced extensive and ongoing community outreach and stakeholder coordination.</td>
</tr>
<tr>
<td>Site Activation</td>
<td>Developed the concept for, marketed, and successfully implemented A Season of Discovery at St Elizabeths East, a summer-long calendar of community and arts events including farmers’ markets, cookouts, performances, installations, and exhibitions.</td>
</tr>
<tr>
<td>Interim Use</td>
<td>Recruited designers and builders for an on-site Gateway Pavilion, a temporary-use facility designed to accommodate both food service as well as cultural events in a structure of architectural uniqueness, by 2013.</td>
</tr>
<tr>
<td>Anchor Institutions /Education Users</td>
<td>Acted as the site’s advance marketing team, recruiting potential high-profile tenants from the worlds of education, commerce, and research for the site.</td>
</tr>
<tr>
<td>Project Phasing</td>
<td>Prioritized market-supportable programmatic uses in initial phase of development, while ensuring compatibility with and flexibility of future phases and potential catalytic anchor institution and/or education users.</td>
</tr>
<tr>
<td>Media Strategy</td>
<td>Contracted with media strategist to develop and promote consistent messaging and content prior to initial development solicitation, including reporter walk-throughs on-site, interviews, press releases, and advertisements.</td>
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IN ORDER TO:

Save a private entity the time and expense of going through an entitlement process; provide matter-of-right zoning for a complex property.

Ensure maximum development flexibility within the confines of the overall Master Plan prior to bringing the site to market.

Deliver a parking strategy that is physically and financially feasible at the Master Plan and pad level.

Prevent additional deterioration of historic buildings and provide developers a head start on the eventual rehabilitation and adaptive reuse of existing structures.

Ready the site for vertical development and provide improved site access, while relieving developers of up-front capital burden.

Facilitate community understanding, support, and involvement with the overall site redevelopment.

Introduce the site to and generate significant goodwill among community members, media, and potential occupants after generations of the East Campus being closed to the general public.

Build project momentum and bring in thousands of weekly users prior to overall site development, while providing much-needed retail and restaurant amenities to the community.

Provide a site that may be in whole or in part pre-leased, building a high-value end-user market, as well as to provide ongoing tenanting support to the project in order to achieve strategic vision.

Enable site development to unfold organically, as market opportunity increases and anchor institutions are identified.

Generate significant and meaningful press coverage of and interaction with the ongoing development processes by local and national media outlets.
St Elizabeths East will be structured as a phased development opportunity. This allows first movers to seize upon the opportunity to recognize the maximum amount of upside potential while also giving the site time to mature without flooding the market.

While future phases of development will be structured independently of one another and subject to change, the initial offering will provide the real estate community with the opportunity to invest in and develop on approximately 17 acres of the 94 available developable acres - capable of holding over 800,000 SF of development. This first phase is structured as follows for disposition:

**Mixed-Use, Ground-Up Development**
Consisting of approximately six acres, the market-driven piece of the offering is community-oriented and positioned towards new, ground-up development of a mix of uses, including retail and residential. The District will seek qualified ground-up development partners to begin realizing the market-driven uses per the Master Plan in conjunction with other programmatic uses in the first phase of development.

**Historic Structure Adaptive Reuse**
The remainder of Phase One is comprised of over 285,000 SF of existing buildings in seven interconnected, historic structures ideally suited for technology, education, and innovation-oriented enterprise. The District will continue to seek catalytic and programmatic anchor tenants, in addition to those already identified, in order to facilitate the adaptive reuse of these structures and bolster the market opportunity for ground-up development.

In keeping with the spirit of the Master Plan and overall site vision, creativity is welcomed. Developers are encouraged to expand upon the programmatic goals set forth in each phased offering to enhance the District’s redevelopment goals and vision.

The land disposition strategy is designed to be flexible, strong, and fluid enough to adapt to changing market forces and partnership opportunities over the coming years. The District has made and will continue to make every effort to engage varied industry participants in the ongoing disposition of St Elizabeths East.

For information and updates regarding disposition offerings and progress, please visit www.stelizabethseast.com
Due to the relationship between existing priorities and opportunities set forth by the District, the disposition strategy has three deliberately and appropriately phased prongs. Each piece of the disposition strategy represents significant value-add potential vis-à-vis the others and promotes the overall vision for site redevelopment through the solicitation of various end users and development partners.
Partner Solicitation Strategy

1. Programmatic Anchor Solicitation
The first step taken by the District to engage future high-value end-users for St Elizabeths East involved a formal solicitation and request for expressions of interest (RFEI) in an effort to pre-select programmatic anchor tenants able to serve as catalysts for the tenanting and future development of the site. These first movers will benefit from ongoing support from the District and will be integral in the implementation of the Master Plan and site vision.

In particular, the solicitation of catalytic anchor institutions in the technology-based fields of security, energy, and sustainability will lower the overall risk profile of the development by establishing a marquee presence on the site that will attract additional tenants and bolster the market opportunity provided by the St Elizabeths East site. This will help to positively brand the campus and create momentum for ongoing phases of ground-up development.

2. Ground-Up Development Solicitation
Following the selection of programmatic anchor tenants for the site, the District will release a series of ground-up development offerings to the national development community through a request for proposals (RFP) process. Released in several phases, each phased offering package will consist of a series of market-supportable programmatic uses that are bolstered by the presence of the programmatic anchor tenants on-site and are capable of leveraging the substantial infrastructure investments that have been made on the campus.

3. University/Educational User Solicitation
The third step in the disposition strategy will be to identify and select a catalytic university user – or users – that will leverage the amenity base created through the initial offering phase of ground-up development and will ultimately lead to the creation of a new center for education, largely based in the existing historic buildings on-site.

The solicitation of a university anchor tenant will follow the release of the formal solicitations for programmatic anchors as well as for ground-up developers, but will be structured such that a university user will be able to choose to act as master developer of the offering, or may act in conjunction with a selected developer of the ground-up development offerings. University partners will have the opportunity to collaborate with and leverage the on-site presence of the programmatic anchors.
The District has made significant advances toward realizing the vision at St Elizabeths East, and eagerly anticipates the creation of long-term, value-added partnerships through the redevelopment process.

For more information:

The following documents are available to the public through www.stelizabethseast.com and will provide additional information about the opportunity at St Elizabeths East:

- St Elizabeths East Master Plan
- St Elizabeths East Infrastructure Plan
- District of Columbia Office of Planning Innovation Strategy
- St Elizabeths East Feasibility and Market Analysis
- Press releases for ongoing and past project announcements

For information on opportunities to partner with the District of Columbia and all forthcoming offerings, please register at www.stelizabethseast.com/contact