

# Ballpark-Related Development

## Request for Expressions of Interest



Issued by:

The Anacostia Waterfront Corporation

Responses Due: October 21, 2005 12:00 noon

## I. PURPOSE OF THIS RFEI

The Anacostia Waterfront Corporation (AWC) invites highly qualified developers with experience in large scale mixed use, retail, sports-related and waterfront development to respond to this Request for Expressions of Interest (RFEI) for mixed-use development in the area surrounding the new Washington Nationals ballpark (“Ballpark District”). The Ballpark District is defined for the purposes of this RFEI as the area generally bounded by M street, South Capitol Street, the Anacostia River, and New Jersey Avenue, SE. Mixed-use proposals submitted in response to this RFEI should be designed to enhance the fan experience, establish an important waterfront destination, and support the creation of a new, vibrant urban neighborhood.

The objective of this RFEI process is for AWC to identify one or more developers with whom to enter into exclusive negotiations to develop mixed-use projects within the Ballpark District, on one or more sites that AWC is presently seeking to acquire. Any developer(s) recommended to the AWC Board as a result of this RFEI will be expected to commence pre-development work immediately upon designation, which may be in advance of AWC’s ability to obtain site control. Developers must demonstrate willingness assume this risk.

Responses to this RFEI should describe proposed land use(s), the proposed development team, and the team’s experience in meeting similar development challenges. AWC seeks development teams with experience as primary developers of large-scale, mixed-use urban projects with significant amounts of retail. Prior experience in the development of properties adjacent to a major league professional sports facility will be considered, as will the depth of understanding of the local market.

AWC reserves the right to enter into negotiations with one or more Respondents based on responses to this RFEI, to request additional information from some or all Respondents, or to issue a formal Request for Proposals to advance the review process. This RFEI does not commit AWC or the District to select any development team(s) or to enter into negotiations with any development team(s) that may respond.

The Anacostia Waterfront Corporation is an instrumentality of the Government of the District of Columbia charged with the development and revitalization of underutilized public lands along the Anacostia River and the advocacy and coordination of environmental and programming initiatives that promote river clean up and public awareness and enjoyment of the river. Further information about the Corporation and the Anacostia Waterfront Initiative framework plan can be found on our website (<http://www.anacostiawaterfront.net>). AWC is governed by a Board of Directors consisting of nine public citizens, two District of Columbia officials and four non-voting Federal Government ex-officio representatives.

## **II. BACKGROUND**

In October 2004, the Mayor, the DC Sports and Entertainment Commission and Major League Baseball agreed to move a baseball team to Washington DC. As part of the agreement, the District committed to the construction of a new baseball stadium on South Capitol Street to be ready for use in the 2008 season. In December 2004, the District Council authorized the issuance of bonds for the construction of the ballpark.

Both AWC and the Sports and Entertainment Commission seek to integrate the ballpark into a vibrant new mixed-use district (“Ballpark District”), defined for the purposes of this RFEI as the area generally bounded by M street, South Capitol Street, the Anacostia River, and New Jersey Avenue. AWC is presently seeking to acquire parcels within the Ballpark District and anticipates obtaining site control of significant properties currently held in the public domain. These holdings may or may not be supplemented by other holdings of private parties obtained as the result of good faith negotiations.

AWC, the Sports and Entertainment Commission, and the District intend for the Ballpark District to become a year-round destination attracting residents and visitors. Mixed-use development adjacent to the ballpark has the potential to leverage the District’s investment in the new facility to create such a destination. The ballpark should not be a stand-alone facility that is used only 84 days per year. Integration of the ballpark into the surrounding urban fabric would contribute to an area-wide development strategy to create a mixed-use, mixed-income waterfront neighborhood and destination.

Respondents are encouraged to propose a mix of residential, hotel and/or commercial uses. AWC anticipates that retail development will play a major role in determining the character of the Ballpark District. Street retail and anchor retail projects should be seriously considered by Respondents in accord with public policy objectives, including strengthening the District’s fiscal wellbeing by capturing sales tax dollars that might otherwise leave the District. Retail development in the Baseball District should have positive synergies with the ballpark while establishing connections to the waterfront with a strong food and entertainment component.

Significant parcels of publicly-owned land exist around the ballpark site, including parcels controlled by the District and others. AWC is seeking site control of substantial acreage with an approximate developable FAR of 1.5 - 2.5 million square feet in the Ballpark District.

## **III. DEVELOPMENT AND DESIGN OBJECTIVES**

The draft Ballpark District Master Plan provides a preliminary statement of AWC’s and the District’s goals for development. Prepared by a distinguished consulting team, that plan is currently under review by AWC, though it has not been presented to or reviewed

by AWC's Board or other significant public entities. The plan will be available on AWC's website no later than September 23<sup>rd</sup>.

RFEI responses should seek to fulfill the goals outlined in the draft Master Plan and be generally consistent with the vision for a unique, mixed-use waterfront destination. However, respondents are encouraged to explore their own approach to those objectives which may differ from the particular program suggested in the Draft Master Plan.

The design for the Ballpark District should incorporate forward-thinking approaches to urban design, architecture, engineering, environmental technologies and public realm. Envisioned as a high-density urban waterfront destination, the design of the district must support thousands of fans and fan activities on game days, and a vibrant, mixed-use neighborhood and active street environment on non-game days.

A detailed description of the Ballpark District is provided in Appendix I, and site context is provided in Appendix II. The following goals for design and development of the Baseball District as outlined in the Master Plan should be addressed in RFEI Responses.

- Creating a financially viable project that achieves appropriate financial returns for land owners, places realistic demands upon area infrastructure (including parking), creates jobs for District residents, and generates significant amounts of tax revenue for the District.
- Providing a dynamic urban destination district for community life, including significant amounts of street-oriented retail and active public open spaces.
- First Street as the principal retail street of the ballpark District connecting the City and the neighborhood to the waterfront.
- Half Street as a unique retail & entertainment destination serving as the gateway to the ballpark.
- A distinctive waterfront destination at the river's edge at First Street, SE and Potomac Avenue with density and programmable public open spaces to assure the neighborhood's success on game days and non-game days.

#### **IV. SUBMISSION REQUIREMENTS**

Respondents to this RFEI are required to submit a Letter of Interest of no more than twenty pages containing the following information by 12:00pm on October 21, 2005:

- A. Team Members (collectively, the "Respondent").** For this RFEI, the Respondent shall only identify the following *key team members*: master

developer (firm or joint venture partners), master plan architect, financing team, and legal team. No other team members should be identified.

- 1.) Name, address, telephone number, and fax number of each principal, partner, entity, or joint-venture partner participating as a *key team member* for the Respondent, and such persons' roles or titles within the Respondent team.
- 2.) Name, address, telephone number, fax number, and e-mail address of the representative authorized to act on behalf of the Respondent, who will be available to respond to questions or requests for additional information.
- 3.) Identification of any affiliation or other relationship between any of the members of the Respondent and any development company, parent company, or subsidiary.

## **B. Qualifications and Experience**

- 1) The team's five most relevant projects that demonstrate success in large-scale, urban, mixed use development, professional sports facility related development, Washington D.C. development projects, waterfront development projects, and public-private development partnerships. Projects should be those with which the Respondent and/or the master plan architect has had primary involvement, and may include illustrative material submitted as an appendix.
  - a. The name and address of each project, the name and telephone number of persons familiar with the development who will respond to any inquiries from the District regarding the development team's capabilities, and the managing partner or design architect role in each project.
  - b. Three references for the Respondent (or its members), including names, addresses and telephone numbers, and a letter authorizing each reference to respond to inquiries regarding the design, financing and development of prior projects.
- 2) Summary qualifications of senior-level staff of the *key team members* who will be working on this project, including a description of their role in this project and relevant experience.
- 3) Status of the Respondent organization (whether a corporation, a non-profit or charitable institution, a partnership, a limited liability corporation, a business association, or a joint venture) indicating under which laws it is organized and operating, and a brief history of the organization and its principals (for any entity required to file reports in the jurisdiction of its formation, include a certificate of good standing for such jurisdiction).

- 4) A copy of any written agreement/document creating any entity responding to this offer. The principals, partners, or joint-venture partners who are part of the Respondent team must be eligible to transact business with the District of Columbia and in the District of Columbia.

### **C. Vision for the Ballpark District**

- 1.) Proposed development program for the 25-acre Ballpark District exclusive of the ballpark site.
  - a. Proposed mix of uses and/or users, including percentage of residential, office, hospitality, and retail uses. Square footage for each use should be indicated where possible.
  - b. Specific description of preliminary retail program.
- 2.) Compatibility of the proposed mix of uses with the development and design objectives outlined above and with the draft Ballpark District Master Plan.
  - a. Description of significant variances from the draft Ballpark District Master Plan and a rationale for those variances.
  - b. Description of parking development strategy.
  - c. Description of infrastructure development strategy.
  - d. Description of the plan's implications for the District's affordable housing needs and other economic development objectives.
  - e. Description of any required zoning changes.
- 3.) Description of the Respondent's perception of the market within the Ballpark District for each of the team's proposed uses.
- 4.) Description of how the Respondent will guarantee the team's commitment to implementation of the project.
  - a. Demonstration of the team's willingness to assume the risk of pre-development work prior to AWC obtaining site control.
  - b. Description of the team's phasing plan for the overall development.
  - c. Description of the team's timetable and milestones for the next 12 months, including ability to mobilize and commence Phase One development programming immediately upon designation.
  - d. Description of the team's time and financial commitment to guarantee to AWC that the team's milestones will be met.
  - e. Description of the Respondent's property rights on land within the Ballpark District, if any.

## **D. Financial Framework**

- 1.) Description of the nature and share of each participant's financial investment in the acquisition and redevelopment of the to-be-acquired properties.
- 2.) Proposed financial structure between Respondent and Anacostia Waterfront Corporation, including:
  - a. Method of determining land value for parcels within the Baseball District
  - b. Desired financial returns including internal rate of return for each proposed land use
  - c. Proposed methodology for allocating returns between the developer and public sector
  - d. Proposed investment of Respondent equity into the project
  - e. Proposed consideration for the land
- 3.) Proposed financing strategy for infrastructure and parking.
- 4.) Proposed financing strategy for the overall proposed development, including a listing of all anticipated sources of construction and permanent financing. Respondent should provide sufficient detail for the District to determine the feasibility of the proposed financing plan including:
  - a. Statement of the proposed financial structure including penalties for lack of performance.
  - b. Satisfactory evidence of the Respondent's ability to secure financing for the project.

## **E. Minority and LSDBE Participation**

- 1) Provide a description of LSDBE participation in the project, including equity stake, ownership, and role.
- 2) Demonstrate Respondent's commitment to meet or exceed the 35% LSDBE contracting goal. Contracting goals shall meet or exceed the goals set forth in AWC's authorizing legislation.
- 2) Provide a description of what specific efforts will be made to recruit District residents for newly created jobs. The recommended Respondent will be required to sign a 1<sup>st</sup> Source Hiring Agreement with the District Department of Employment Services.

## V. EVALUATION CRITERIA

AWC seeks to identify a developer that is committed to implementing the Vision for a successful, mixed-use Ballpark District. AWC will evaluate Letters of Interest based on the following criteria:

- Experience and Capability of the Development Team
- Financial Framework
- Commitment to LSDBE Participation
- Implementation Strategy, including willingness to commence pre-development activities.
- Vision for the District

## VI. PROCESS

AWC will review responses in accord with the evaluation criteria above. The President, at his sole and absolute discretion, may either choose to recommend a developer(s) to the AWC Board or choose not to make a recommendation to the Board. The Board, at its sole and absolute discretion, may then direct staff to proceed with negotiations or may reject the recommendation.

If the Board directs staff to proceed with negotiations, AWC will enter into exclusive negotiations with the selected developer(s) with the intent to enter into a Land Disposition Agreement(s) pursuant to the laws of the District of Columbia.

## VII. TIMETABLE

Any questions regarding this RFEI should be submitted via e-mail to Melissa McKnight ([melissa.mcknight@dc.gov](mailto:melissa.mcknight@dc.gov)) by September 30 at 12:00 noon. Respondents shall not direct questions to any other person affiliated directly or indirectly with the AWC. Responses to Respondent questions will be posted to the AWC website by October 7 at 5:00 p.m.

All responses to this RFEI must be submitted to AWC by 12:00 noon on October 21, 2005. Any submissions received after 12:00 noon will not be considered. Respondents are required to hand deliver their Letters of Interest, an original and fifteen (15) copies to:

Anacostia Waterfront Corporation  
Attn: Melissa McKnight  
1100 New Jersey Avenue, SE, Suite 700,  
Washington, DC 20003



AWC will endeavor to follow the timetable set forth below (all days are calendar days unless otherwise noted); however, the timetable below is a guideline only and is subject to change under AWC's sole discretion and without prior notice:

Issuance of RFEI:	September 16, 2005
Letters of Interest Due to AWC:	October 21, 2005 No later than 12:00 noon
Respondent Interviews (If Requested):	November 9-10, 2005
Commence Negotiations:	Within one month after Letters of Interest due.

## APPENDIX I. BALLPARK DISTRICT PROFILE

The Ballpark District is defined for the purposes of this RFEI as the area generally bounded by the land parcels that with M street, South Capitol Street , the Anacostia River, and New Jersey Avenue. For more information on the Ballpark District, see the draft Ballpark District Master Plan (the plan will be available on AWC's website no later than September 23<sup>rd</sup>).



### *The Ballpark*

The ballpark site is bounded by South Capitol Street SE and 1<sup>st</sup> Street SE, and N Street SE and Potomac Place SE. O Street SE, P Street SE and Half Street SE run through the site – portions of these streets are anticipated to be within the ballpark footprint so will be closed. The site includes Squares 702, 703, 704, 705, and 706 and Federal Reservation 247. The entire site is approximately 21 acres in size.

The ballpark will be developed as an important civic landmark with a strong identify and memorable quality. The DC Sports and Entertainment Commission has selected Hellmuth Obata Kassabaum (HOK) Sport Venue Entertainment Inc. of St. Louis, MO and Devroux & Purnell Architects-Planners of Washington DC as designers for the new ballpark. Schematic design work has been initiated with the architect team.

Construction of the ballpark and related improvement are anticipated to commence around March, 2006 in time for completion prior to the start of the 2008 baseball season. The ballpark is required to provide 41,000 seats, ballpark related parking spaces, office space for team management, concession and restaurant areas, and other

baseball related uses. Please reference Exhibit D of the Stadium Agreement for all details on the program<sup>1</sup>. Minimum site requirements include, but are not limited to:

Seats	41,000
Suites	74
Team Office Space	40,000 SF
Parking	
(1) Team and Premium Seat-holder Spaces	1,100
(2) Disabled Spaces	125
(3) Bus spaces	30
Total Parking Spaces	1,225 plus 30 bus spaces

It is assumed that underground parking would be located outside the ballpark footprint, but within the ballpark site. The amount of land available for an underground structured parking lot is limited by the ballpark footprint and program, as well as ancillary uses on the site prescribed by the Baseball Stadium Agreement. The total ballpark size is estimated at 1,050,000 GSF.

The approximate timeline for the development of the ballpark is as follows:

- District gains site control – Winter '05
- Demolition / Environmental Remediation – Winter '05 to Spring '06
- Construction Commencement – Spring '06
- Construction Completion -- Spring '08

### **Ballpark and Ballpark District Zoning Information**

In October, 2002, the Zoning Commission established the Capitol Gateway (CG) Overlay District, intended to create an active mixed-use community in the Buzzard Point and South Capitol Street area. The CG Overlay encourages residential development through a density bonus, superior design through a series of design guidelines, and establishment of continuous public access to the river's edge along a waterfront trail system. Design review by the Zoning Commission for projects along M Street or on the waterfront is required.

<sup>1</sup> (<http://www.cfo.dc.gov/cfo/cwp/view,a,1323,q,621260.asp>)

As part of the 2002 Zoning Commission action, the baseball site and the area around it was zoned CG/CR, which permits medium to high density commercial, residential, and mixed use development. Current zoning allows for:

	CG/CR Base Zoning			CG/CR PUD		
	Non-res	Res	Mixed	Non-res	Res	Mixed
<b>FAR</b>	<b>3.0</b>	<b>7.0</b>	<b>7.0</b>	<b>4.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Height</b>	<b>90' max.</b>	<b>up to 130'</b>	<b>up to 130'</b>	<b>up to 110'</b>	<b>up to 130'</b>	<b>up to 130'</b>
<b><i>Height is subject to federal Height Act of 1910 limits, based on street width</i></b>						

Please refer to the DCMR 11 Zoning Regulations for a complete list of zoning provisions and requirements.

The District Office of Planning has recommended that the Capital Gateway Overlay District be amended as it would apply to the ballpark site.

Key provisions of the text amendment include:

- Providing for a ballpark within the ballpark site area;
- Establishing a required Zoning Commission review process for any new development within the Ballpark Area, against the objectives for the Capitol Gateway Overlay District and guidelines and provisions specific to the Ballpark Area, intended to address issues of neighborhood fit of new development;

Amending specific provisions of the CG/CR zoning. The Zoning Commission held a Public Hearing on this proposal on June 2, 2005. Final Action (adoption) is anticipated in early September.

Additional information regarding existing and pending zoning may be obtained from the DC Office of Planning, 202-442-8805, <http://planning.dc.gov/planning>.

## APPENDIX II. DEVELOPMENT CONTEXT

The Near Southeast neighborhood is currently being transformed by a wave of development which promises to make it one of the most dynamic and desirable mixed-use waterfront communities in the District.

Located directly to the east of the ballpark site are the Southeast Federal Center site and the new headquarters of the Department of Transportation. On June 2, 2005, GSA executed a Development Agreement with Forest City to create a vibrant mixed-use waterfront community on the 40 acre Southeast Federal site, with 1.8 million square feet of office, about 3,000 residential units, 350,000 square feet of neighborhood and destination retail, and a new 5 acre waterfront park. In mid-2006, the new Federal Department of Transportation (DOT) Headquarters will open, including two buildings totaling 1.35 million rentable square feet which will house over 7,000 DOT employees. To the east of the SEFC site is the 72 acre Washington Navy Yard, which is both a major historic asset and a key economic anchor for the area with 11,000 employees.

To the north and northeast of the site are the Arthur Capper HOPE VI redevelopment, Capitol Hill Towers development and the future Canal Park. Construction is underway on the Arthur Capper HOPE VI project, a mixed use development on 33 acres which includes 1,640 mixed-income housing units and 600,000 SF of office. Capitol Hill Towers, on New Jersey and K Streets SE, a 334 unit apartment building and 200 unit hotel development, is also under construction.

To the west is the Southwest Neighborhood, with exiting low and high rise residential, institutional, and retail uses mainly dating from a 1960's urban renewal program. This neighborhood includes the Waterside Mall redevelopment, the new Arena Stage, and the redevelopment of the Southwest Waterfront. Waterside Mall will be redeveloped by Forest City and the Kaempher Companies into a mixed-use development projected to include office (2 million SF), residential (400 units) and retail (100,000 SF), and the re-introduction of 4<sup>th</sup> Street through the site. Arena Stage is near completion of fundraising for a visionary \$100 million redevelopment of its current site near the Waterfront on M Street SW. Along the Southwest Waterfront, directly across from the new Mandarin Hotel, the Anacostia Waterfront Corporation will transform parking lots and underutilized streets into a mix of public plazas, cultural venues, restaurants, shops and residences.

To the south of the ballpark site is Florida Rock, for which a 1 million square foot mixed use office, residential hotel and retail developments is proposed. The Buzzard Point area to the southwest is anticipated to eventually redevelop as a high density mixed use community. The District Department of Transportation has also initiated planning for the reconstruction of South Capital Street, envisioned as a grand and lively urban boulevard serving residents and visitors as a principal gateway to the U.S. Capitol, the Anacostia waterfront and the Southwest, Southeast and Buzzard Point neighborhoods. Longer-term objectives also include the replacement of the aging Frederick Douglas Bridge.