

What is a Joint Facilities Master Plan?

The Joint Facilities Master Plan will help City and ACPS leaders make informed decisions about funding future facilities like schools, recreation centers and public buildings within Alexandria. It incorporates three key elements.

01

A **framework** that informs ongoing facility decisions.

02

A **baseline assessment** of our current needs and future goals.

03

A **roadmap** to implement future investments over time.

Ultimately, the JFMP will work toward creative solutions and optimal use of our shared and limited resources.

Why do we need a Facilities Master Plan?

In an era of scarce resources, the City and ACPS must work together to find solutions that solve multiple problems with our limited resources. **Single-use sites are no longer an option.**

- ▶ Alexandria is only 15.3 square miles. We have limited options for land and must use existing public sites efficiently.
- ▶ Existing buildings need major investments. Public buildings have \$232 million in deferred maintenance needs.*
- ▶ Population growth exceeds capacity. Projected school enrollment will greatly exceed capacity without new schools. New recreation spaces, libraries, and public safety improvements will be needed to maintain levels of service.
- ▶ We have limited funding to accomplish all of these important needs. **We must solve multiple needs with each public site.**



*City Facility Condition Assessment – Strategic Facilities Plan (2019); excludes ACPS buildings (in development).

Why do we need a Facilities Master Plan?

In January 2018, the Joint City-Schools Facilities Investment Task Force recommended we develop a long-term facilities master plan to address our growing demand for additional capacity and services alongside a portfolio of aging public facilities. The City Council and School Board prioritized the development of this plan following two joint work sessions in 2018. These key themes informed the JFMP guiding principles:



Our community is growing, but our buildings are aging and overburdened.



We must make trade-offs. Alexandria has limited local, state and federal funding, and scarce land options.



We must look to new ways of doing business. Working together will help identify opportunities for efficiency and cost savings.



We are one community with different organizational structures, neighborhoods, and interests.

Process & Timeline



Develop the Framework (*Spring 2020*)

Verify decision-making criteria, common goals and standards for capital projects, and define stages of capital project development.



Assess Alexandria's Needs (*Summer 2020*)

Collect, analyze, and conduct further needs assessments across all City departments and ACPS.



Apply the Framework (*Fall 2020*)

Apply the Framework to the needs assessment. Identify project solutions and develop an implementation plan.



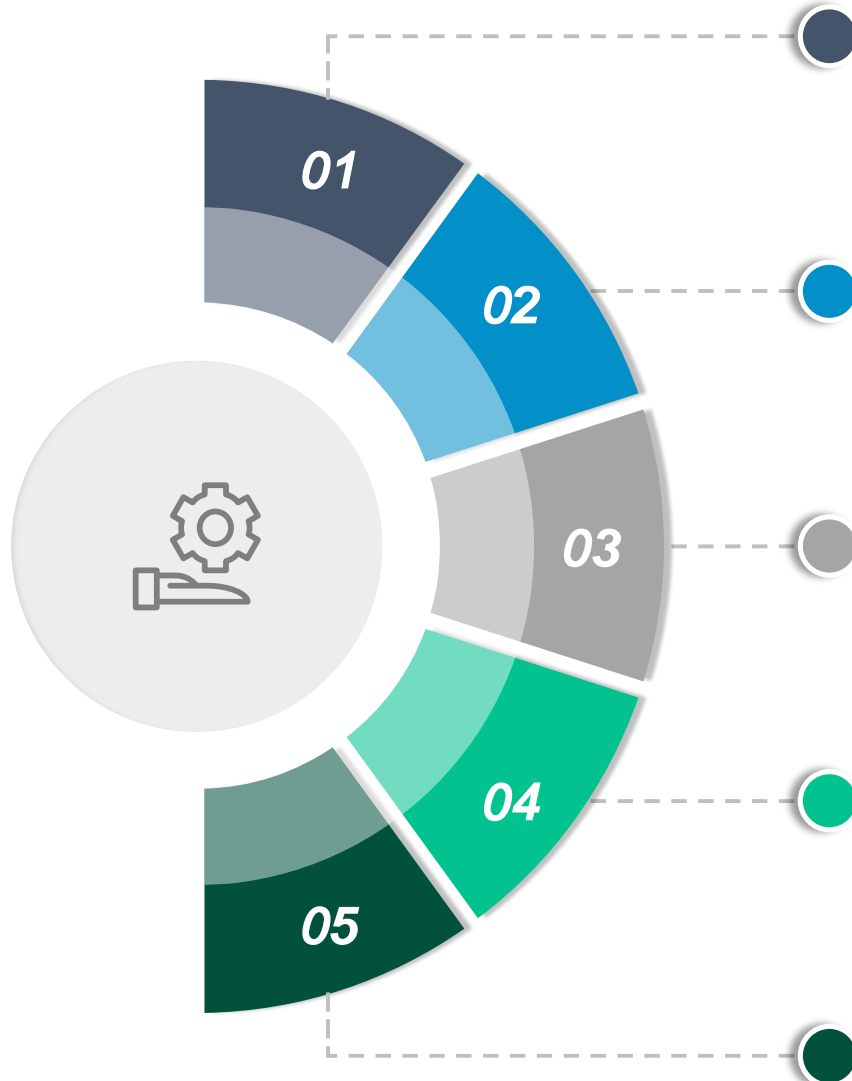
Report (*Early 2021*)

Prepare and present the master plan and roadmap for implementing.

How do you want to be engaged
throughout the JFMP process?



Many Categories of Needs



Physical Building Condition

Existing buildings require investments to maintain working condition as they age.

Functional Building Condition

Spaces must adapt to changing educational models and shift in how city services are delivered.

Levels of Service

As Alexandria grows, it must adapt to serve all residents.

Location of Service

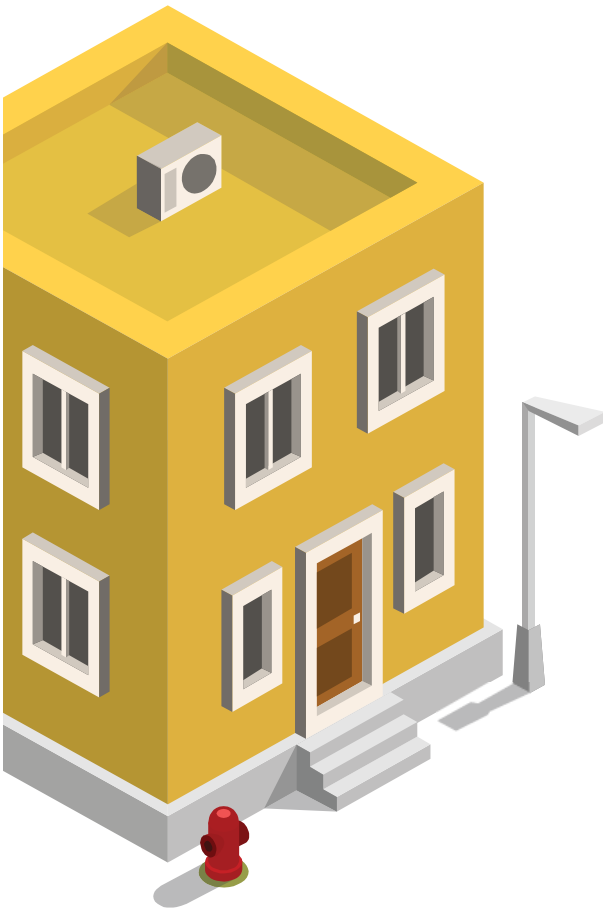
Ensure existing and new services are accessible to all of Alexandria.

Aspirational Projects

Protecting Alexandria's vitality and livability requires meeting strategic goals.

What are our needs?

On average, Alexandria's population has grown by 1% annually since 2010. The estimated population in 2020 is 159,200.



The JFMP will include recommendations on the following citywide needs:

Schools

ACPS enrollment has grown at a faster rate than school capacity projects. Enrollment has increased by 23% in the past decade to more than 16,000 students. Enrollment is projected to increase to 18,000 by 2029 while current buildings have a total capacity of 15,000 as measured by ACPS's educational specifications. **More school capacity is needed to educate Alexandria's children.**

Recreation & Parks

The City is currently studying recreational facility needs based on the Community Interest and Opinion Survey. **In order to maintain the ratio of 7.3 acres of open space per 1,000 residents, an additional 46 acres will be needed by 2030.** Recreation spaces are needed to accommodate the projected increase in city population and school enrollment, and to address priorities identified in the biennial RPCA community needs assessment.

Public Buildings

Alexandria needs new facilities to support population growth, population distribution, and provide modern, functional facilities. For example, Alexandria needs 3 fire stations relocated and rebuilt to maintain response time coverage and provide facilities that accommodate modern trucks and apparatus. Other needs include libraries, health, and administrative facilities such as City Hall.

The JFMP will also incorporate broader citywide considerations:

Community Development

As Alexandria's population changes and ages, community needs continuously evolve. Currently, we have an urgent need to provide affordably priced housing. Fueled by a strong economy, the supply of housing across the region struggles to keep pace with housing demand. This pushes up rents and home prices. **The Council of Governments estimates that Alexandria needs an additional 11,000 new housing units by 2030 to meet its allocation of the anticipated regional housing demand of future workers. Of these 4,000 need to be affordable to low and moderate income workers.**

Other

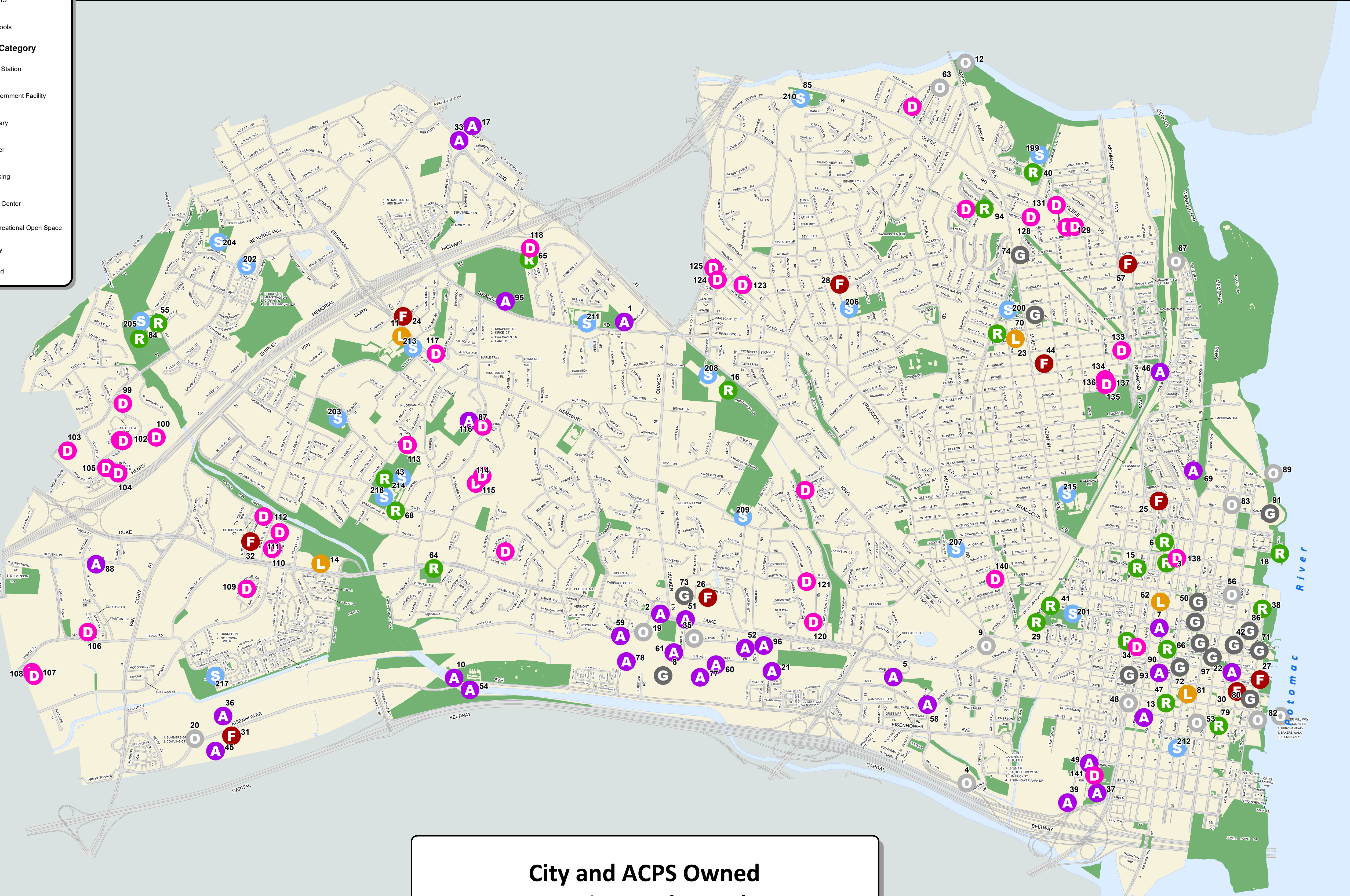
Alexandria's needs are as diverse as our community. Many other areas of improvement are needed to make sure we remain a vibrant, livable city, including:

- Arts & Culture
- Citywide Amenities
- Historic Preservation
- IT Infrastructure
- Public Safety Enhancements
- Transportation & Transit
- Sanitary Sewers
- Social Services
- Stormwater Management
- Waterways Improvements

While many of these types of improvements are funded through the City's Capital Improvement Program, not all of them will be included in the Joint Facilities Master Plan since the focus of this effort is on buildings.



D DCHS
S Schools
City Facility Category
F Fire Station
A Government Facility
L Library
O Other
G Parking
R Rec Center
 Recreational Open Space
 Alley
 Road



City and ACPS Owned Premises and Parcels
 City of Alexandria, Virginia

City Premises Numbering Key

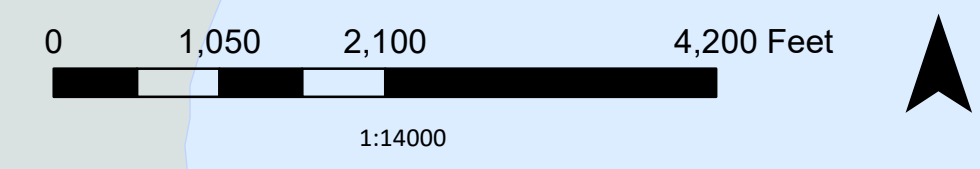
1 - Alexandria Adolescent Health Center	50 - Republic Parking System, Inc
2 - Alexandria Police Department	51 - TES Traffic Shop
3 - Alexandria Black History Museum	52 - TES / Recreation Operations
4 - Alexandria Detention Center	53 - Ticket Booth City Dock
5 - Alexandria Community Shelter / Drug Abuse Center	54 - Viola Lawson Animal Shelter
6 - Alexandria Black History Resource Center	55 - William Ramsey Rec Center
7 - Alexandria Courthouse	56 - Torpedo Factory Art Center
8 - Alexandria Police Parking Garage	57 - Fire Station #209
9 - Alexandria Union Station / Antrak	58 - Alexandria Drug Abuse Center/Required Parking
10 - Animal Shelter	59 - ACPS School Bus Maintenance Parking Lot
11 - Burke Library	60 - Old Dash Building
12 - Casa Chirragas	61 - TES Maintenance
13 - City Hall	62 - Barrett Library Parking Lot
14 - Charles Beasley Library	63 - City Property-Cemetery-Land Only
15 - Charles Houston Rec Center	64 - Ewald Pool
16 - Chiquapan Park Rec Center	65 - Fort Ward Park and Museum
17 - City Of Alexandria Health Department	66 - Lyceum Parking Lot
18 - City Rowing Facility	67 - Park - Open Space
19 - D.G.S. Fleet Services Center	68 - Old Patrick Henry Rec Center
20 - Covanta Waste Management	69 - Parking for Fire Station #204
21 - Dash	70 - Parking Lot
22 - Dock Master	71 - Parking Lot
23 - Duncan Library	72 - Parking Lot
24 - Fire Station #208	73 - Parking Lot
25 - Fire Station #206	74 - Parking Lot
26 - Fire Station #207	75 - Parking Lot
27 - Fire Station #201	76 - Parking Lot
28 - Fire Station #203	77 - Police Facility Site
29 - Durant Rec Center	78 - Parking Lot For Old Dash Bus Facility
30 - Fire Station #205	79 - Stabler-Leadbeater Apothecary Museum
31 - Fire Station #210	80 - The Strand
32 - Fire Station #208	81 - Barrett Branch Library
33 - Health Department/King Street Clubhouse	82 - American Legion
34 - Friendship Fire Co/Museum	83 - Apothecary Museum
35 - Fuel Island	84 - Buddie Ford Nature Center
36 - Impound Office	85 - Charles Barrett Rec Center
37 - Ice Center	86 - Courthouse Garage
38 - Lyceum Visitor Center	87 - Flora Casey Clinic
39 - Old Animal Shelter	88 - Juvenile Detention Center
40 - Leonard Armstrong Rec Center	89 - Gadsby's Tavern Restaurant/Museum
41 - Old Town Pool	90 - Lloyd House
42 - Parking Lot	91 - Market Square Garage
43 - Patrick Henry Rec Center	92 - Mount Vernon Rec Center
44 - Fire Station #202	93 - Thompson Alley Garage
45 - Police Shooting Range	94 - Warwick Pool
46 - Potomac Yard Pump Station	95 - Fort Ward Museum
47 - Ramsey House	96 - Business Center Drive
48 - Reader House	97 - Cameron St Asphalt Parking Lot
49 - Record Center	98 - The Dandy

DCHS Numbering Key

99 - 525 N. Armistead Street #102	121 - 2802 Dartmouth Road #2
100 - 479 N. Armistead Street #102	122 - 1105 E. Taylor Run Parkway (Group Home)
101 - 422 N. Armistead Street #304	123 - 1521 Dogwood Drive (Group Home)
102 - 424 N. Armistead Street #7-1	124 - 1639 Kenwood Avenue
103 - 301 N. Beauregard St. # 205	125 - 1758 Dogwood Drive
104 - 5801 Quantrell Ave #202	126 - 10 Units @ 610 Nolasbene Drive
105 - 5851 Quantrell Ave #410	127 - 211 Aspen Street (Leasing to Veterans Program)
106 - 2 Units @ 5911 Edsall Rd #111 & #113	128 - 3305-B Commonwealth Ave
107 - 6230 Edsall Road #101	129 - 306-D Ashby Street (New)
108 - 6240 Edsall Road #102	130 - 310-D Ashby Street (New)
109 - 5250 Valley Forge Drive #507	131 - 111-D E. Cleve Road (New)
110 - 8 Canterbury Square #102	132 - DRCH (Group Home)
111 - 22 Canterbury Square #201	133 - 522 East Windsor Avenue (Group Home)
112 - 5300 Holmes Run Parkway #516	134 - 417 E. Bellefonte Avenue (Group Home)
113 - 4525 Peacock Avenue (Group Home)	135 - 4 Units @ 421 E. Bellefonte Avenue #A, #B, #C & #D
114 - 805 N. Howard Street #140	136 - 4 Units @ 423 E. Bellefonte Avenue #A, #B, #C & #D
115 - 803 N. Howard Street #360	137 - 2 Units @ 423 E. Bellefonte Avenue #A, #B, #C & #D
116 - 1114 N. Howard Street (Group Home)	138 - 3 Units @ 633 N. Columbus Street #1 & #2
117 - 4547 Seminary Road (Group Home)	139 - 3 Units @ 115 N. Patrick Street #A, #B & #C
118 - 2 Units @ 2500 N. Van Dom Street #328 & #428	140 - 3 W. Linden Street (Group Home)
119 - 116 N. Grayson Street (Group Home)	141 - 2 Units @ 726 S. Fayette Street #G-1 & G-2
120 - 51 Skyhill Road #201	

Schools Numbering Key

199 - Cassa Kelly School	209 - Douglas MacArthur Elementary School
200 - Mt. Vernon Elementary School	210 - Charles Barrett Elementary School
201 - Jefferson Houston Elementary School	211 - Minnie Howard Secondary School
202 - Ferdinand T. Day Elementary School	212 - Lyles Crouch Elementary School
203 - Pok Elementary School	213 - Francis Hammond Middle School
204 - John Adams Elementary School	214 - Patrick Henry Elementary School
205 - William Ramsey Elementary School	215 - George Washington Middle School
206 - George Mason Elementary School	216 - Old Patrick Henry Elementary School
207 - Matthew Maury Elementary School	217 - Samuel Tucker Elementary School
208 - T.C. Williams High School	



Mapping Standards:
 Coordinate System - NAD83 State Plane Virginia North
 Projection - Lambert Conformal Conic
 Map Units - Feet
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 Produced: 2/6/2020

What public facilities and community needs are most important to you?



What is Colocation?

There are many types of colocation – one size does not fit all – and there are many terms used to describe colocation. Below are some examples to help define different models.

Colocation Type	Defined	Examples
Shared Site	Side-by-side uses on the same site, but not in the same building. Uses may be public or private.	See Example #3
Shared Building	Uses within the same building, but not always sharing space. Building design and zones may keep uses separate if desired or select shared zones.	See Example #2 See Example #5
Shared Space	Uses that share specific spaces or areas such as lobbies, meeting spaces, restrooms, gymnasiums, fields, etc.	See Example #2 See Example #4
Shared / Other Public Benefits or Interest	To include more broadly defined uses of public interest beyond City services	See Example #7
Public-Private Partnerships (P3)	Implementation of a colocation through a partnership with the private or non-profit sectors.	See Example #1 See Example #6

Colocation in Alexandria

The following are examples of colocation, shared use and partnerships within the Alexandria community.

What other models or new approaches would you like to see explored in Alexandria?



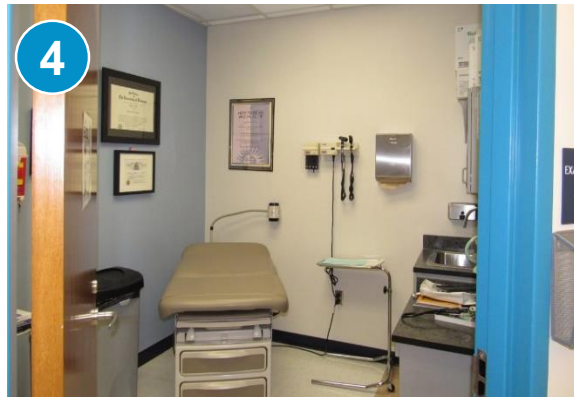
1
Potomac Yard Fire Station
 Colocated Fire Station with Affordable Housing
 Alexandria, VA



2
Patrick Henry Elementary School & Recreation Center Colocation
 Alexandria, VA



3
Multipurpose Field on top of Nutrient Management Facility (AlexRenew)
 Alexandria, VA



4
Teen Wellness Center – T.C. Williams
 Partnership between ACPS and Alexandria Health Department
 Alexandria, VA



5
Ferdinand T. Day Elementary School
 Adaptive Reuse of Office Building – Elementary School & Future ACPS Admin
 Alexandria, VA

Colocation in Alexandria

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The Nexus

N. Beauregard & King St.

Colocated affordable rental housing, market-rate rental housing, Montessori School, Harris Teeter, and Silver Diner; EarthCraft Platinum



St. James Plaza

Fillmore Ave.

Colocated affordable rental housing and Campagna Center Early Learning Center; developed in partnership with St. James United Methodist church; EarthCraft Platinum

Other Examples of Colocation

As we make future facility decisions and work to align our services and facilities with community needs, the City will look to innovative concepts of other jurisdictions, as highlighted in these projects.

What other models or new approaches would you like to see explored in Alexandria?



Public-Private Partnership with Fire Station & Hotel Colocation
Washington, DC



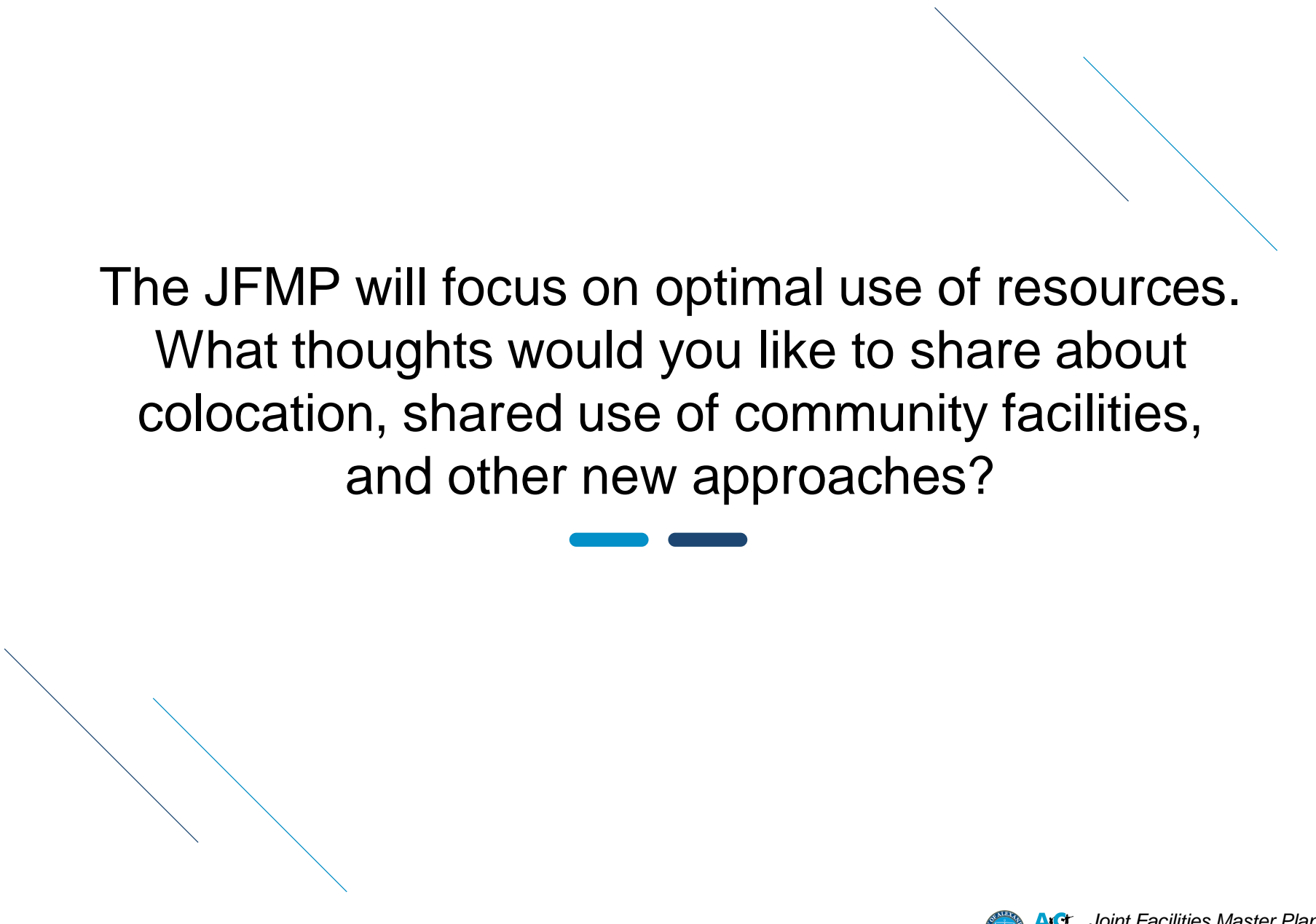
High School, Library, & Community Learning Center in Shared Facility
Columbia, SC




Wheaton Community Recreation Center and Library Colocation
Wheaton, Montgomery County, MD



Elizabeth Square Public-Private Partnership with Senior Housing, Fitness, & Aquatic Colocation
Silver Spring, Montgomery County, MD



The JFMP will focus on optimal use of resources.
What thoughts would you like to share about
colocation, shared use of community facilities,
and other new approaches?



Draft Guiding Principles

These Draft Guiding Principles are a continuation of previous City and ACPS efforts. They reflect the findings of the Joint City-Schools Facilities Investment Task Force and the vision set forth in the City Council / School Board Visioning Sessions. The JFMP is a culmination of many past efforts and will guide decision-making around Alexandria's shared resources.

1 We are One Community and One Portfolio.

City and school facilities will be viewed as one portfolio of community assets. Common practices will be employed so that demand for all services is met.

2 Our Assets Reflect Our City's Values.

The physical environment of the City and schools should be an expression of our values and provide equitable levels of service across the city to meet our diverse needs.

3 Optimal Use of Existing Resources is Necessary.

Future redevelopment of existing sites and development of new sites must consider how land use and space can be maximized to provide the primary services for that site as well as address citywide needs.



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4 Comprehensive and Cohesive Solutions Provide Lasting Value

Long-term solutions that consider the full life cycle of a building and future uses should drive planning decisions, including program-level planning so that projects are not planned in a silo.

5 Our Benchmark is Excellent Project Delivery & Asset Management

Project planning should consider alternative finance and delivery methods, proactive asset maintenance and renewal planning, best-in-class project management processes and overall a philosophy that manages urgency and risk when sequencing projects.



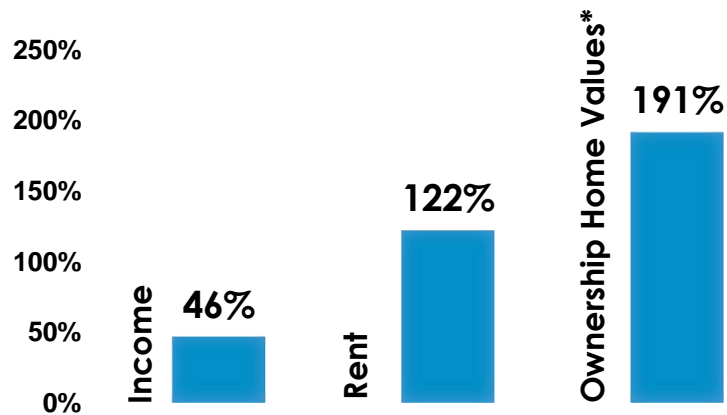
What are your thoughts on
the Guiding Principles?



Alexandria's housing affordability need

Having an affordable home means a household pays no more than approximately 30% of its income (before taxes) on rent or mortgage payments and related housing costs (such as utilities and insurance). Fueled by a strong economy, ***the supply of housing across the region struggles to keep pace with housing demand.*** This pushes up rents and home prices. Between 2000 – 2019, Alexandria's stock of market-affordable rental units decreased by 88%. This dramatic loss in housing affordability reflects the gap between the growth in housing costs versus the growth in wages, as well as the strong demand for housing in the region.

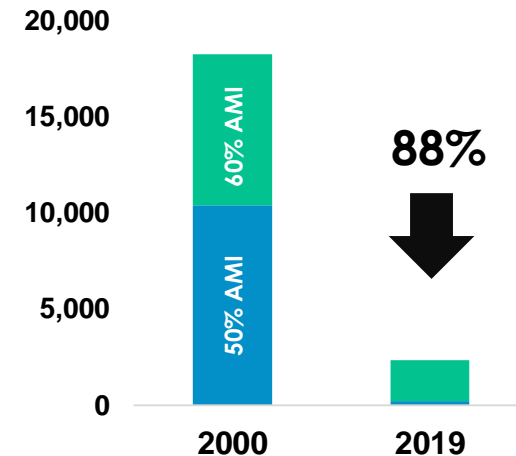
Growing gap in income vs housing costs



2000-2019 INCOME VS HOUSING TRENDS

* Based on Alexandria Real Estate Assessments

Loss of ~16,000 market-affordable units (2000-2019)



Market-affordable housing consists of non-subsidized rental units affordable to households earning 60% of the area median income for the DC region.

How can the City help solve the housing affordability crisis?

Unlike schools, libraries, fire stations or recreation facilities, affordable housing is typically built by partners with City financial assistance. There are many tools and methods the City can use to incentivize new affordable housing development to help alleviate the affordable housing crisis. Colocation can maximize City resources and provide creative solutions. Community outreach and education helps the Alexandria community understand the need for additional housing resources.

How Affordable Homes Get Built, Preserved and Enhanced:



Zoning + Financing



Partnerships



Innovation

There Are Many Different Affordable Housing Project Types:

- Affordable rental or homeownership units within market-rate properties
- 100% affordable rental buildings
- Colocated with public uses
- Built on public land
- A mixed-use development with a 100% affordable rental building and commercial uses
- Colocating affordable rental building on property with existing religious institution

*City / ACPS
Resources*

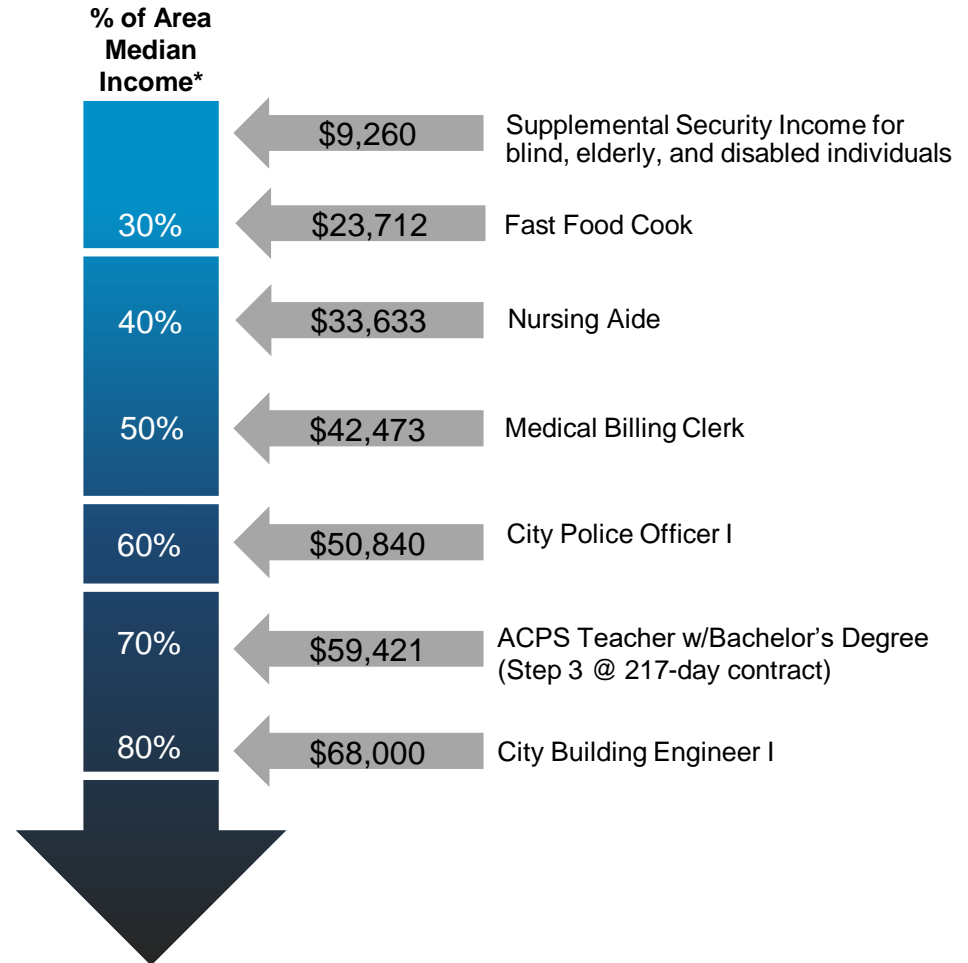
Affordable housing and income

Local Examples of Affordable Housing



80% AMI ← Incomes Served → 30% AMI

Occupations and Annual Incomes (2019)



*BASED ON HUD AREA MEDIAN INCOME FOR A SINGLE INDIVIDUAL.
 SOURCES: NHC REGIONAL PAYCHECK TO PAYCHECK CALCULATOR OF AVERAGE 2019 SALARIES; CITY OF ALEXANDRIA 2019 EMPLOYMENT OPPORTUNITIES