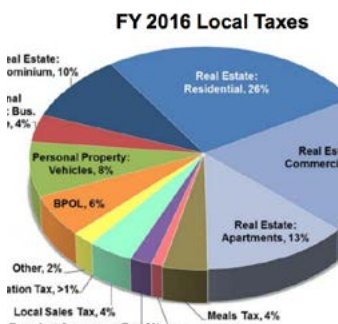
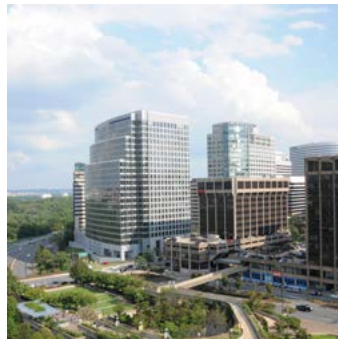


Arlington Community Facilities Study

A resource and facilities plan for our future

Final Report: Companion Document



Facilities

Did you know?

The County and Schools own 2.2¹ square miles out of 26.2 square miles in the County.

The County estimates that it will need an additional 13 - 18 acres to support forecasted growth.

What are the County and Schools' current facility needs?

- Schools, parks and all County facilities providing services cover 2.2 square miles.
- Arlington's forecasted growth increases demand for public services, which require land and facility space.
- The 2015 Resident Satisfaction Survey revealed that 80% of respondents are dissatisfied with the quality of public facilities.
- Additional 13-18 Acres: The Arlington County and Schools' current facility needs are 2.2 square miles. The County and Schools own 2.2 square miles out of 26.2 square miles in the County.
- The AET has been expanded to grow from 60 vehicles today to 80 in 2022. Additional parking and maintenance facilities will require 2 - 3 acres.
- High speed rail project for the Columbia Pike and Crystal City will likely need 4 - 5 acres for parking storage and maintenance.
- Over new fire station and three additional stations are planned for an estimated growth in emergency response times of 10 minutes.
- The 21 Ave Traffic Center currently supports County MetroLink service. Future AET expansion, Arlington County and AET parking. Additional storage space is needed to support MetroLink expansion.



Prepared for the Study Committee

November 19, 2015



Table of Contents

Part 1: Informational Presentations	1.5
February 11, 2015	1.7
County Revenues	1.7
February 25, 2015	1.23
County Revenues Follow-Up Information	1.23
Regional Trends in Property Assessment	1.25
Economic Performance of the Washington Metro Region	1.27
Arlington Economic Overview	1.40
March 11, 2015	1.55
Metropolitan Washington Area Key Economic & Demographic Indicators	1.55
Demographics, Housing Supply, and Forecasts	1.75
APS Enrollment and Projections	1.100
March 25, 2015	1.135
Meeting Recap	1.135
Enrollment Projections & Forecast Follow-Up Information	1.138
April 8, 2015	1.145
County's Plan - A Comprehensive Vision	1.145
A Review of Project Methodologies for Arlington County and	
Arlington Public Schools	1.167
Public Facility Siting	1.176
Public Facility Development Review	1.190
April 22, 2015	1.203
Public Spaces Master Plan Update Overview	1.203
Arlington County Services, Land and Facilities	1.206
Arlington County Public Open Space System	1.224
Arlington Public Schools Facility Inventory	1.237
May 13, 2015	1.257
Meeting Recap	1.257
Case Study: Fire Station #3, Cherrydale Relocation	1.262
Case Study: Arlington Mill Community Center	1.277
Case Study: Thomas Jefferson Site Evaluation	1.286

Table of Contents continued - - -

May 27, 2015	1.297
Meeting Recap	1.297
Arlington County CIP Process	1.304
Arlington Public Schools CIP Process	1.321
June 10, 2015	1.331
Revenue Projections	1.331
June 24, 2015	1.341
Connect Arlington	1.341
Part 2: Demographics, Forecasts and Projections	2.1
Part 3: Resident Forum Discussion Notes	3.1
February 25, 2015	3.3
March 25, 2015	3.23
May 13, 2015	3.39
June 24, 2015	3.59
Part 4: Public Open House Community Feedback	4.1

1

Informational Presentations

Arlington Community Facilities Study

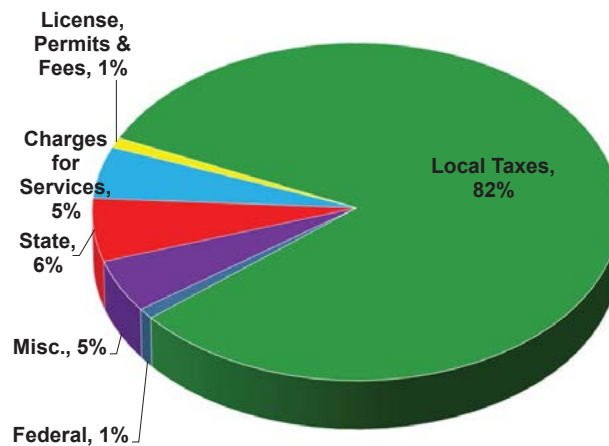
A resource and facilities plan for our future

February 11, 2015
Revenue Overview



General Fund Revenue By Source

FY 2015: \$1.15 billion



Legal Limits on Taxation in Virginia

Arlington
Community Facilities Study
A resource and facilities plan for our future



Dillon Rule Limits Localities

- Dillon Rule: Localities cannot implement taxes without the express authority of the State.
- Limits revenue raising and the potential for diversification of revenues.

Arlington
Community Facilities Study
A resource and facilities plan for our future



4

What tax sources does the Commonwealth allow?

Source	Limitations	Revenue Potential
Real Estate Tax	<ul style="list-style-type: none"> No limitation from the State 	<ul style="list-style-type: none"> High
Personal Property Tax – car tax	<ul style="list-style-type: none"> No limitation from the State 	<ul style="list-style-type: none"> Medium
Business Tangibles Tax – business property tax	<ul style="list-style-type: none"> No limitation from the State 	<ul style="list-style-type: none"> Medium
Business, Professional, & Occupational License (BPOL) – business gross receipts tax	<ul style="list-style-type: none"> State sets maximum rates 	<ul style="list-style-type: none"> High
Sales Tax	<ul style="list-style-type: none"> State sets maximum rate 	<ul style="list-style-type: none"> At maximum rate
Meals Tax – tax on prepared food	<ul style="list-style-type: none"> State sets maximum rate 	<ul style="list-style-type: none"> At maximum rate
Transient Occupancy Tax (TOT) – hotel tax	<ul style="list-style-type: none"> State sets maximum rate 	<ul style="list-style-type: none"> At maximum rate
Taxing Districts	<ul style="list-style-type: none"> Can be used for certain specific purposes 	<ul style="list-style-type: none"> Depends

Tax that Arlington has not implemented

- Admissions tax

Regional Comparison

Arlington
Community Facilities Study
A resource and facilities plan for our future



Local Taxing Authority in the Region

	Maryland	D.C.	Virginia
Real Estate	✓	✓	✓
Income Tax	✓ (personal)	✓ (personal & business)	✗
Local Option Sales Tax	✗	✓	✓
Hotel Tax	✓	✓	✓
Motor Vehicle Fuel Tax	✗	✓	✗
Utility/Energy Tax	✓	✓	✓
Recordation	✓	✓	✓

Arlington
Community Facilities Study
A resource and facilities plan for our future



Northern Virginia Jurisdictions

Arlington	<ul style="list-style-type: none"> • Budget: \$1.15 billion • Population: 268,406 (daytime), 214,861 (resident) • RATIO: 1.25
Fairfax	<ul style="list-style-type: none"> • Budget: \$3.72 billion • Population: 1,103,843 (daytime), 1,101,071 (resident) • RATIO: 1.00
Alexandria	<ul style="list-style-type: none"> • Budget: \$636.77 million • Population: 152,493 (daytime), 143,684 (resident) • RATIO: 1.06
Prince William	<ul style="list-style-type: none"> • Budget: \$989.84 million • Population: 331,251 (daytime), 416,668 (resident) • RATIO: 0.79
Loudoun	<ul style="list-style-type: none"> • Budget: \$1.98 billion • Population: 297,023 (daytime), 326,477 (resident) • RATIO: 0.91

Arlington
Community Facilities Study
A resource and facilities plan for our future



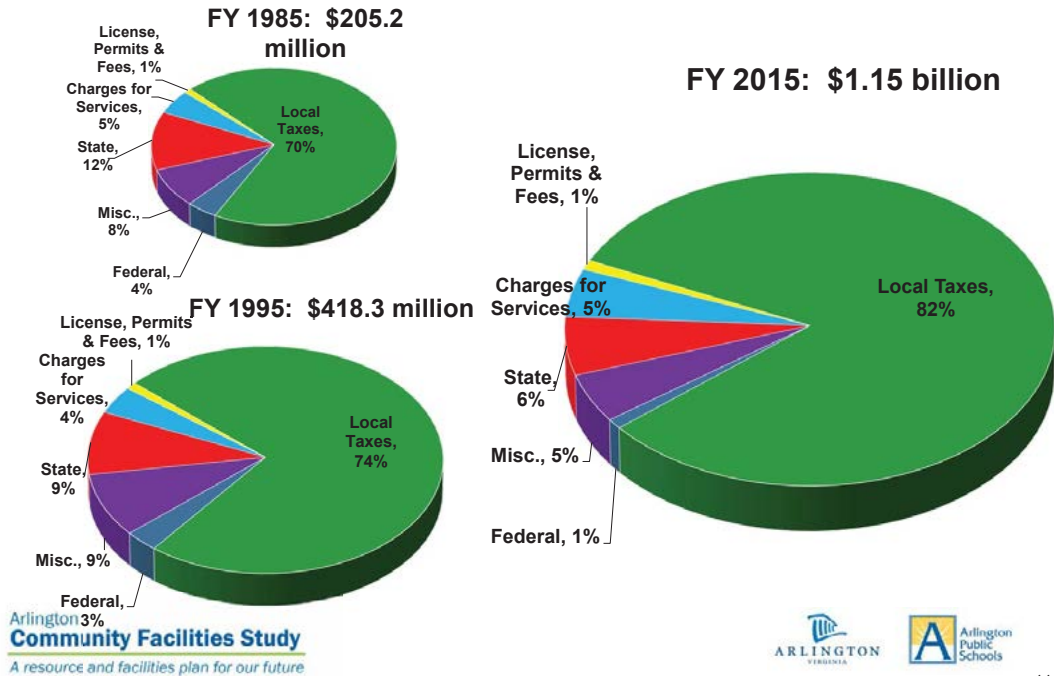
9

Arlington's Budget

Arlington
Community Facilities Study
A resource and facilities plan for our future

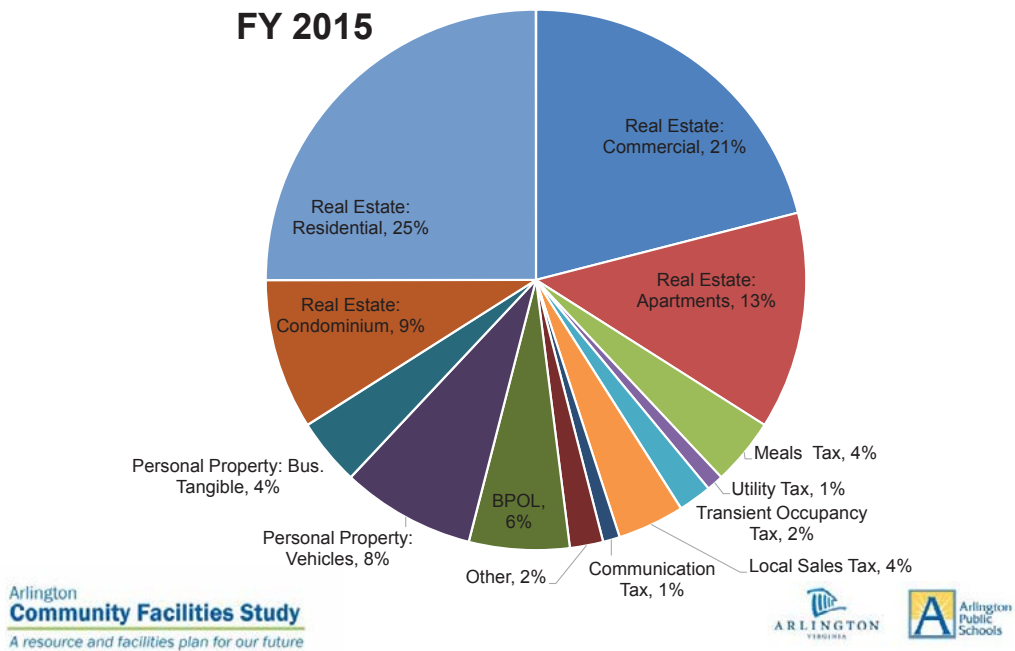


General Fund Revenue By Source



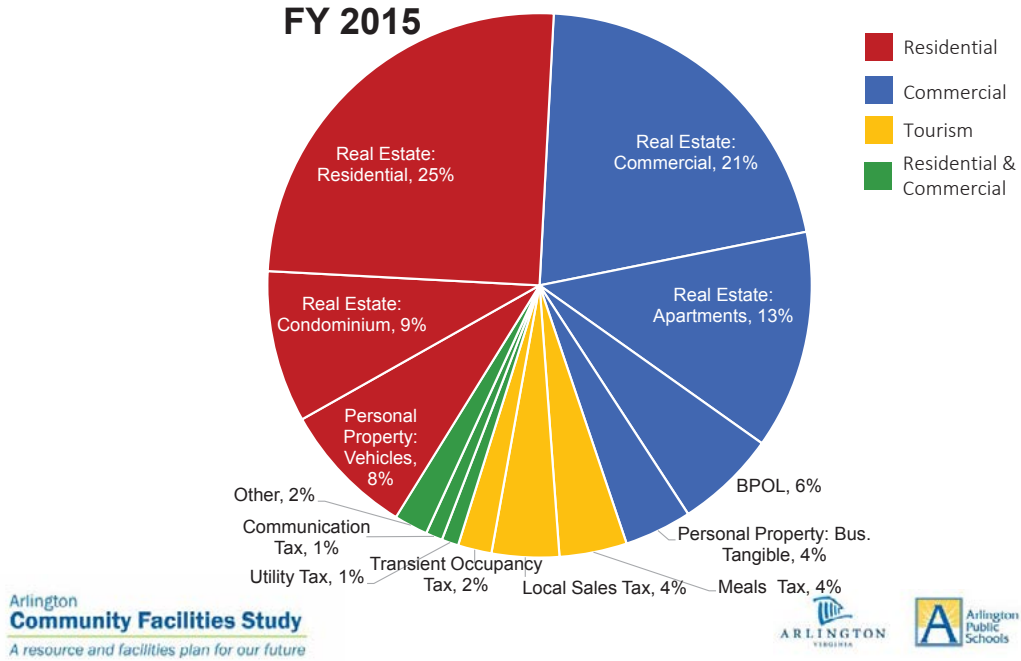
11

Local Tax Revenue by Source (General Fund)



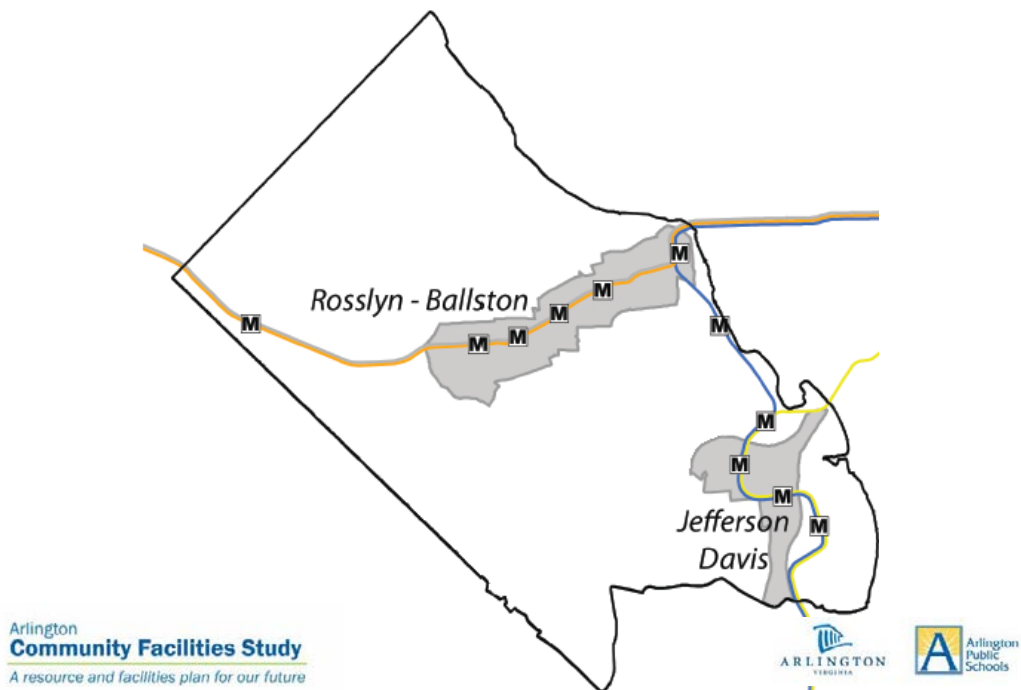
12

Local Tax Revenue by Source (General Fund)



13

Assessed Value Concentrated in Corridors



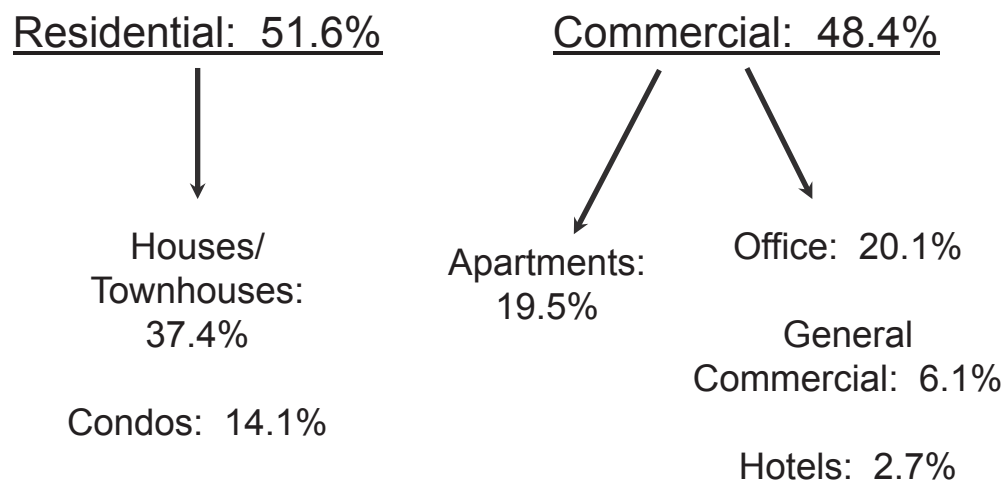
14

Real Estate Taxes

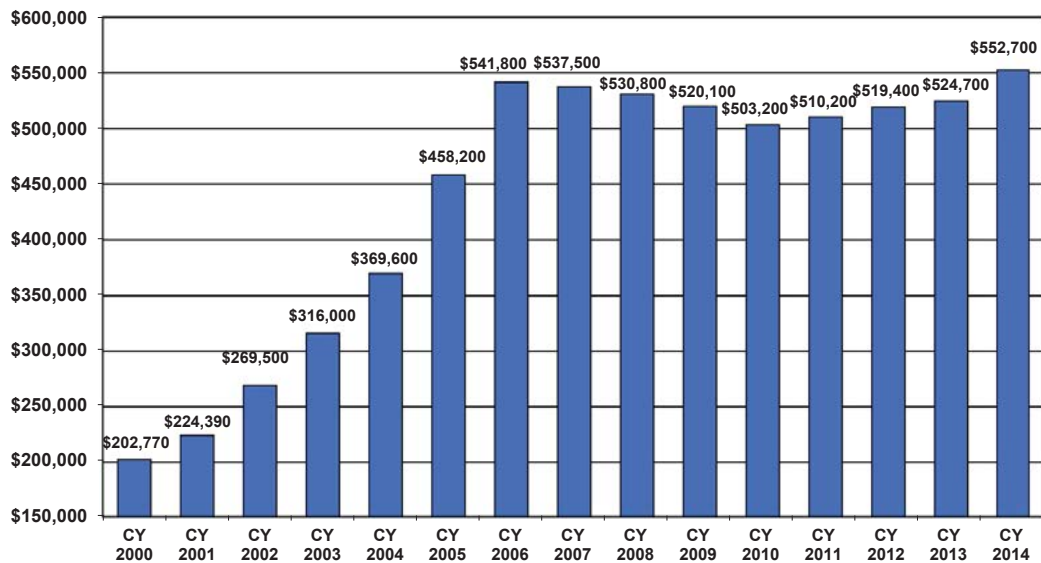
- **Background:**
 - Largest revenue source: FY 2015 totals \$637.1 million at \$0.983 rate
 - Paid by owners of residential and commercial properties
Reassess properties annually
 - Residential based on fair market value including factors such as sales price of similar properties
 - Most commercial assessments based on how much income the property would produce if it were rented
 - Split between commercial and residential properties has been about 50/50; any change to this split shifts the tax burden
 - Revenue growth is dependent on assessment growth, new construction, and the tax rate
- **Legal limitations:**
 - Localities control the level of the real estate tax rate
 - Legally required to have a unified tax rate; cannot have differentiated rates for different property types without state authorization

Who Pays Real Estate Taxes?

CY 2015 Total Assessments = \$68,649 million



Average Single-Family Home Assessment



Arlington
Community Facilities Study
A resource and facilities plan for our future



17

Tax & Fee Burden on Average Household

CY 2014	Arlington County	City of Alexandria	Fairfax County	Prince William County	Loudoun County
Average Residential Assessment	\$552,700	\$490,422	\$497,962	\$310,823	\$423,000
Estimated Taxes					
Real Estate	\$5,505	\$5,115	\$5,547	\$3,796	\$4,886
Personal Property	928	928	848	688	780
Residential Consumer Utility	72	72	96	72	65
Subtotal	\$6,505	\$6,115	\$6,491	\$4,556	\$5,731
Estimated Fees					
Water/Sewer	\$913	\$985	\$735	\$834	\$687
Solid-Waste/Recycling	271	325	345	396	326
Decal Fee	66	66	66	48	50
TOTAL	\$7,755	\$7,491	\$7,637	\$5,834	\$6,794
Amount more (less) than Arlington		(\$264)	(\$118)	(\$1,921)	(\$961)
Percent more or less than Arlington		-3.4%	-1.5%	-24.8%	-12.4%

Arlington's taxes and fees fund a high level of service delivery including:

- Higher per pupil spending than any other jurisdiction
- Streets maintained by the County instead of the State
- Metro (not in Prince William or Loudoun) & ART
- Commitment to Affordable Housing & human services support
- Robust library & community center services
- Water/sewer improvements to enhance environmental quality

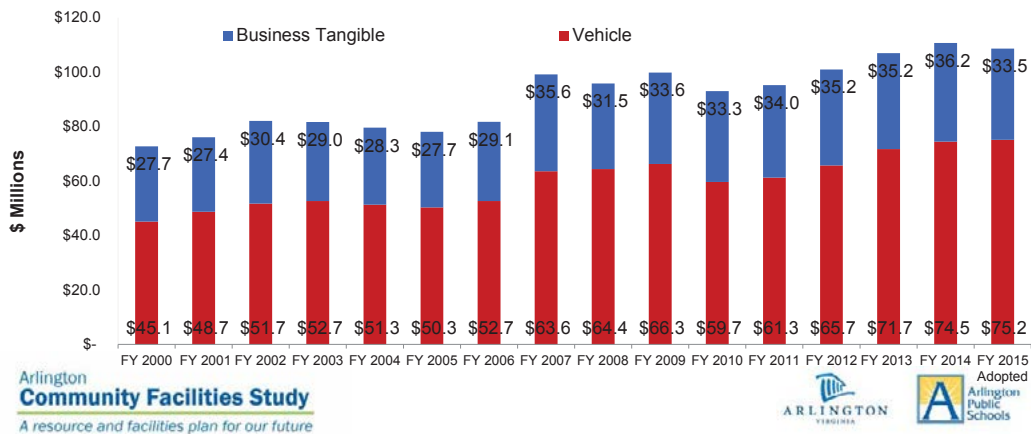
Arlington
Community Facilities Study
A resource and facilities plan for our future



18

Personal Property Tax Revenue

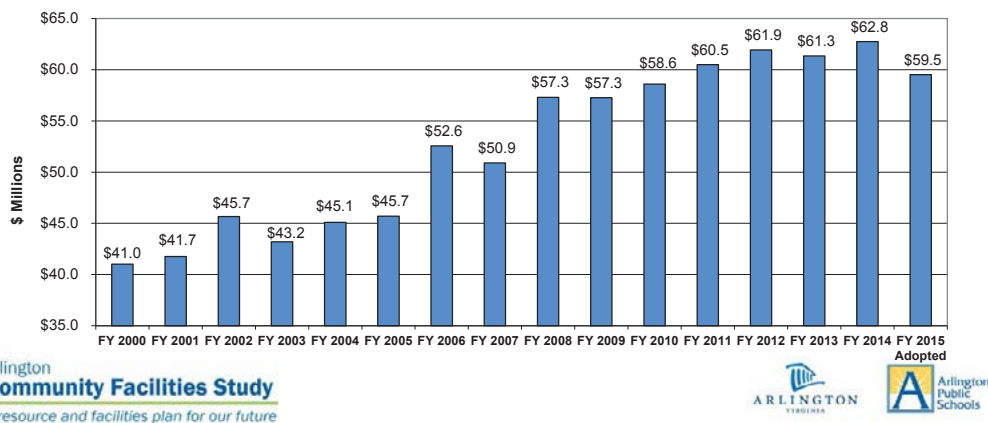
- Background:
 - Second largest tax at \$108.7 million in FY 2015
 - Levied on tangible property of individuals (vehicles) and businesses (machines, furniture, equipment, fixtures, & tools)
 - Business Tangibles influenced by vacancy rates & reinvestment by businesses
- Legal limitations:
 - State does not limit the rates but BT rate cannot exceed vehicle rate



19

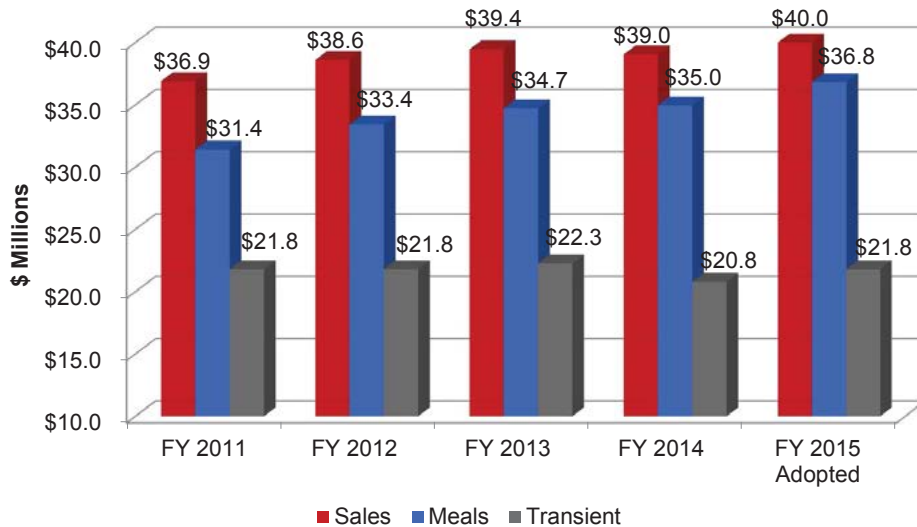
Business, Professional, Occupational License Tax

- Background:
 - Businesses' gross receipts are taxed at various rates
 - Largest source is Professional Services at over 50% of total
 - Very few states have a business gross receipts tax
 - Higher rates limit economic competitiveness
- Legal limitations:
 - State has set maximum rates
 - Arlington rates are lower than the maximums



20

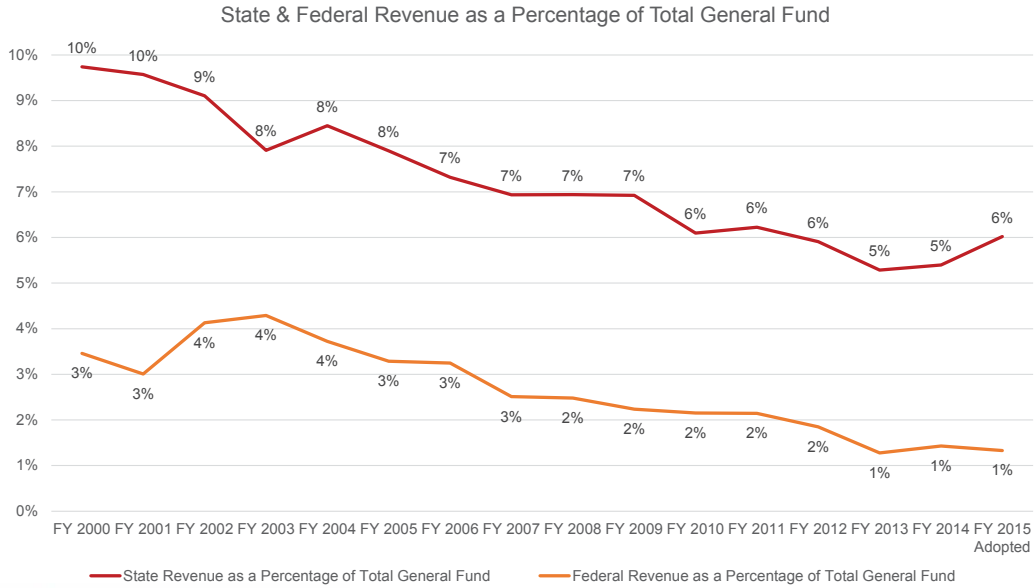
Sales, Meals, & Transient Occupancy Taxes



Other Taxes

- Utilities: \$11.8M revenue
- Communications: \$7.5M revenue
- Recordation: \$6.0M revenue
- Car Rental: \$5.4M revenue
- Cigarette: \$3.0M revenue
- Bank Stock: \$2.9M revenue

State & Federal Revenue



Arlington
Community Facilities Study
A resource and facilities plan for our future

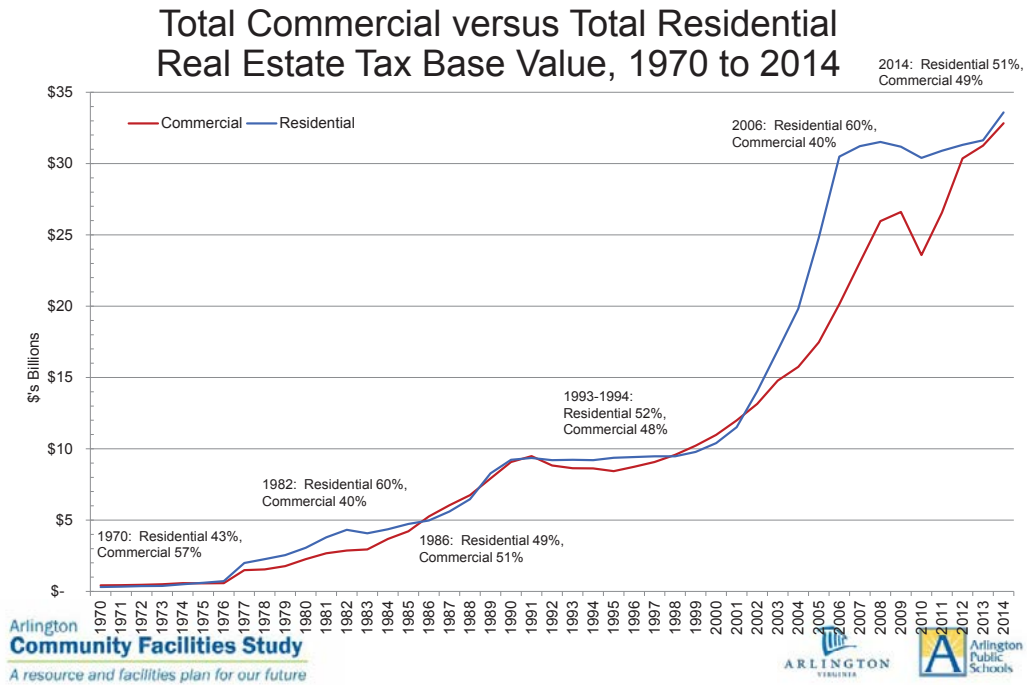


Tax Base: Commercial versus Residential

Arlington
Community Facilities Study
A resource and facilities plan for our future

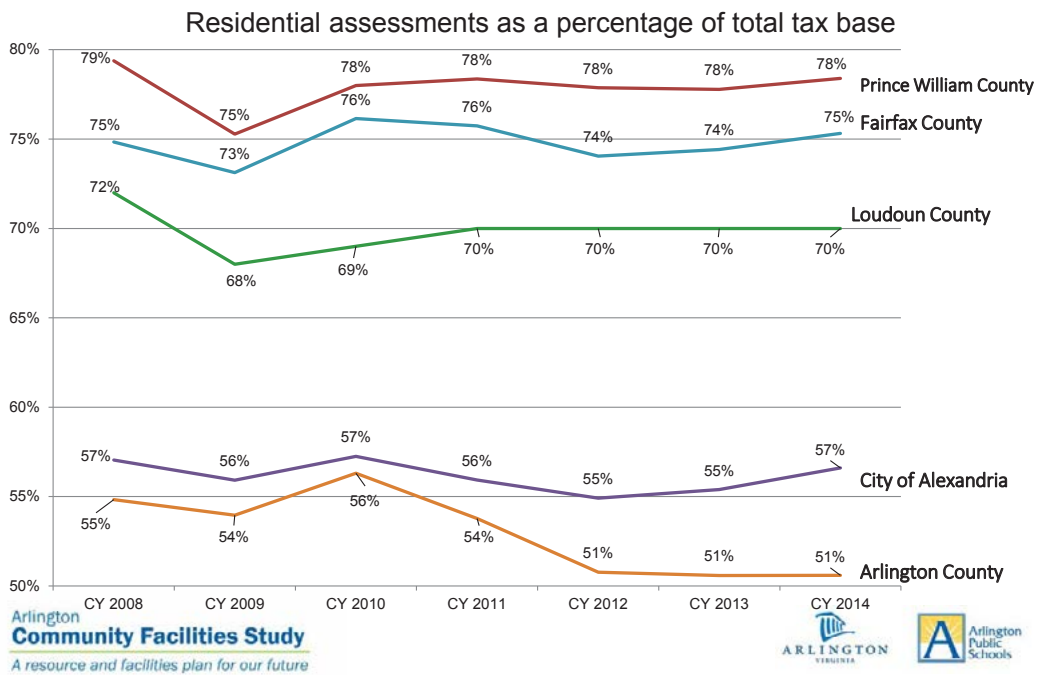


Historic Balance of Tax Burden



25

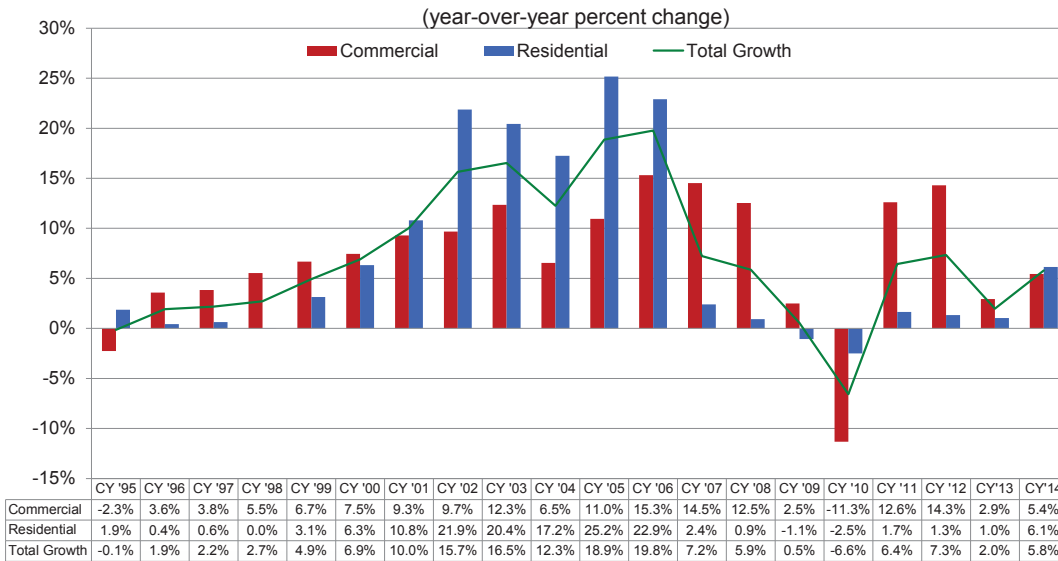
Real Estate Impact on Homeowner Regionally



26

Assessment Base Percent Change

Residential vs. Commercial 1995-2014

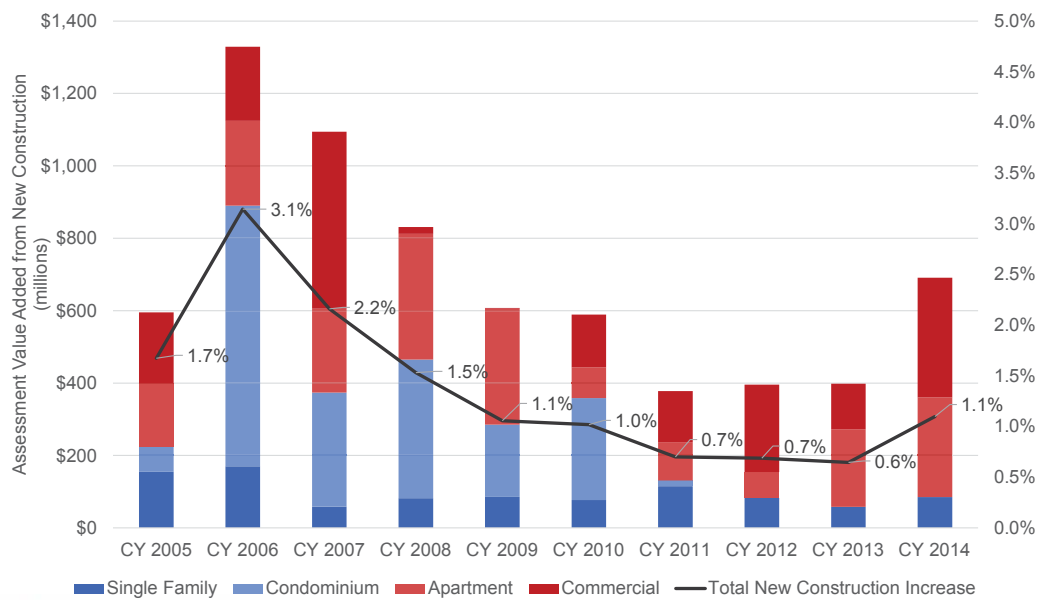


Arlington
Community Facilities Study
A resource and facilities plan for our future



27

Growth from New Construction by Category



Arlington
Community Facilities Study
A resource and facilities plan for our future



28

Commercial New Construction



300,000 SF Commercial
Office Building:
\$3.0 million impact

Real Estate Taxes: \$1.4 million

BPOL & Business Tangibles: \$1.4 million

Meals, Sales, & TOT: \$220,000



200 Unit Apartment Building:
\$1.0 million impact

Real Estate Taxes: \$800,000

Personal Property Taxes: \$170,000

Meals, Sales, & TOT: \$50,000

Other Financial Management Factors

- Triple-Aaa bond ratings
- Strong reserve levels
- Fully funded pension
- Funding plans in place for retiree healthcare
- Moderate debt limits & reinvestment in infrastructure
 - Capital funding sources & debt capacity briefings will come in future meetings

Key Takeaways

- Legal and policy limitations impact taxing capacity
- Arlington’s balance between residential and commercial assessments is unique and provides fiscal and service delivery benefits
- Arlington’s sound financial practices facilitate service delivery and provide taxpayer benefits

Questions?

February 25, 2015

February 25, 2015

Q&A from Meeting #1: Business Tax Comparison

CY 2014 Tax Rates	Assessment Base	Arlington County	City of Alexandria	Fairfax County	Prince William County	Loudoun County
Real Estate	Per \$100 of assessed value	\$0.983 base + \$0.013 stormwater + \$0.125 commercial & industrial (C&I) for transportation	\$1.043	\$1.090 base + \$0.0225 stormwater + \$0.001 pest mgt. + \$0.125 C&I for transportation	\$1.148 base + \$0.0707 fire & rescue + \$0.0025 gypsy moth control	\$1.155 base
Real Estate Special Districts (e.g., Business Improvement Districts, transportation districts)	Rate is per \$100 of assessed value	\$0.043 - \$0.078	none	\$0.02 - \$0.21	\$0.13 - \$0.30	\$0.02 - \$0.20
BPOL: Personal & Business Svcs.	Per \$100 of gross receipts	\$0.35	\$0.35	\$0.27	\$0.21	\$0.23 / \$0.17
BPOL: Professionals	Per \$100 of gross receipts	\$0.36	\$0.58	\$0.31	\$0.33	\$0.33
BPOL: Rental	Per \$100 of gross receipts	\$0.43 Commercial \$0.28 Residential	\$0.35 Commercial \$0.50 Residential	\$0.26 Commercial & Residential	None	\$0.16 Commercial & Residential
BPOL: Retail	Per \$100 of gross receipts	\$0.20	\$0.20	\$0.17	\$0.17	\$0.17

Arlington
Community Facilities Study
A resource and facilities plan for our future



1

February 25, 2015

Q&A from Meeting #1: Business Tax Comparison (cont'd)

CY 2014 Tax Rates	Assessment Base	Arlington County	City of Alexandria	Fairfax County	Prince William County	Loudoun County
Business Tangibles	On all furniture, fixtures, machinery and tools; per \$100 of assessed value	\$5.00	\$5.00	\$4.57	\$3.70	\$4.20
Transient Occupancy Tax (TOT)	State rate is 2% in addition to listed locality rates	5%	6.5% plus \$1.00 per night per room	4%	5%	5%
Bank Franchise Tax	State rate is \$0.20 per \$100 of capital in addition to listed locality rates	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80
Utility Tax: Electricity		\$1.15 plus \$0.00649/kWh	\$1.18 plus \$0.005578/kWh	\$1.15 plus \$0.00594/kWh max=\$1,000	\$2.29 plus \$0.013487/kWh max=\$100/mo.	\$0.92 per mo. + \$0.005393/kWh max=\$72.00
Utility Tax: Gas		\$0.845 plus \$0.06522/CCF	\$1.42 plus \$0.050213/CCF	\$0.845 plus \$0.04794/CCF max=\$300	\$3.35 plus \$0.085/CCF max=\$100/mo.	\$0.676 per mo. + \$0.0304/CCF max=\$72.00
Utility Tax: Water		None	20% /1st \$150	None	None	None

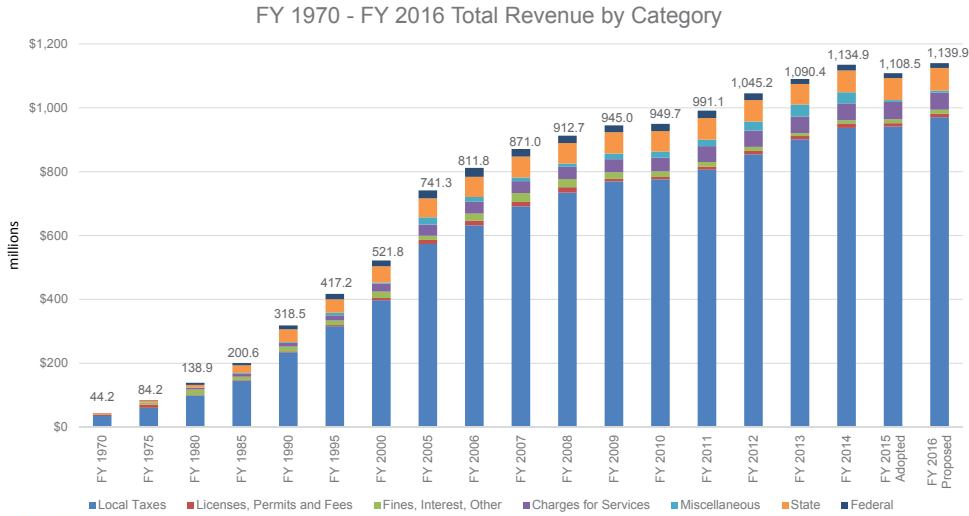
Arlington
Community Facilities Study
A resource and facilities plan for our future



2

February 25, 2015

Q&A from Meeting #1: Revenue Breakdown Over Time



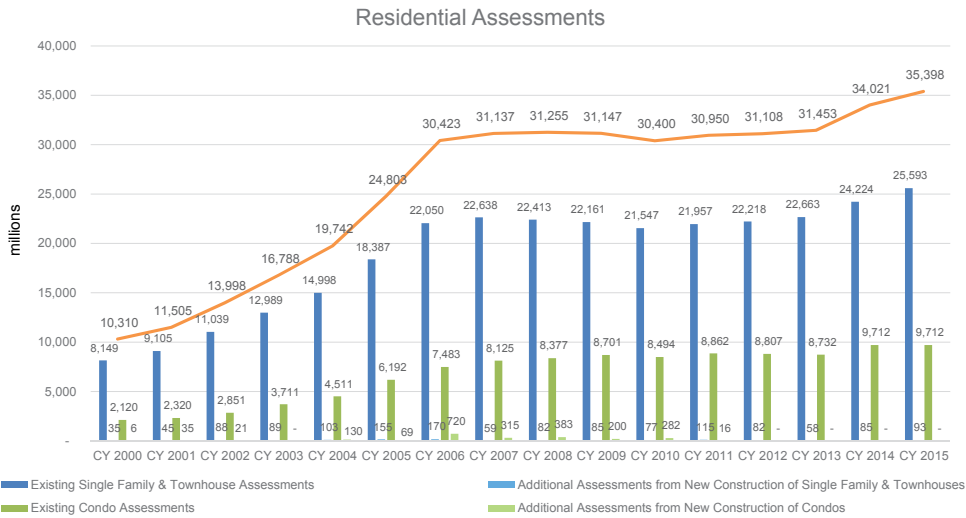
Arlington
Community Facilities Study
A resource and facilities plan for our future



3

February 25, 2015

Q&A from Meeting #1: Assessments by Housing Type



Arlington
Community Facilities Study
A resource and facilities plan for our future



4

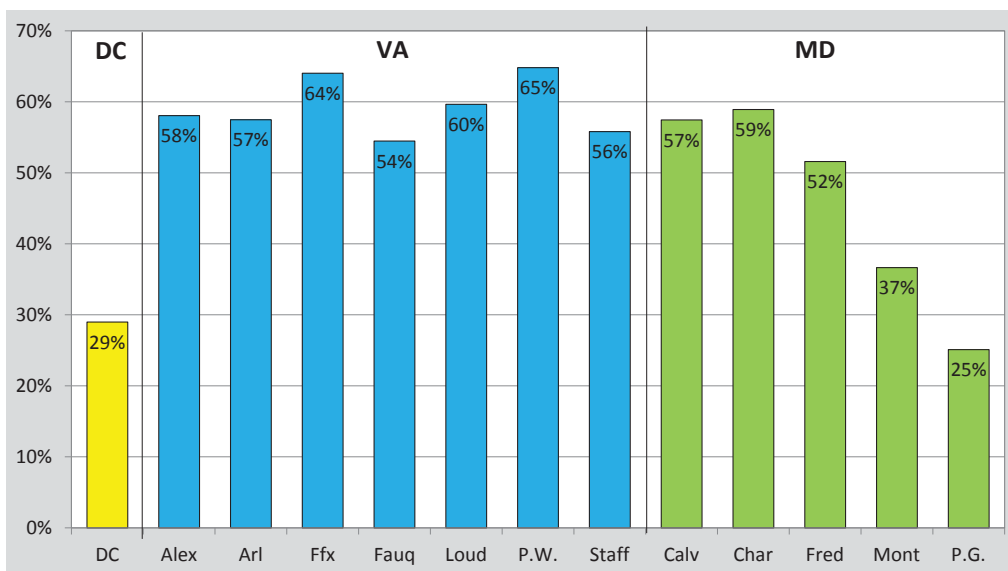
Arlington Community Facilities Study

A resource and facilities plan for our future

February 25, 2015
Regional Trends in Property Assessments

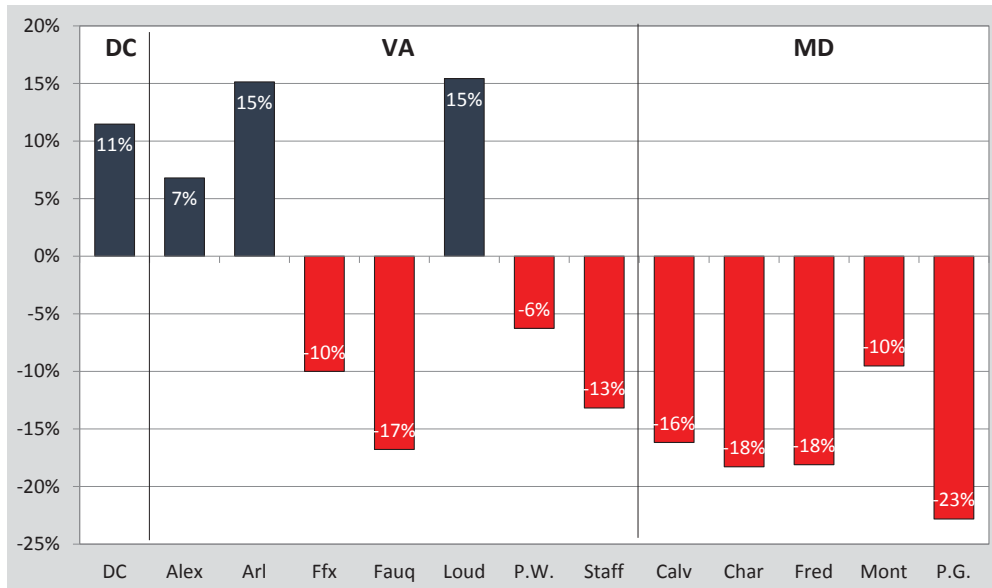


Real Estate Property Taxes as a Percent of Total General Fund Revenues, FY2015 Budgets



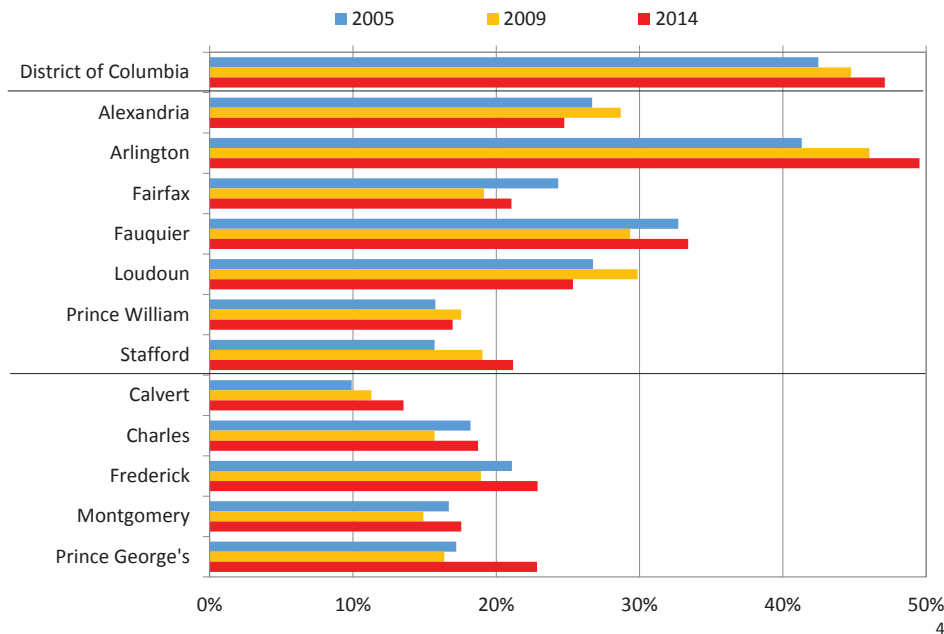
2

Percent Change in Real Property Assessments, 2009-2014



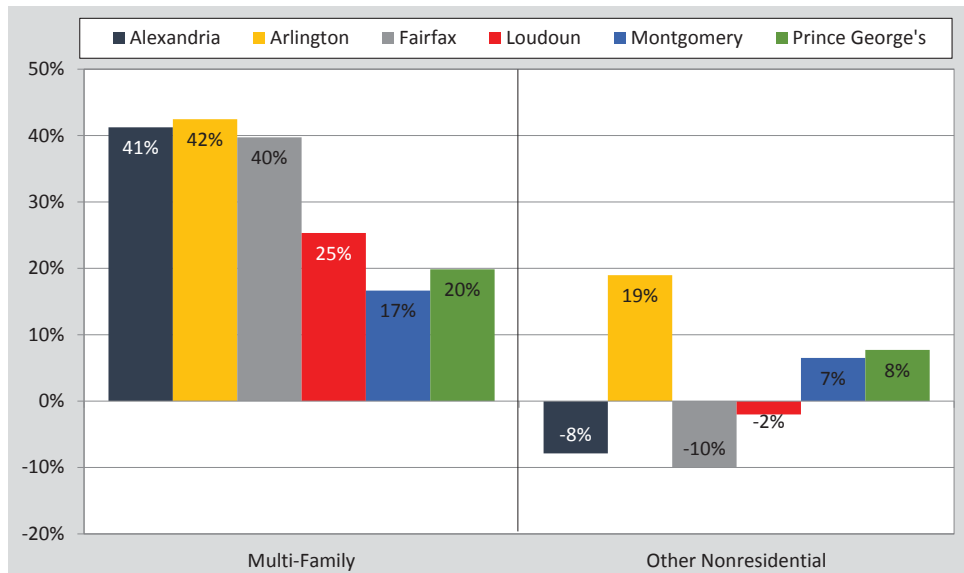
3

Nonresidential Shares of Property Tax Base, 2005 to 2014



4

Percent Change in Nonresidential Assessed Valuation by Property Type 2009-2014



5

STRATEGIC
IMPACT
ADVISORS



Economic Performance of the Washington Metro Region

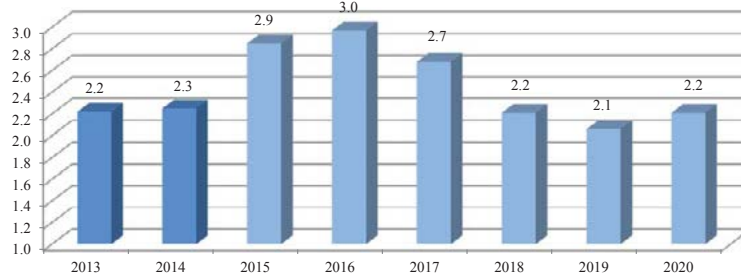
Massoud Ahmadi, Ph.D.
February 2015



www.siaedge.com

The U.S. economy is poised to grow and create jobs. Higher consumer spending, a more robust investment and greater household formation will drive the expansion

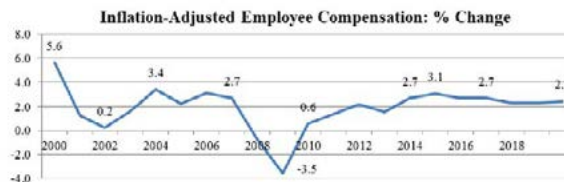
Real GDP Growth Rate: Percent



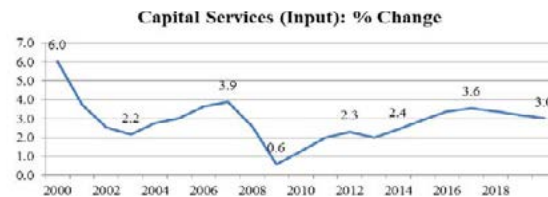
Source: CBO and Strategic Impact Advisors

Growth in employee compensation, business investment and household formation in the U.S. will continue during the next several years

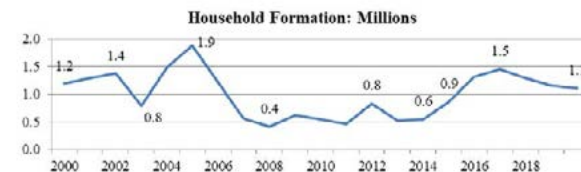
Growth in employee compensation supports faster growth in consumer spending



Increases in demand for goods and services will encourage business investment

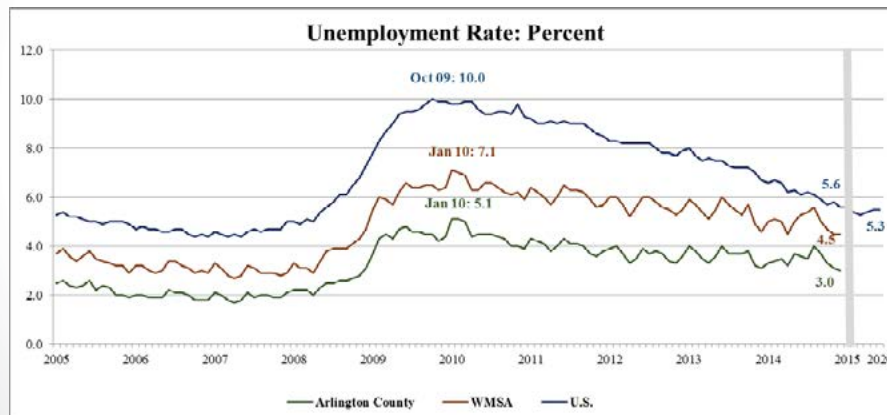


Steady growth in household formation will boost the demand for housing and spur residential investment



Source: CBO and Strategic Impact Advisors

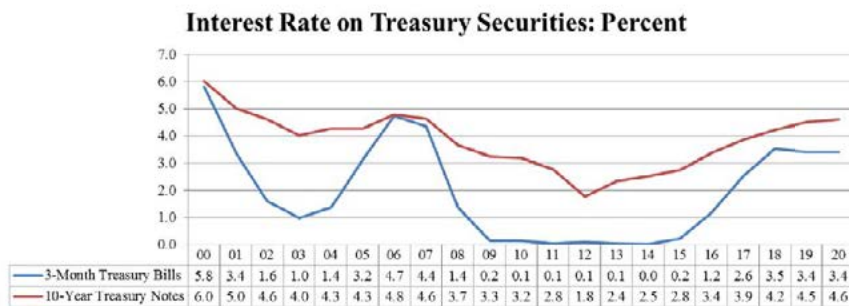
Unemployment rates have fallen to the lowest levels in over six years. Stronger demand for labor will cause the rates to further decline through 2017



Source: BLS, CBO and Strategic Impact Advisors

4

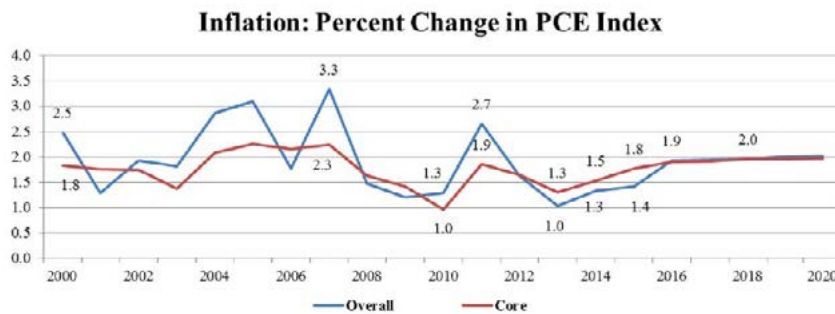
Interest rates will rise gradually by an anticipated tightening of monetary policy and by expectations of an improving economy



Source: CBO and Strategic Impact Advisors

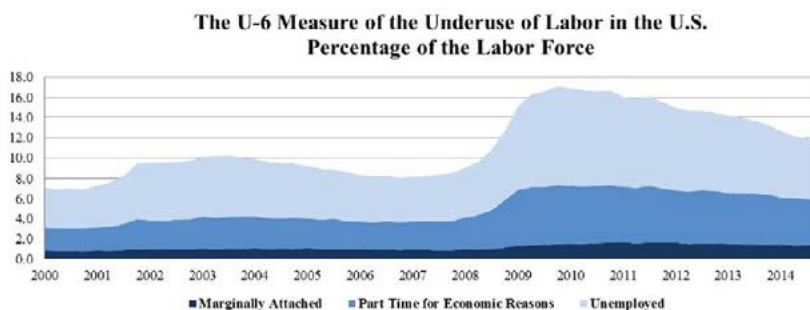
5

Inflation will rise modestly in the next five years due to the remaining excess capacity in the economy and lower inflationary expectations



Source: CBO and Strategic Impact Advisors

The U-6 measure of the underuse of labor has declined substantially since the end of the recession but remains well above the pre-recession levels. Higher underutilized labor reduces incentives to increase compensation to attract workers

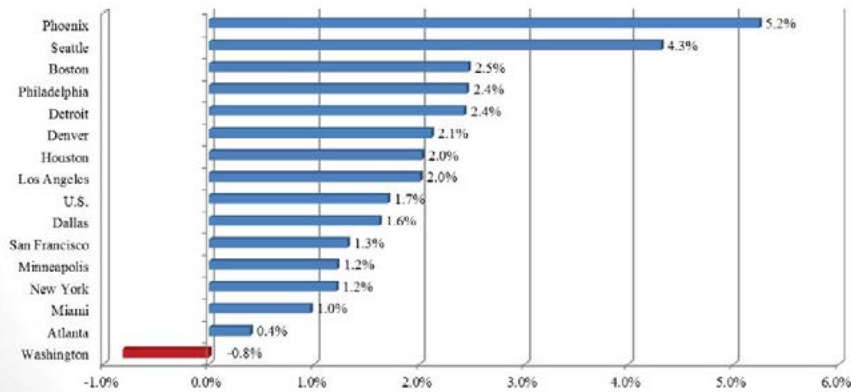


Period	Marginally Attached	Part Time for Economic Reasons	Unemployed	U-6
2008Q1	1.0	3.1	4.9	9.1
2009Q4	1.5	5.8	9.8	17.1
2014Q4	1.4	4.3	5.6	11.4

Source: CBO and Strategic Impact Advisors

The Washington Metro Region was the only metro area in the nation that recorded negative economic growth between 2012 and 2013

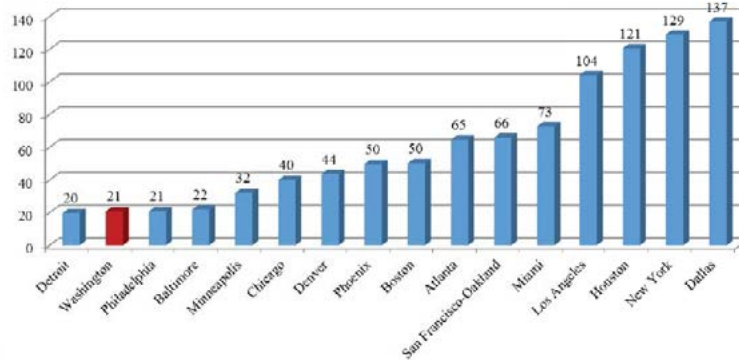
Gross Regional Product by Major Metro Areas: 2012-13 Growth Rate



Source: BEA and Strategic Impact Advisors

The Washington Metro Region posted the second lowest job growth among all major metro areas in the nation

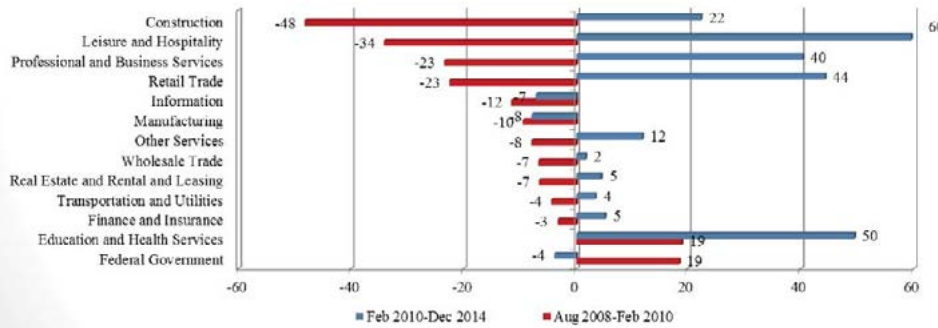
Payroll Job Growth by Metro Area: 2013-14 (000s)



Source: BLS and Strategic Impact Advisors

In the Washington Metro Region, leisure and hospitality, education and health care, retail and professional services recorded the most robust employment expansion since the start of the recovery, accounting for over 78% of total employment growth

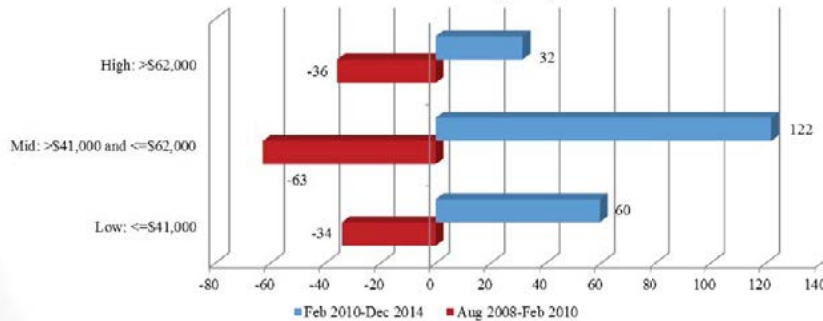
Payroll Job Change in Washington, MSA: Recession and Recovery
(000's)



Source: BLS and Strategic Impact Advisors

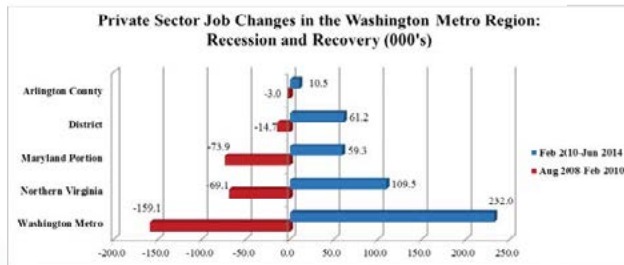
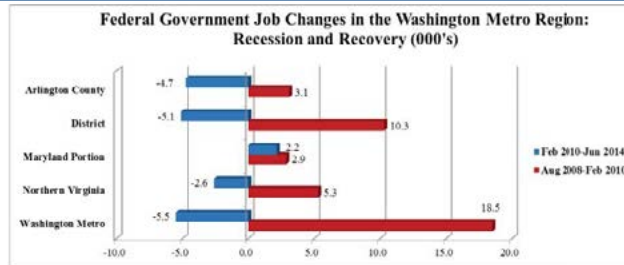
Most of the post recession job growth in the Washington Metro region, about 122,000 jobs, occurred in industries with mid-range average payroll

Job Growth in Washington MSA by Income Group: Recession and Recovery
(000's)



Source: BLS and Strategic Impact Advisors

Post recession Federal Government contraction in Arlington was the most severe in Northern Virginia. Arlington gained three times as many private jobs since 2010 as it lost during the recession



Source: BLS and Strategic Impact Advisors

Arlington has added private companies at a steady pace since 2001, though Federal establishments posted the largest contraction rate in the region

Business Formation in the Region and the U.S.: Compound Annual Rate

Business Formation

	All		
	2001-07	2008-09	2010-13
Loudoun	8.3%	5.5%	2.9%
Prince William	5.1%	3.1%	2.5%
Arlington	2.3%	2.4%	2.5%
MSA	2.6%	0.7%	1.1%
Fairfax	2.3%	1.7%	0.7%
U.S.	1.9%	0.2%	0.6%

	Private		
	2001-07	2008-09	2010-13
Loudoun	8.0%	5.5%	3.0%
Arlington	2.3%	2.2%	2.6%
Prince William	5.1%	3.1%	2.5%
MSA	2.5%	0.7%	1.1%
Fairfax	2.2%	1.7%	0.7%
US	1.9%	0.2%	0.6%

	Federal		
	2001-07	2008-09	2010-13
Prince William	6.9%	1.6%	2.2%
Fairfax	8.3%	2.5%	0.8%
MSA	4.1%	1.1%	0.2%
Loudoun	7.6%	3.3%	-1.1%
US	3.4%	1.5%	-1.3%
Arlington	6.6%	0.0%	-2.0%

Source: BLS and Strategic Impact Advisors

Arlington recorded a low level employment growth in the region during the past five years due to a significant decline in Federal jobs since the beginning of the recovery

Employment Growth in the Region and the U.S.: Compound Annual Rate

	All		
	2001-07	2008-09	2010-13
Prince William	3.2%	-0.8%	3.4%
Loudoun	4.6%	0.2%	3.1%
MSA	1.2%	-0.9%	1.1%
U.S.	0.6%	-2.5%	1.0%
Arlington	-0.3%	1.6%	1.0%
Fairfax	1.1%	-1.2%	0.7%

	Private		
	2001-07	2008-09	2010-13
Prince William	3.1%	-2.0%	3.6%
Loudoun	4.4%	-0.3%	3.3%
Arlington	-0.3%	1.0%	1.5%
U.S.	0.5%	-3.1%	1.4%
MSA	1.1%	-1.6%	1.1%
Fairfax	0.9%	-1.5%	0.6%

	Federal		
	2001-07	2008-09	2010-13
Prince William	4.1%	10.1%	5.2%
Fairfax	3.6%	2.1%	3.3%
MSA	1.0%	2.8%	0.8%
U.S.	0.0%	1.8%	-0.5%
Loudoun	0.8%	-1.5%	-0.6%
Arlington	-0.7%	4.4%	-1.1%

Source: BLS and Strategic Impact Advisors

Wages and salaries are growing at the slowest annual pace in Arlington since 2010. Private companies posted the second lowest payroll growth in the region, while the overall Federal payroll declined at an annual rate of one percent

Payroll Growth in the Region and the U.S.: Compound Annual Rate

	All		
	2001-07	2008-09	2010-13
Loudoun	3.0%	0.7%	5.0%
Prince William	7.3%	1.3%	4.7%
U.S.	3.9%	-1.3%	3.3%
Fairfax	5.4%	1.6%	2.7%
MSA	5.1%	1.8%	2.7%
Arlington	4.0%	4.2%	2.3%

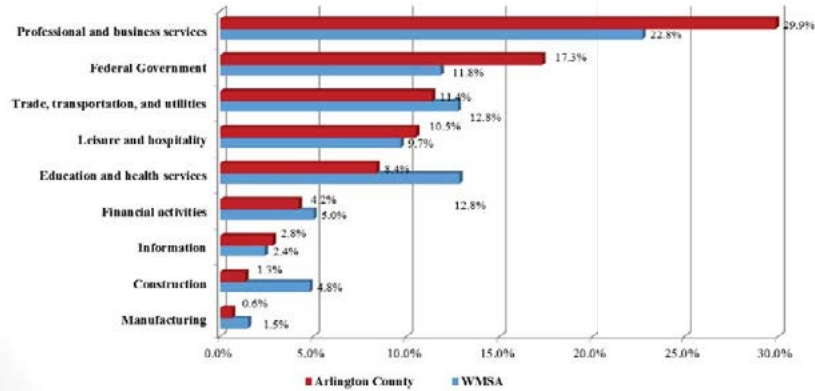
	Private		
	2001-07	2008-09	2010-13
Loudoun	2.3%	0.0%	5.5%
Prince William	6.8%	-1.1%	4.7%
U.S.	3.8%	-2.3%	3.8%
Arlington	3.7%	2.7%	3.5%
MSA	4.8%	0.4%	3.0%
Fairfax	5.2%	1.3%	2.7%

	Federal		
	2001-07	2008-09	2010-13
Prince William	11.3%	16.0%	7.6%
Fairfax	9.5%	5.8%	4.6%
MSA	6.3%	6.5%	2.0%
U.S.	4.5%	4.1%	1.3%
Loudoun	2.7%	1.4%	0.8%
Arlington	4.6%	8.6%	-1.0%

Source: BLS and Strategic Impact Advisors

Federal Government and professional services represent over 47 percent of Arlington’s payroll employment in 2014

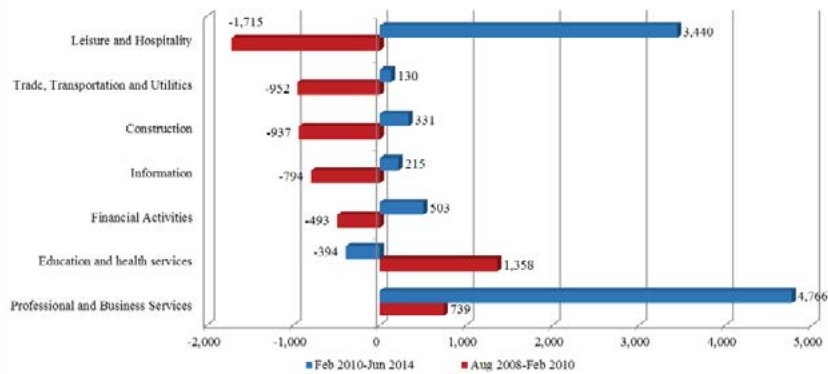
Share of Selected Industries in Total Non-Farm Employment: 2014



Source: BLS and Strategic Impact Advisors

Professional/business services (45%), and leisure/hospitality (33%) accounted for the bulk of the private sector job growth in Arlington since the end of the recession

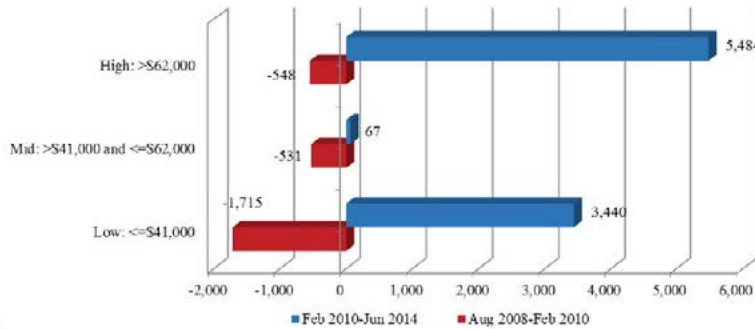
Job Growth in Selected Arlington Industries: Recession and Recovery



Source: BLS and Strategic Impact Advisors

Post recession private job growth in Arlington was highly concentrated in industries with either high average payroll (5,484 jobs) or low average payroll (3,440)

Job Growth in Selected Arlington Industries by Income Range: Recession and Recovery



Source: BLS and Strategic Impact Advisors

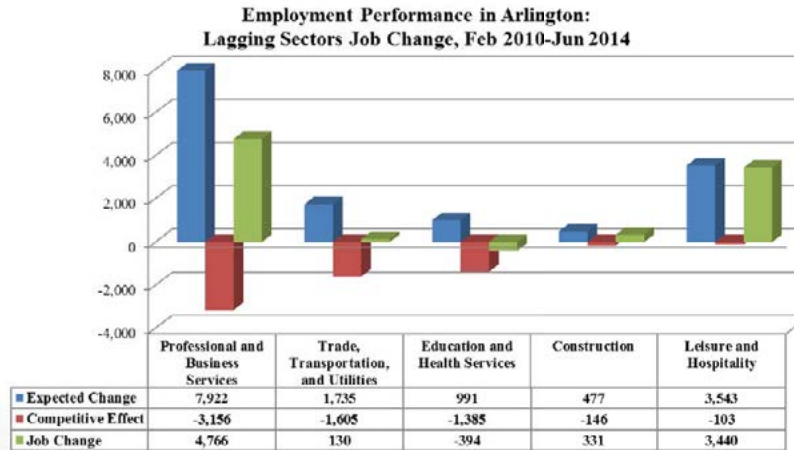
Most economic sectors in Arlington are less competitive than similar industries in the U.S. and are growing at a slower pace

Shift-Share Analysis of the Arlington Economy: Feb 2010- Jun 2014

	US Growth Effect	US Industrial Mix Effect	Arlington Competitive Effect	Total Employment Change	Location Quotient	
Lagging	Professional and Business Services	5,307	2,615	-3,156	4,766	2.2
	Trade, Transportation, and Utilities	2,227	-492	-1,605	130	0.6
	Education and Health Services	1,693	-702	-1,385	-394	0.5
	Construction	239	238	-146	331	0.3
	Leisure and Hospitality	1,763	1,785	-103	3,440	1.0
Competitive	Information	533	-510	192	215	1.4
	Financial Activities	791	-500	211	503	0.7
Total	12,852	2,431	-8,992	8,991		

Source: BLS and Strategic Impact Advisors

Major Arlington industries display competitive disadvantages due to their heavy reliance on a shrinking Federal Government



Source: BLS and Strategic Impact Advisors

(20)

With the exception of professional and business services, all lagging Arlington industries also underperform when compared with the Washington Metro region

Growth Rate of Arlington Industries: Feb 2010 - Jun 2014

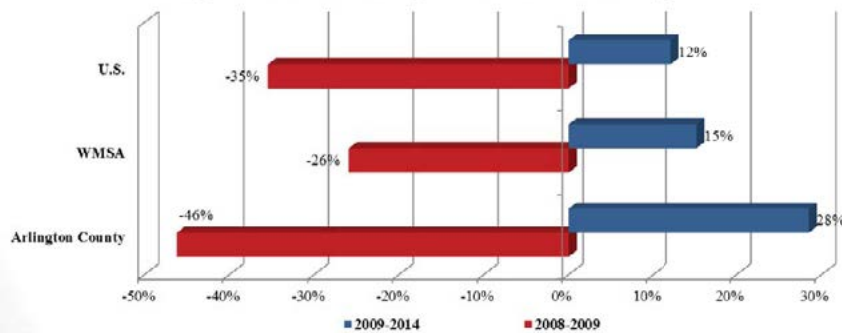
		Growth Rate			Location Quotient	
		Arlington	WMSA	U.S.	Arlington	WMSA
Lagging	Professional and Business Services	11%	7%	18%	2.2	1.7
	Trade, Transportation, and Utilities	1%	9%	9%	0.6	0.7
	Education and Health Services	-3%	11%	7%	0.5	0.8
	Construction	17%	19%	24%	0.3	1.1
	Leisure and Hospitality	23%	31%	24%	1.0	0.9
Competitive	Information	5%	-7%	1%	1.4	1.2
	Financial Activities	8%	7%	4%	0.7	0.9

Source: BLS and Strategic Impact Advisors

(21)

Arlington residential construction activity declined significantly during the recession, but picked up steam during the recovery, outpacing the national and regional performance

Compound Annual Change in Residential Building Permits



Source: U.S. Bureau of the Census and Strategic Impact Advisors

There is an acute shortage of affordable and available rental housing units for families earning less than 50% of the area median income in Arlington

Shortage of Affordable and Available Rental Housing Units, 2011

Income Range	per 100 Renter Households	Total Shortage (Units)	
		District 8	Arlington County
Income at or below 30% of AMI	71	15,439	5,718
Income at or below 50% of AMI	62	23,663	8,829
Income at or below 80% of AMI	26	13,389	5,017

Source: National Low Income Housing Coalition and Strategic Impact Advisors

Summary

- ❑ Unemployment rate has declined to a six year low of 3.0 percent in Arlington County as of December of 2014, by far the lowest rate among Northern Virginia counties.
- ❑ Arlington economy is highly sensitive to fluctuations in two economic sectors, Federal government and professional/business services. Over 47 percent of all jobs in Arlington is supported by these two sectors.
- ❑ Federal sequestration, Base Realignment and Closure (BRAC) and the Federal shut down have resulted in a significant contraction of the Federal jobs while slowing down the growth of the private sector in Arlington. Arlington recorded a compound annual Federal job loss of 3.8 percent since the beginning of the economic recovery -- a total of 4,700 job -- the highest loss among all jurisdictions in the region.
- ❑ Arlington County's private sector job growth during the past five years is comparable to the growth in the Washington metro region and Northern Virginia, though substantially below the comparable growth in the District.

(24)

Summary

- ❑ Compared to the U.S., most economic sectors of Arlington are less competitive and are growing at a slower pace. If Arlington industries had followed the national trends, they would have gained an estimated 15,000 jobs since the beginning of the recovery. Instead, Arlington recorded a gain of 9,000 jobs. An estimated 6,000 fewer jobs in the county are due to its competitive disadvantages. Heavy reliance on a shrinking Federal government and a rigid, non-diversified economy are contributing factors to the slow employment growth.
- ❑ Residential construction activity in Arlington declined significantly during the recession, but picked up steam during the recovery, outpacing the national and regional performance. Since 2010, the county's residential building permits grew twice as fast as the 15 percent growth rate in the metro region.
- ❑ Approximately 67 percent of lower income renter households in Virginia's 8th Congressional District are severely cost burdened as they spend more than 50 percent of their income on rent and utilities.
- ❑ There is an acute shortage of affordable and available rental housing units for families earning less than 50% of the area median income. Over 8,800 additional affordable rental units are needed to close the affordable housing gap in Arlington.

(25)

Source: Strategic Impact Advisors

Summary

- ❑ Federal Government's presence is a mixed blessing for Arlington. It helped shape the region into a knowledge-based economy that thrives with a highly skilled workforce. Through its counter-cyclical spending, the Federal Government has cushioned the impact of recessions on the regional economy. However, the region's heavy reliance on Federal Government has made it quite vulnerable to the effects of downsizing through reductions in Federal jobs and procurement spending.
- ❑ Future economic growth in Arlington requires diversification of its economic base.
- ❑ Arlington must take advantage of its current competitive advantage in information services and financial activities by helping expand business formation in these sectors.
- ❑ Residents of nearby jurisdictions in Maryland and other Northern Virginia communities represent 86% of Arlington jobs, while local residents account for the remaining 14%. As a result, a significant portion of Arlington's potential tax base associated with real estate and residential spending is exported to locations outside the county.
- ❑ An adequate supply of both affordable housing and local skilled workforce will help bring jobs to local residents from future economic expansions in Arlington. This assumes that county's fiscal capacity is flexible enough to accommodate future growth.

Source: Strategic Impact Advisors

{ 26 }

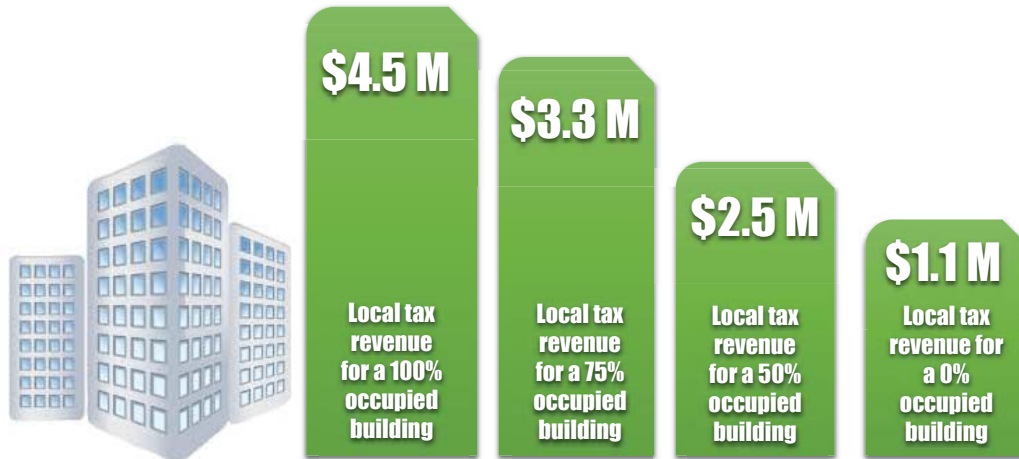
Arlington **Community Facilities Study**

A resource and facilities plan for our future

February 25, 2015
Economic Overview



Each 1% of Office Occupancy is Worth \$3.4 million in Local Taxes



Arlington
Community Facilities Study
A resource and facilities plan for our future

Note: Assumes 100% occupancy = 400,000 SF of RBA in a building in the Crystal City submarket. Based on private sector for-profit tenancy.

2

The Importance of Office Market Performance

- Office vacancy is 10% above its 15-year historical average.
- An improvement of 10% in occupancy would represent \$34 million annually in local tax revenues.

The Challenge Ahead

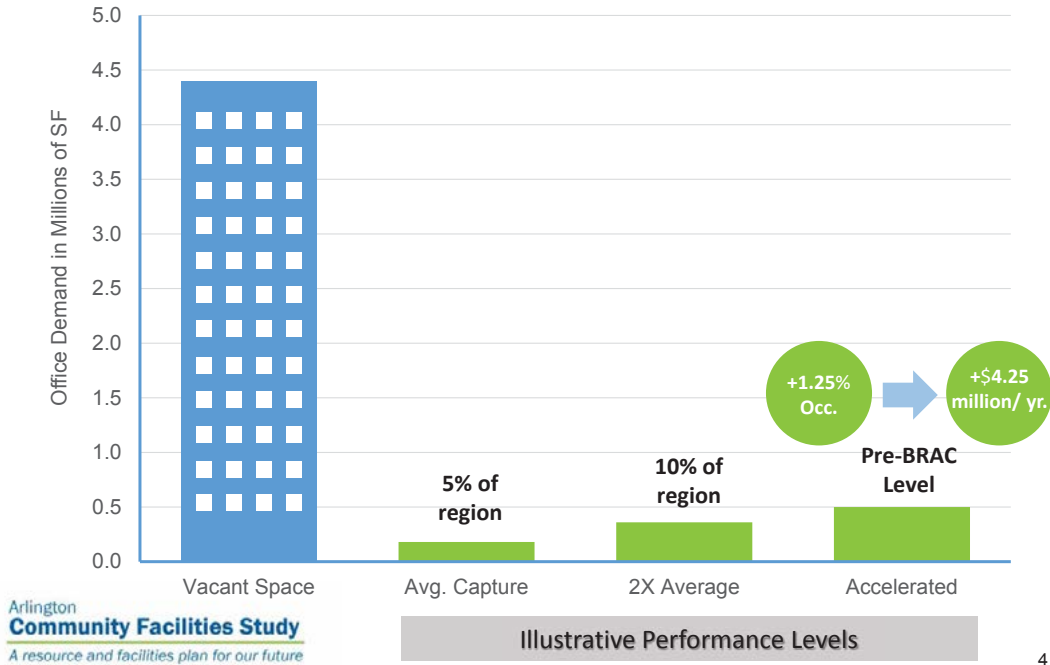
- 4.4 million square feet (s.f.) of office space must be filled for the vacancy rate to reach 10%.
- The entire region is projected to add 3.6 million s.f. per year over the next two years.

Arlington
Community Facilities Study
A resource and facilities plan for our future



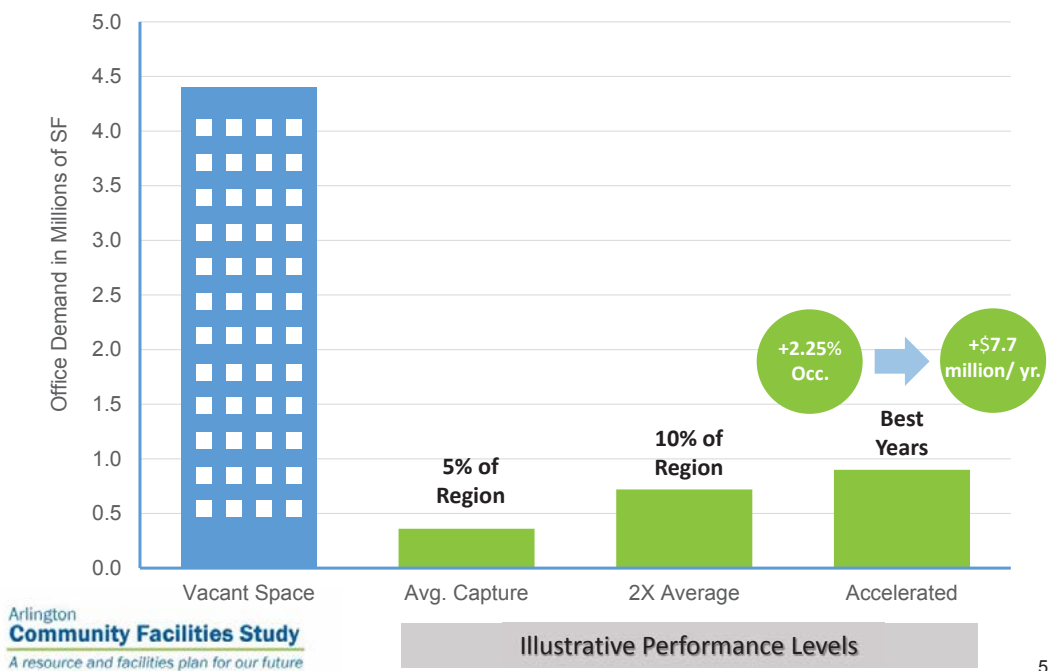
3

Scenario 1: Regional Demand of 3.6 M s.f. per year



4

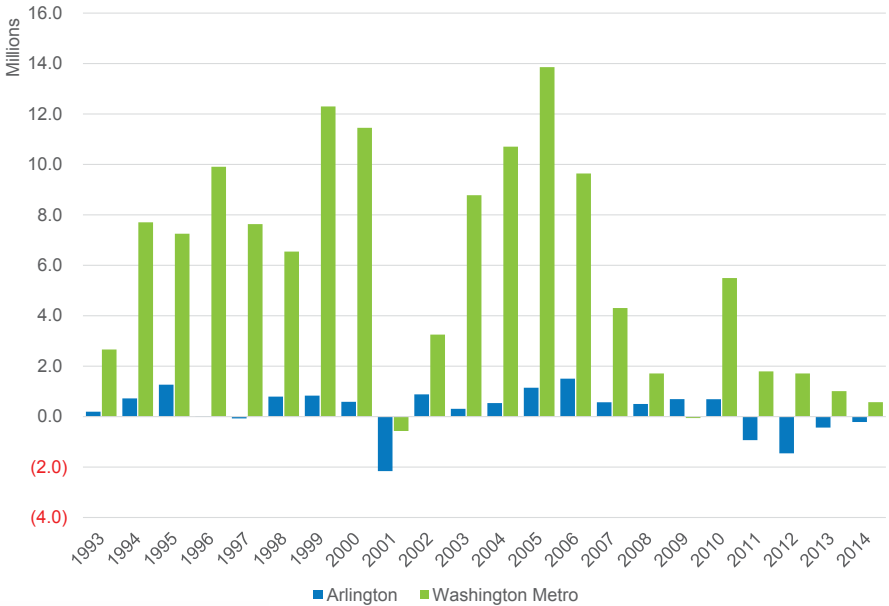
Scenario 2: Regional Demand of 7.2 M s.f. per year



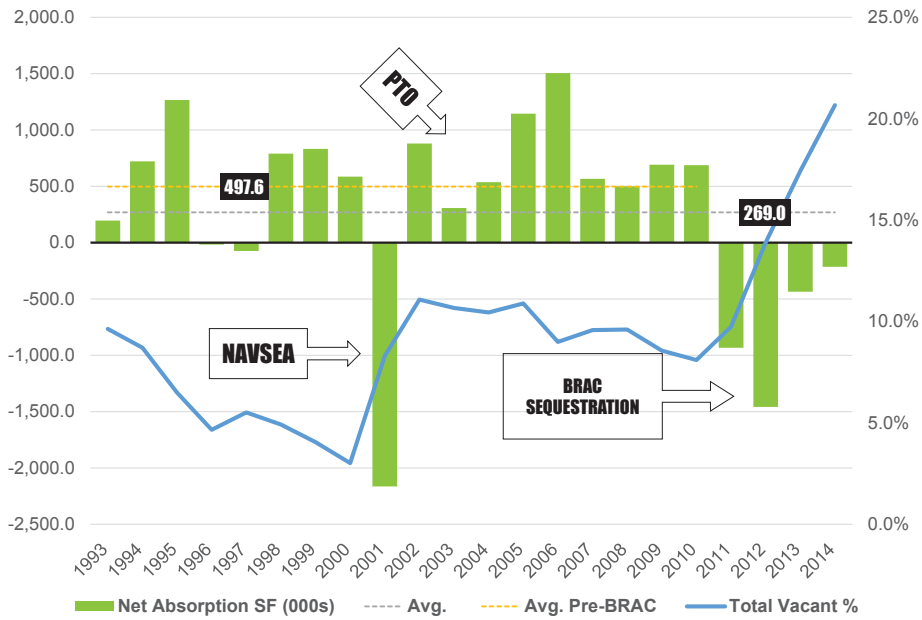
5

Market Overview

Regional Net Office Absorption Has Been Slow to Recover



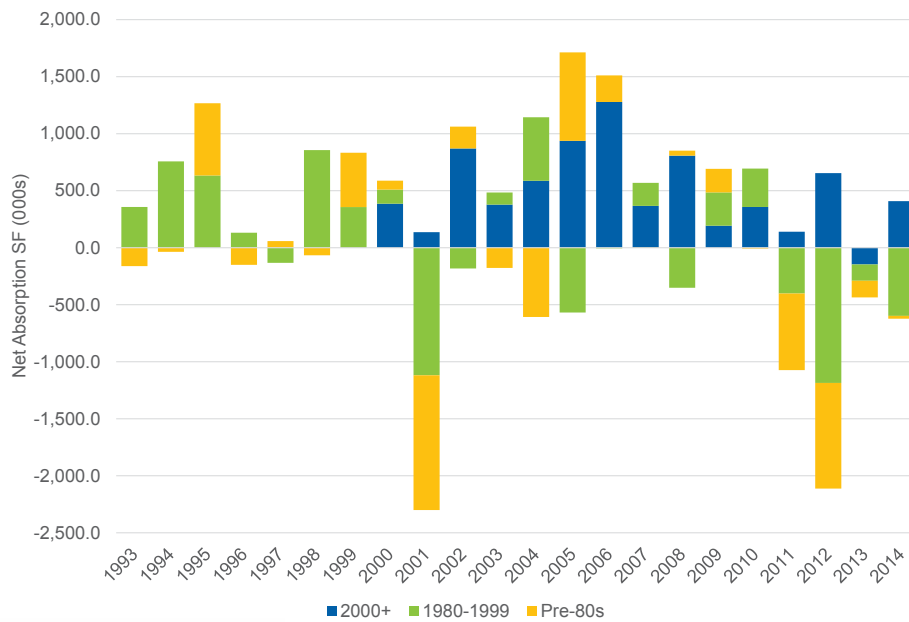
Net Absorption Has Declined by 3 million s.f. in the Past 4 Years



Arlington
Community Facilities Study
A resource and facilities plan for our future

Source: CoStar
 8

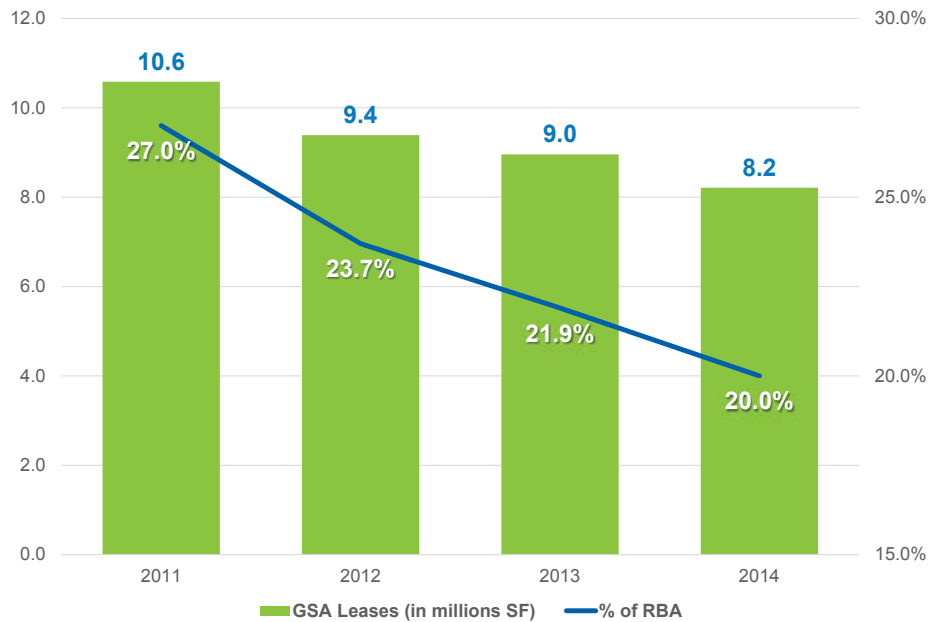
Positive Net Absorption is Attributable to Newer Buildings



Arlington
Community Facilities Study
A resource and facilities plan for our future

Source: CoStar
 9

Federal Lease Holdings Have Declined by 2.4 million Square Feet



Arlington
Community Facilities Study
A resource and facilities plan for our future

Source: GSA & CoStar
 10

Factors Driving the Current Environment

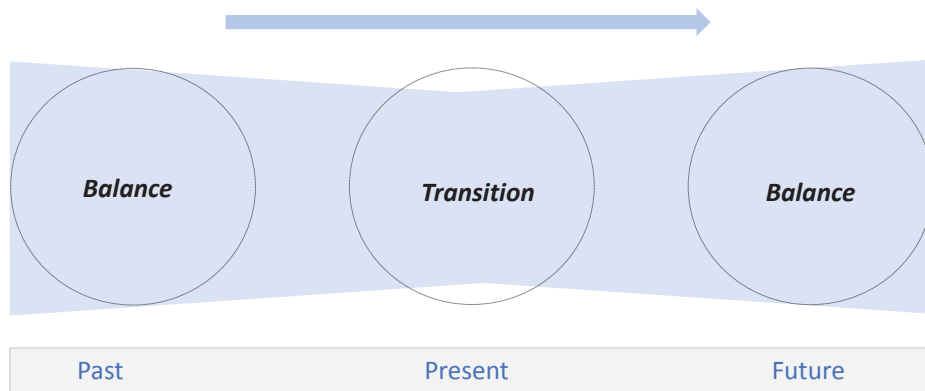
- Federal repositioning continues to be a drag on the market and net new demand for office space has been relatively weak.
- Workplace design efficiency and a more mobile workforce has lessened square footage requirements by 15-20% depending on the company.
- Historical advantages in lease and tax rates have declined in light of new TOD submarkets and aggressive incentives.

Arlington
Community Facilities Study
A resource and facilities plan for our future



11

An Office Market in Transition



- Office product matches tenant base composition and workplace preferences
- Federal repositioning
- Regional TOD submarkets
- Evolving tenant base
- Changing nature of work
- Range of products and spaces align with transitions in economy and workplace

Arlington
Community Facilities Study
A resource and facilities plan for our future

○ Office Space
■ Office Tenancy



12

Future Office Market Study

Selected Excerpts

- Adaptation of existing building stock is already happening (1.9 M SF in past three years).
- Legacy tenants still matter: the government and contractors occupy nearly 50% of office space.
- Tenants greater than 150K s.f. occupy 25% of the office space while making up 1% of companies.
- Tech-oriented companies in cybersecurity, education and healthcare applications are leading the flight-to-quality and tenant base diversification.

Arlington
Community Facilities Study
A resource and facilities plan for our future



13

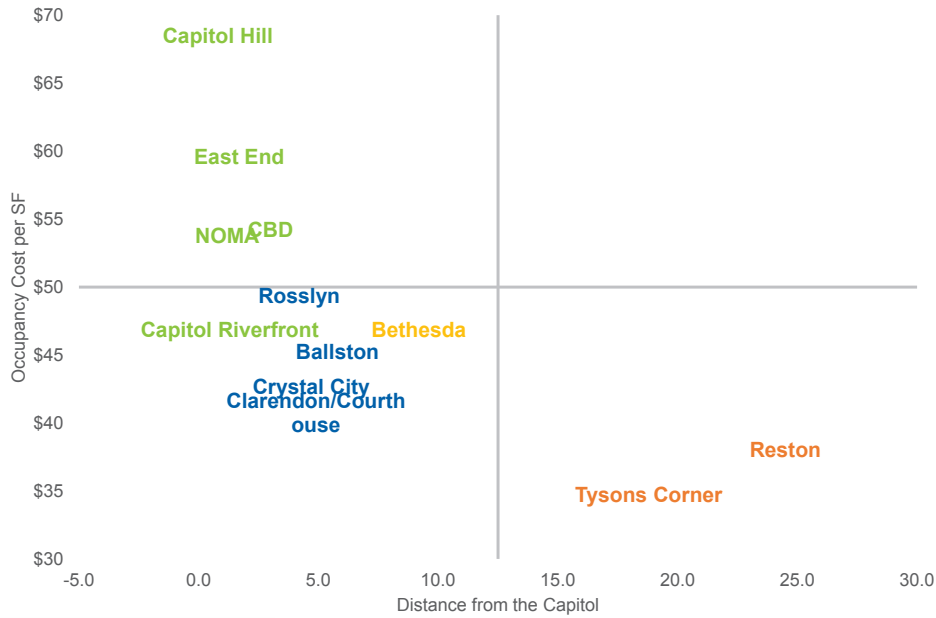
Tenant-base Diversification

Selected sectors and companies

Sector	Company	Jobs	Square Feet	Submarket
Education IT	Rosetta Stone	186	31,000	Rosslyn
	Hobson's	150	39,000	Clarendon
	Common Application	110	22,000	Clarendon
Healthcare IT	Evolent Health	479	93,000	Ballston
	Privia Health	75	11,000	Ballston
Cybersecurity	Decisive Analytics	120	24,000	Crystal City
	Lunarline	100	Variable	Virginia Square
	Distil.it	15	4,000	Ballston
Data Analytics	Applied Predictive	150	36,000	Ballston
	Decision Lens	65	20,000	Ballston
	Endgame	40	10,000	Clarendon
Energy	Opower	255	40,000	Courthouse
	AES	450	120,000	Ballston
TOTAL		2,450	460,000	

Competitive Setting

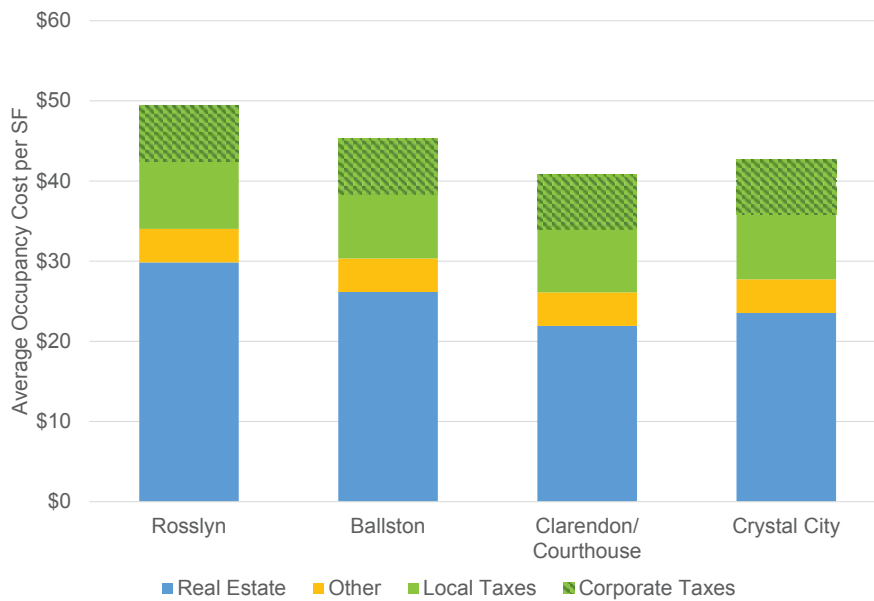
Arlington's Closest Competitive Set includes Capitol Riverfront, NOMA, Downtown, and Bethesda



Arlington
Community Facilities Study
A resource and facilities plan for our future

16

Occupancy Costs are Fairly Consistent Across Arlington Submarkets



Arlington
Community Facilities Study
A resource and facilities plan for our future



17

Arlington is Typically Less Expensive than Comparable D.C. Submarkets Until Incentives Are Applied



Arlington is Typically More Expensive than other Virginia Submarkets, and about the Same Cost as Bethesda



The Way Forward

Arlington
Community Facilities Study
A resource and facilities plan for our future



20

Positioning



21

Selected Marketing Activities 2015

Scope	Activity	Purpose
Intl./U.S.	Corenet	Corporate recruitment
	ICSC	Retail attraction
	Select USA	Foreign investment
	SXSW	Tech sector
	Marketing missions	Targeted industries
Regional	Meetup Arlington	Tech and startups
	Tandem NSI	Natl security cluster
	Area E.D. organizations	Retention and branding

Understanding Your Competition



Economic Development Investment Tools

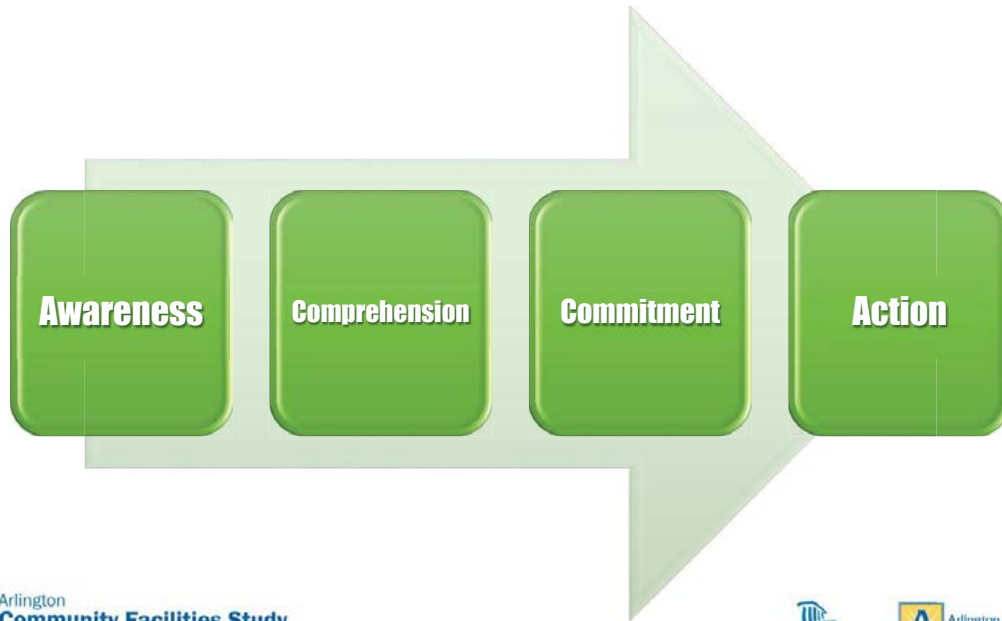
D.C., Arlington & Va.

Category	D.C.	Arlington	Virginia
Grants	✓		✓
Tax credits	✓		✓
Partial tax exemptions	✓	✓	✓
Tax increment financing	✓	✓	
Tax-exempt bonds	✓	✓	✓
Small business financing	✓		✓
International offices	✓		✓
Land write-downs	✓		

Low Cost Approaches



Marketing Process



Arlington
Community Facilities Study
A resource and facilities plan for our future



26

Questions?

Arlington
Community Facilities Study
A resource and facilities plan for our future



27

March 11, 2015

Arlington
Community Facilities Study

A resource and facilities plan for our future

March 11, 2015
Study Committee Meeting #3 – Opening Remarks



**Metropolitan Washington Area Key
Economic & Demographic Indicators**

Arlington County Community Facilities Study
March 11, 2015

Lisa A. Sturtevant, PhD
Vice President of Research
National Housing Conference



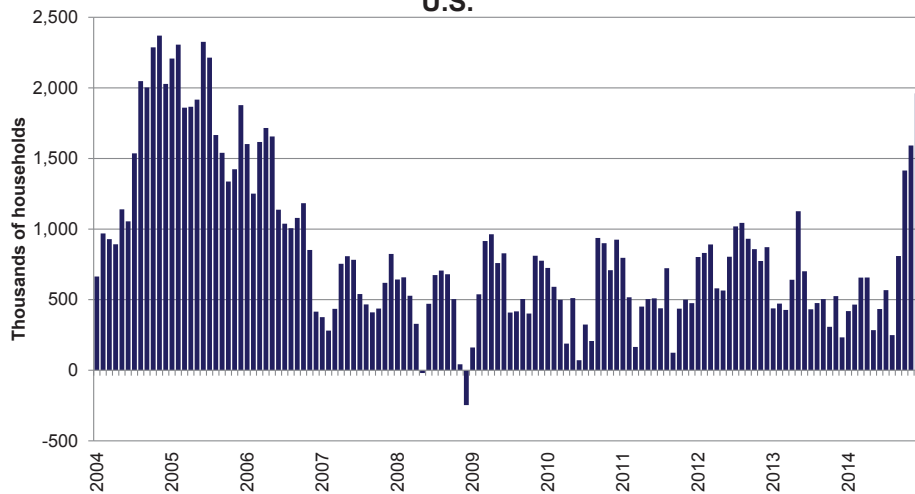


KEY NATIONAL DEMOGRAPHIC TRENDS

The rate of household formation is beginning to pick up as a result of the improving economy.



Month-over-the-year Household Growth
U.S.

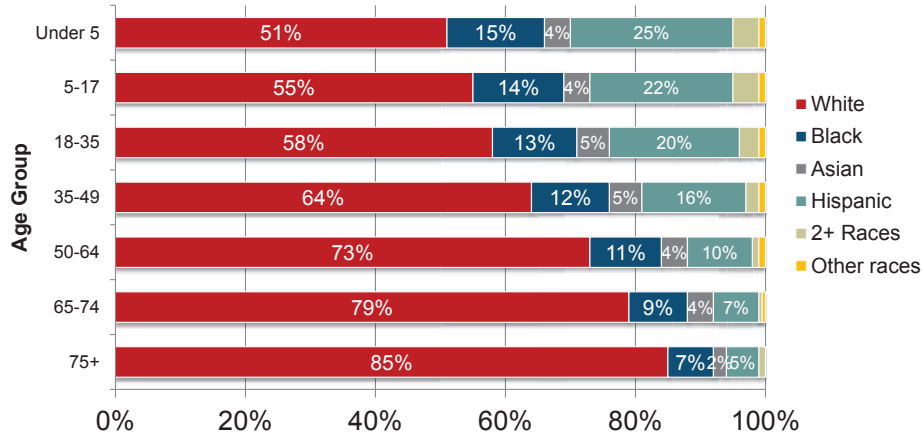


Source: U.S. Census Bureau, Housing Vacancy Survey

Looking ahead, the population will become more racially diverse—young people are much more diverse than older people.



Racial Make-up of Different Age Groups: 2012
U.S.

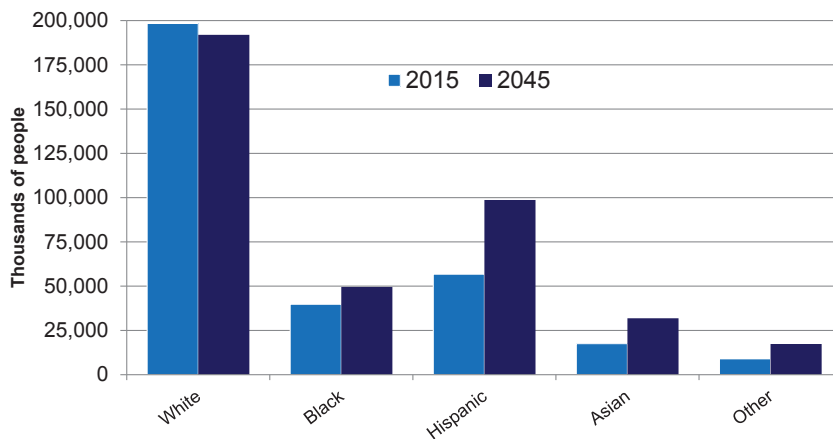


Source: From *Diversity Explosion* 2014, William Frey

Over the next 3 decades, the white population will actually decline in total numbers because of lower fertility rates.



Population by Race/Ethnicity: 2015 and 2045
U.S.

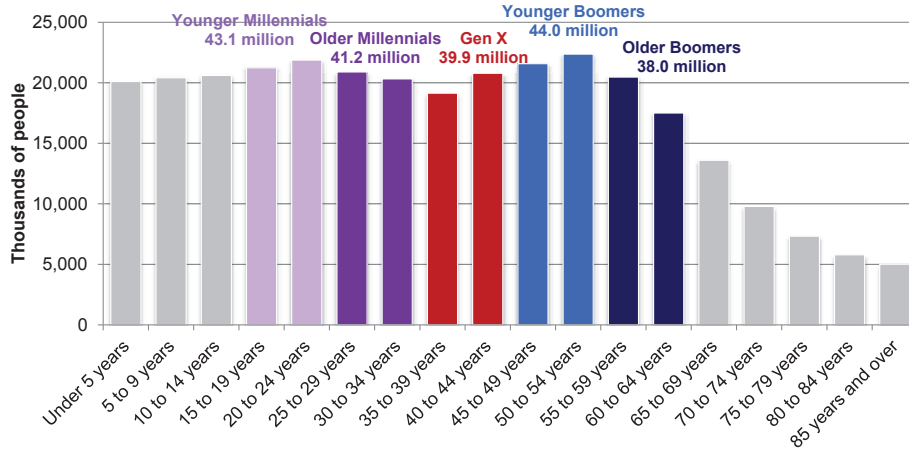


Source: U.S. Census Bureau Population Projections

The decisions and opportunities of Boomers and Millennials will have important labor market and housing market implications.



Population by Age Group
U.S.

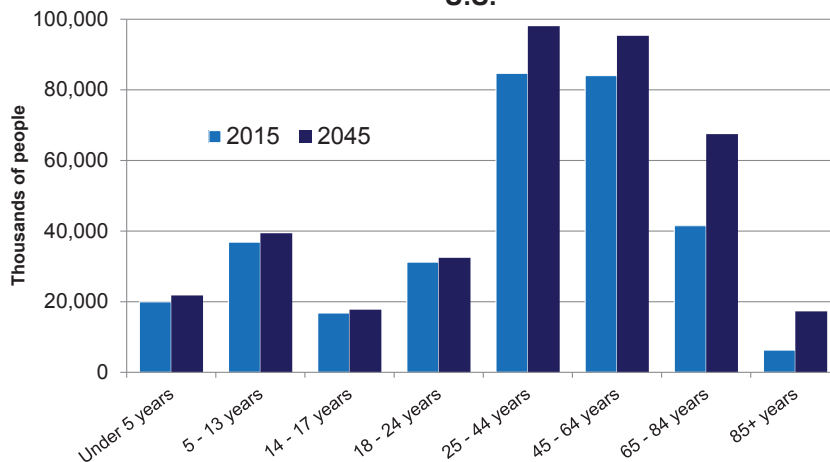


Source: U.S. Census Bureau, 2012

Longer life expectancies will mean dramatic growth in the nation's older population over the next 3 decades.



Population by Age Group: 2015 and 2045
U.S.

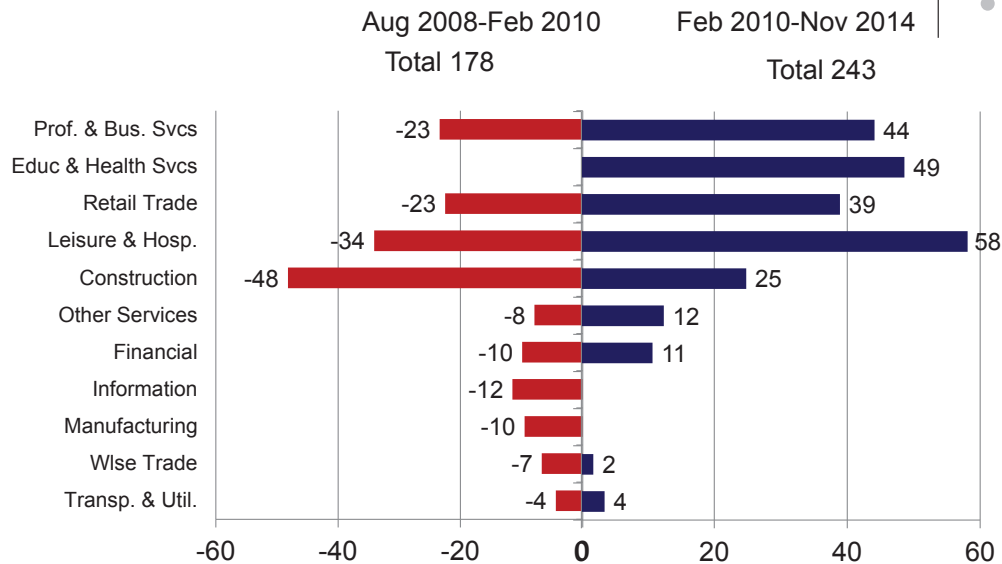


Source: U.S. Census Bureau Population Projections



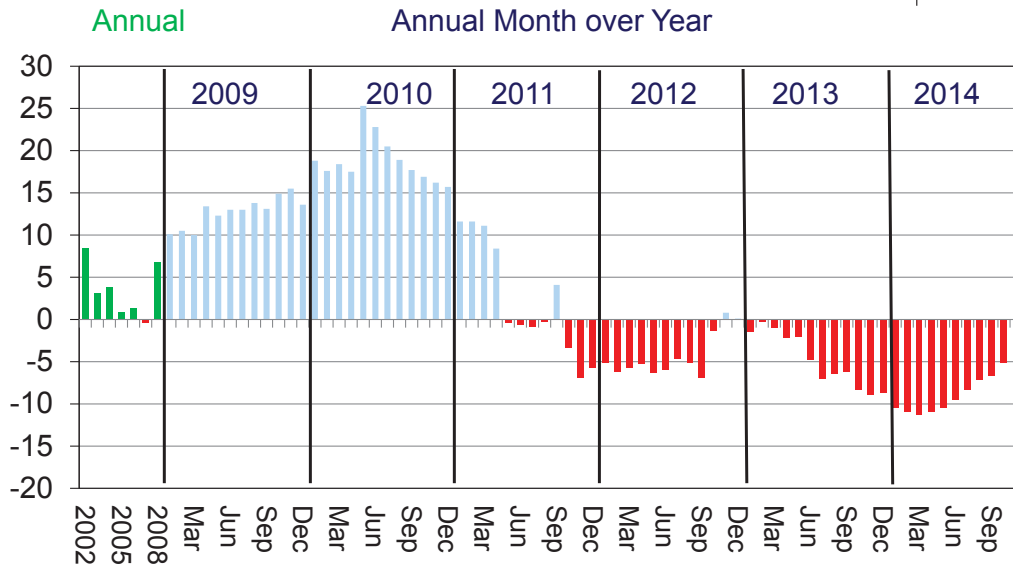
OVERVIEW OF THE WASHINGTON AREA ECONOMY

WMSA Payroll Job Change: Private Sector The Great Recession and Recovery



Source: Bureau of Labor Statistics (Not Seasonally Adjusted), GMU Center for Regional Analysis

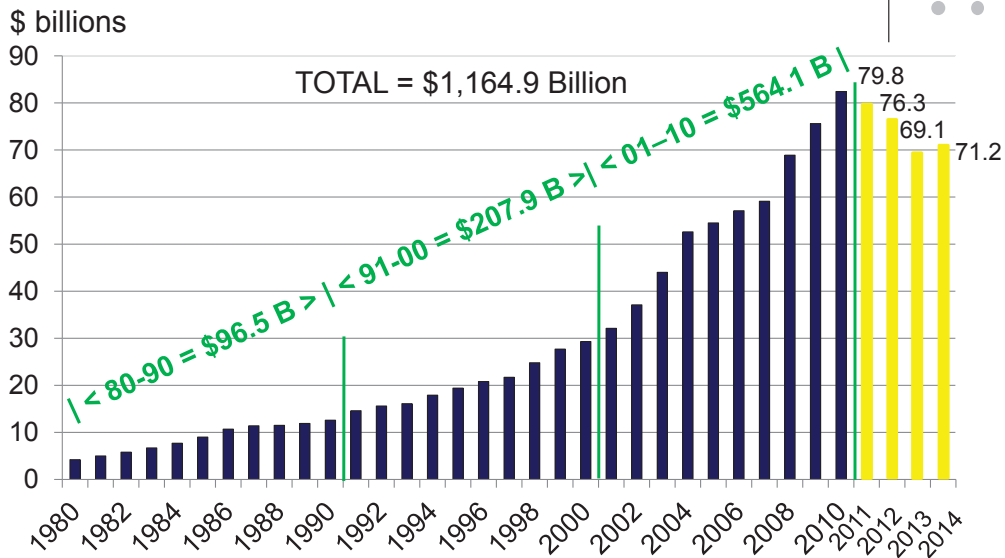
Federal Government Jobs in the Washington Metropolitan Area, 2002-2014



Source: Bureau of Labor Statistics (Not Seasonally Adjusted), GMU Center for Regional Analysis

Nov-14 Total: 365.7

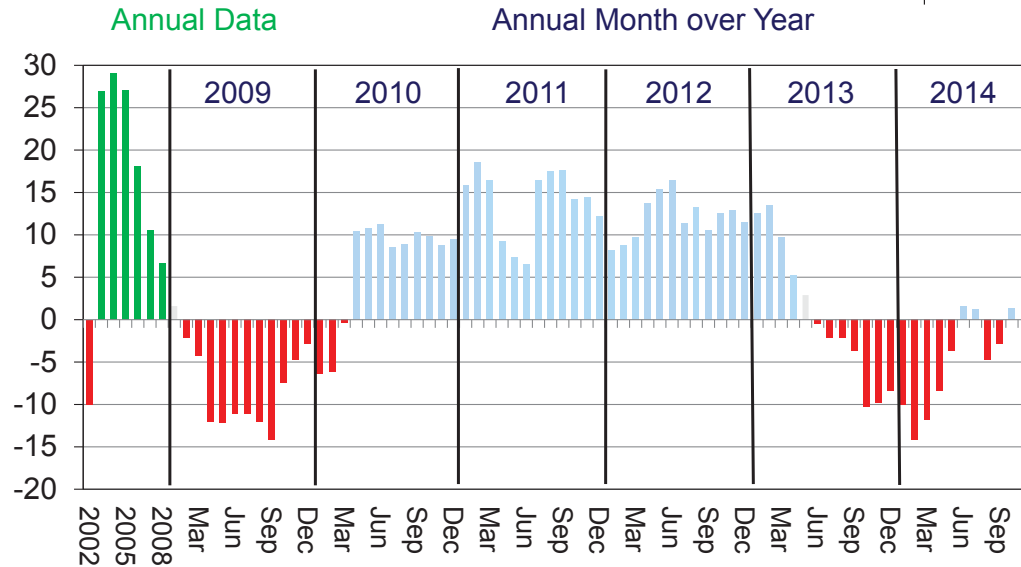
Federal Procurement in the Washington Metro Area, FY 1980-2014



Source: US Census, Consolidated Federal Funds Report and USAspending.gov, GMU CRA

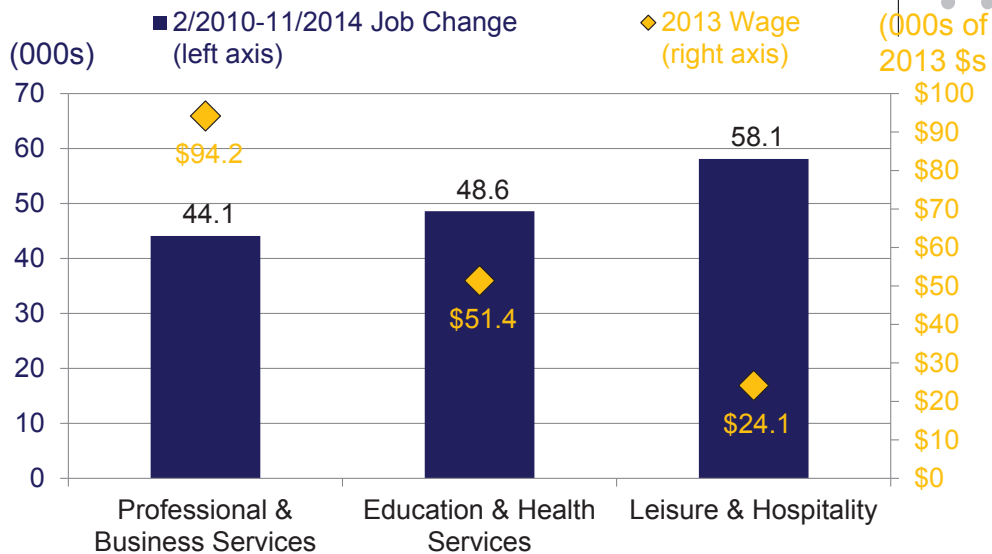


Professional & Business Services Jobs in the Washington Metropolitan Area



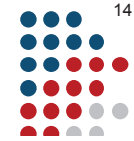
Source: Bureau of Labor Statistics (Not Seasonally Adjusted), GMU Center for Regional Analysis **Nov-14 Total: 708.5**

Average Wage and Job Change Washington Metro Area



Source: Bureau of Labor Statistics, GMU Center for Regional Analysis

The Household Income Effects of Structural Change in the Washington Metropolitan Area



<u>Jurisdiction</u>	<u>Median HH Income 2013*</u>	<u>Change from 2009*</u>
District (DC)	\$ 67,572	\$2,919
Frederick Cty	84,308	- \$5,856
Montgomery Cty	98,326	- \$4,552
Prince George's Cty	72,052	- \$4,060
Arlington County	102,501	- \$1,675
Fairfax County	111,079	- \$249
Loudoun County	116,848	- \$7,283
Prince Wm County	95,268	- \$2,234
Alexandria City	86,775	\$2,985
Total Metro Area	\$ 90,149	- \$2,287

Source: U.S. Census, ACS 1-Year; GMU Center for Regional Analysis

*in 2013 dollars



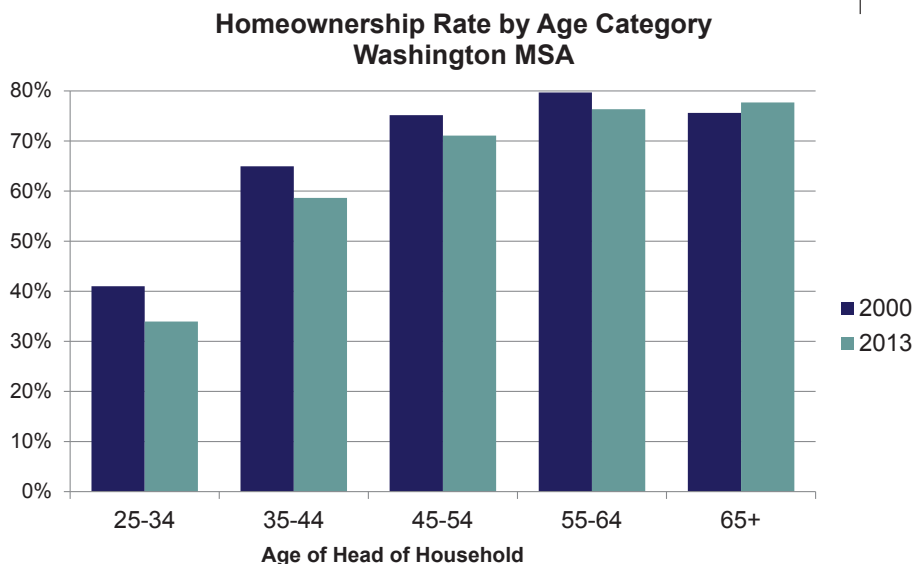
HOW ECONOMICS & DEMOGRAPHICS WILL SHAPE HOUSING DEMAND IN THE REGION

How Demographics Will Shape Housing Demand in 2015



- Millennials: The First-Time Homebuyers
- Gen X: The Move-Uppers
- Baby Boomers: The Downsizers

Homeownership Has Declined Across Age Groups, Except Seniors



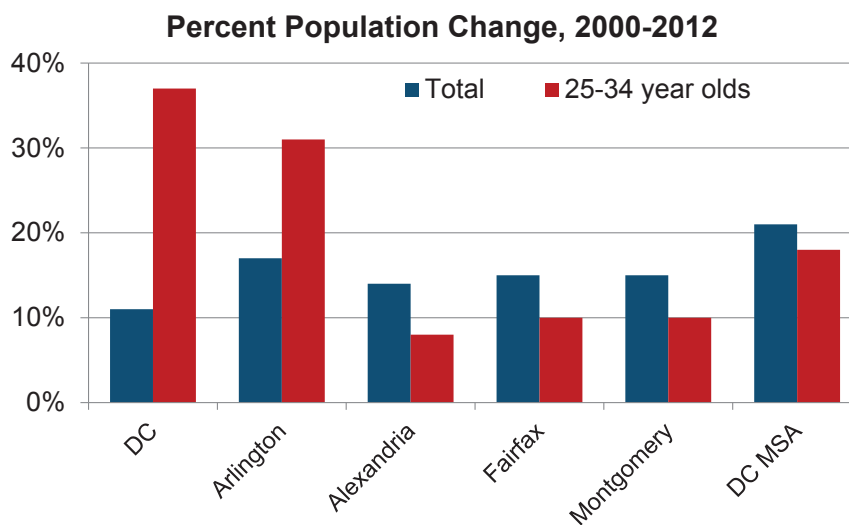
Source: U.S. Census Bureau, 2000 Census SF3 and American Community Survey 1-year file

Millennials: The First-Time Homebuyer



- Time is the key
 1. Wages
 2. Marriage
 3. Homeownership
- Preferences may not be substantially different from prior generations'
 - Housing options may be limited

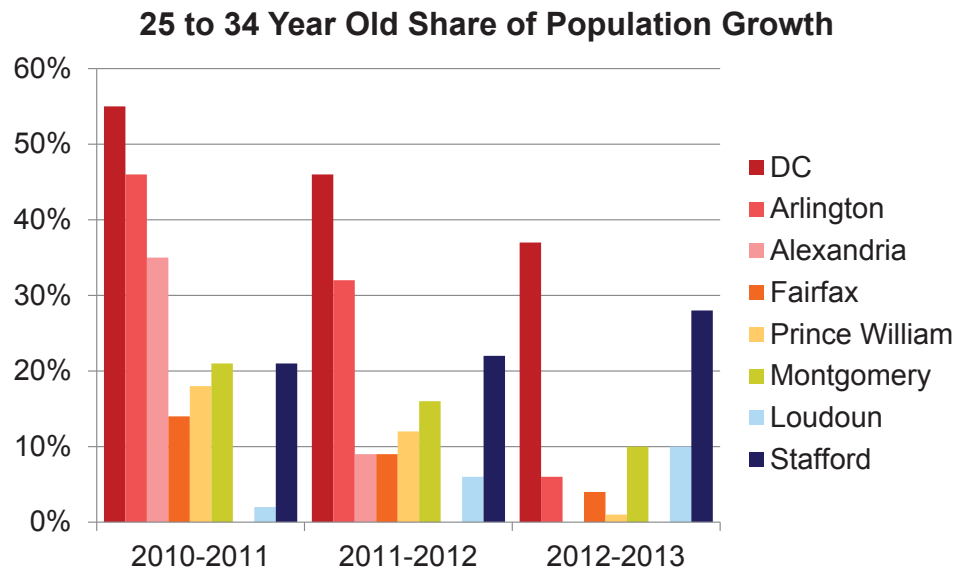
Millennials Drove Population Growth in DC and Arlington



Source: U.S. Census Bureau, 2000 Census SF3 and American Community Survey 1-year file



But There Are Shifts to the Suburbs



Source: U.S. Census Bureau, Population Estimates



Gen X: The Move-Uppers

- Inclination to move is contingent
 - Interest rates
 - Equity
- More likely to purchase new construction



Interest Rates are Still Very Low

Conventional, Conforming 30-Year Fixed Rate Mortgage

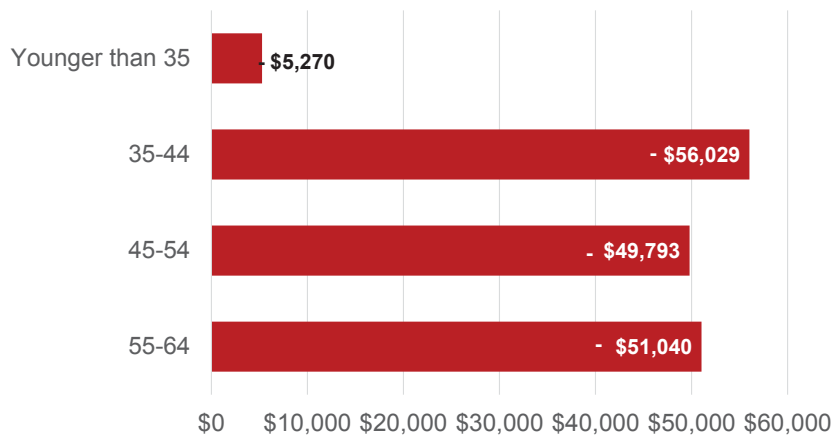


Source: Freddie Mac



Wealth Losses Hit Gen X'ers Disproportionately Hard

Total Decline in Median Wealth by Age of Household Head, US, 2000-2010



Source: Pew Research Center, tabulations of Survey of Consumer Finances data

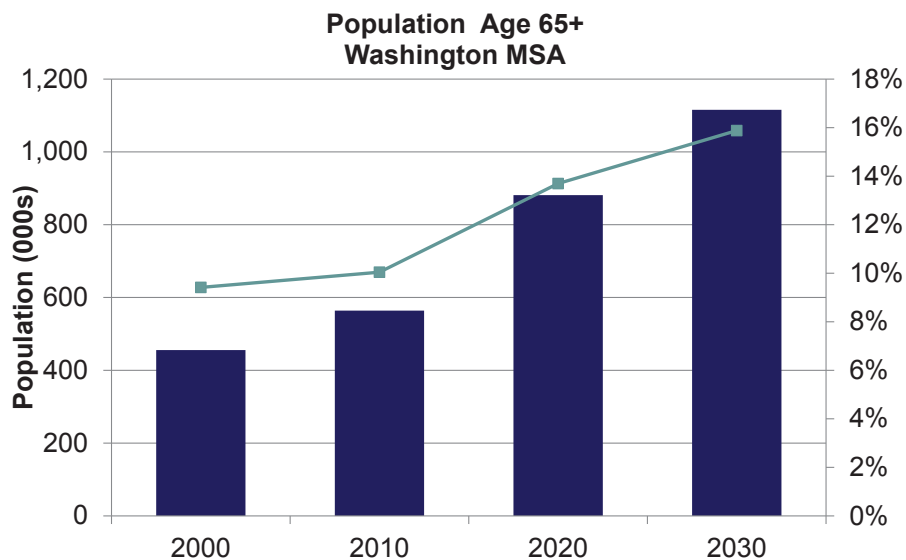


Baby Boomers: The Downsizers

- Large wave of retirees
 - Most live in suburbs
 - Many will stay in the region
- Diversity of housing preferences



Seniors Are a Growing Share of Our Population

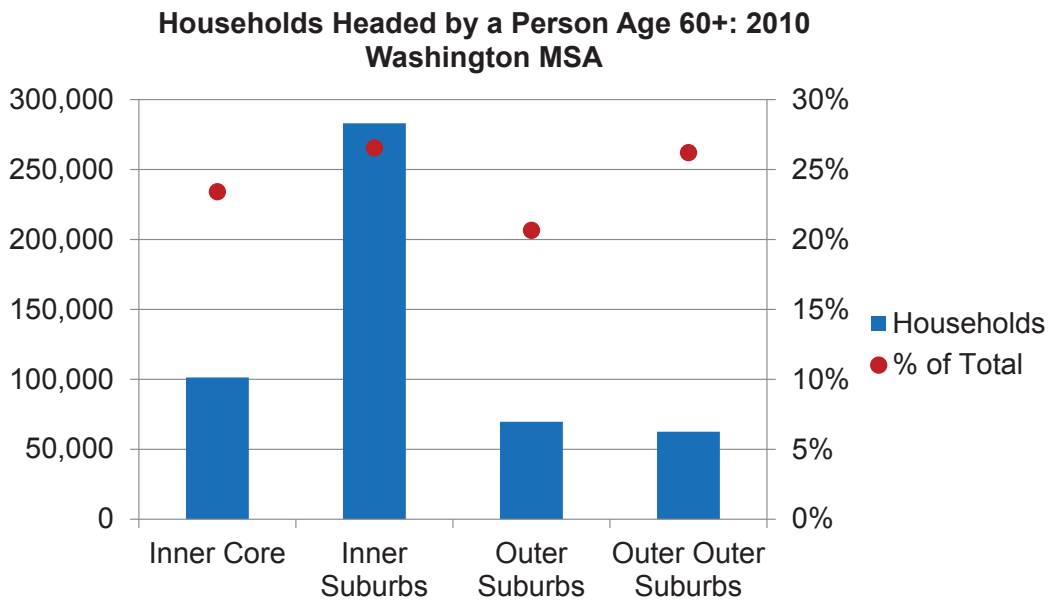


Source: IHS Global Insight

Greatest Number of Boomer Households in Fairfax & Montgomery Counties



26



Source: 2010 Census, SF1

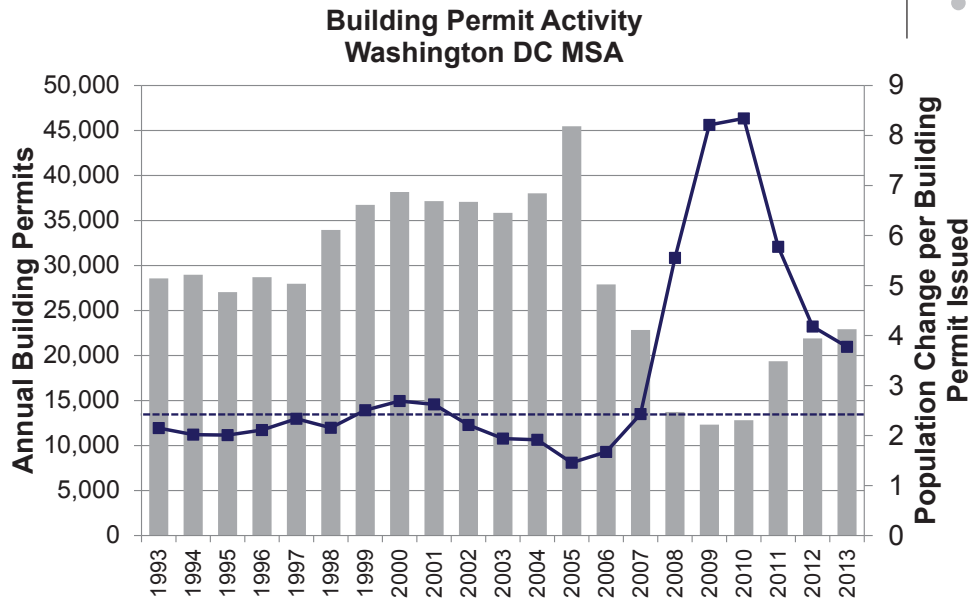
Will There Be Sufficient Housing to Meet Demand for All Cohorts?



27

- Lower-priced homes
- Homeownership and rental housing in the suburbs
- “Accessible” housing

Population Growth Outpaced Residential Construction During the Downturn



Source: Census Bureau

New Residential Construction to Meet Future Needs and Past Deficit

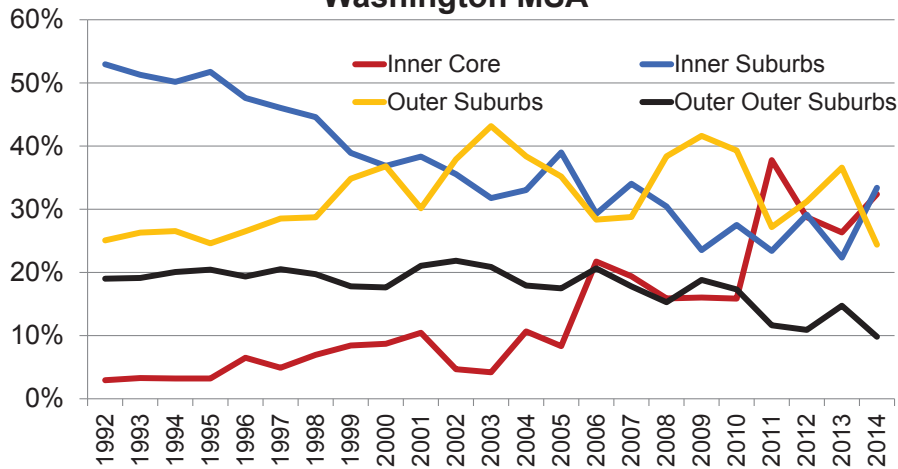


- The Washington MSA will need **39,000** new housing units each year between 2015 and 2019
 - 31,000 to meet annual population growth
 - 8,000 to make up deficit (assumed deficit made up over 10 years)

Where New Homes are Built Will Start to Shift



Share of Building Permits by Area
Washington MSA

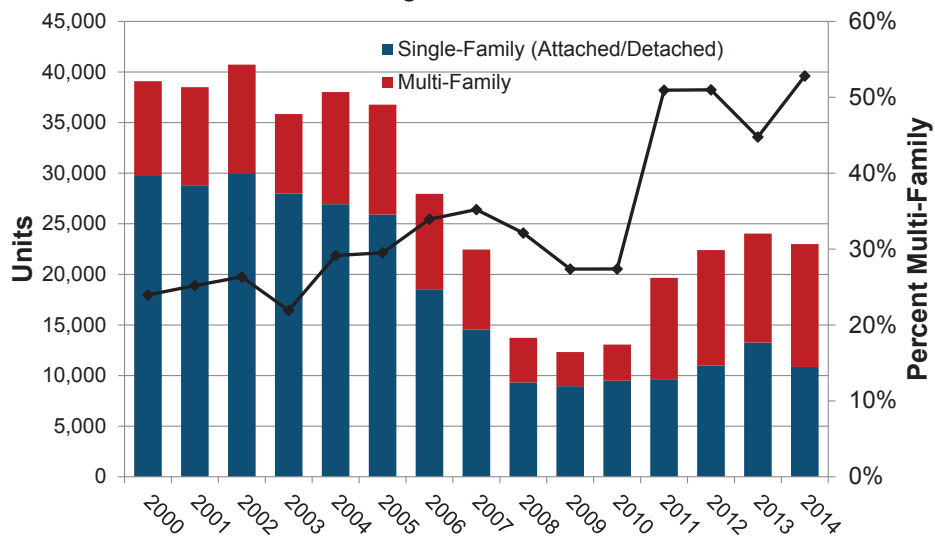


Source: Census Bureau

Single-Family Home Construction Still Hasn't Recovered



Building Permits by Type
Washington MSA



Source: Census Bureau



32

Key Takeaways for 2015

- Housing market activity will pick up as inventories rise
 - First-time homebuyers will be key driver
- Growing demand for single-family homes.
 - But smaller homes, lower price points
- The suburbs are not dead and, in fact, are poised for a rebirth.
- While demand will be there in 2015, supply won't catch up until 2016.



33

Contact

Lisa Sturtevant

Center for Housing Policy and
National Housing Conference

Lsturtevant@nhc.org

202-466-2121 x234

www.nhc.org

www.housingpolicy.org

Arlington Community Facilities Study

A resource and facilities plan for our future

Questions We Have Heard from the Community

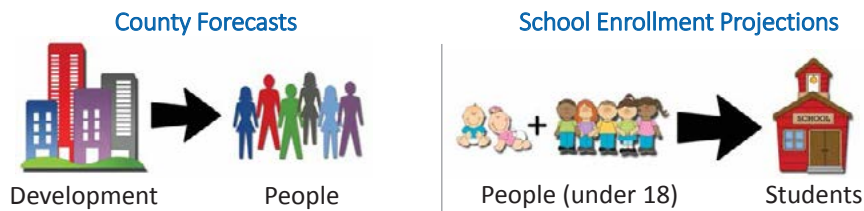
Robert Brosnan

Former Director, Community Planning, Housing and Development



Arlington Demographics Questions We Have Heard from the Community

- Are the County and APS forecasts different?



Arlington Demographics

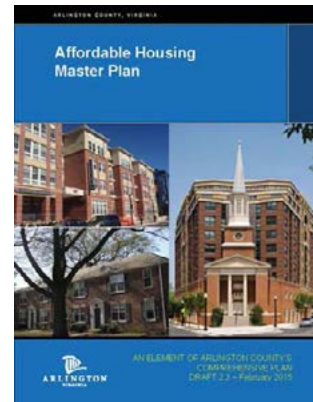
Questions We Have Heard from the Community

- How do the County's forecasts account for bonus density that can be granted for certain community benefits?
- Why is school enrollment increasing so much?
- Are new multi-family housing and committed affordable housing developments affecting school enrollment?

Arlington Demographics

Questions We Have Heard from the Community

- Affordable Housing Study
 - Shared community vision around affordable housing policies
 - Master Plan - County goals, objectives and policies to address housing needs
 - Implementation Framework – Strategies to achieve Master Plan goals



<http://housing.arlingtonva.us/affordable-housing-study/>

Affordable Housing Study Timeline

- **February 2015** – Draft documents released
- **March 23, 2015** – County Board Work Session
- **March 28, 2015** – Community Forum
 - 9:00 am – 12:30 pm
 - Washington-Lee High School
 - Opportunity for feedback on draft Master Plan and Implementation Framework
- **July 2015** – Anticipated County Board Action

Arlington Demographics

Questions We Have Heard from the Community

- Are families switching from private to public schools?
- How accurate have previous population forecasts and school enrollment projections been?
- Has APS considered purchasing or leasing vacant office space to increase school capacity?

Arlington **Community Facilities Study**

A resource and facilities plan for our future

Demographics, Housing Supply and Forecast

Elizabeth Hardy and Andrew D’huyvetter

Community Planning, Housing and Development – Planning Division



Arlington Demographics, Housing Supply and Forecast Presentation Outline

Arlington County Demographics

1. Current Population Demographics
 - How did we get here?
2. Age Cohort Trends
 - Where are we going?

Arlington’s Housing Supply

1. Changes in Housing Supply
 - How has the housing supply impacted population?
2. Emerging Trends in Housing Supply

Arlington Demographics, Housing Supply and Forecast Presentation Outline

Arlington County Forecast

1. Purpose of the Forecast
 - How is the forecast used?
2. Methodology
 - What variables are incorporated in the forecast?
3. Accuracy of the Forecast
 - How accurate is the forecast?
4. Current Forecast – Round 8.4
 - How is Arlington forecast to grow from 2010-2040
5. Monitoring trends

Arlington
Community Facilities Study
A resource and facilities plan for our future



9

Arlington Demographics Current Population Snapshot

216,700 Persons
102,100 Households
110,300 Housing Units

Race and Ethnicity

Total Population	207,627	100.0%
Non-Hispanic or Latino	176,245	84.9%
White	132,961	64.0%
Black or African American	17,088	8.2%
Asian or Pacific Islander	19,895	9.6%
Other or Multi-Racial	6,301	3.0%
Hispanic or Latino	31,382	15.1%

Educational Attainment
72% Bachelor's Degree or Higher
\$106,400 Median Household Income

Members of the Arlington community are...

- well educated
- diverse
- growing

Arlington's population has grown 4.2% since 2010.

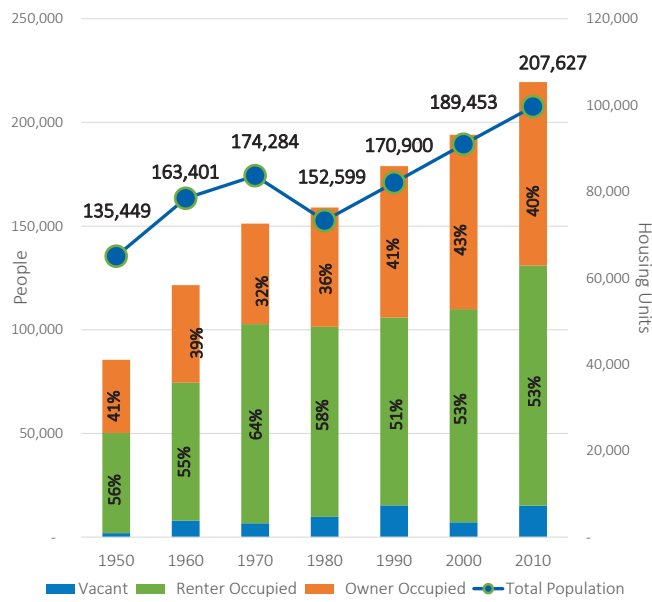
Source: CPHD – Planning Division (Profile 2015)

10

How did Arlington get where it is today?

11

Arlington Demographics Population and Housing Units 1950-2010

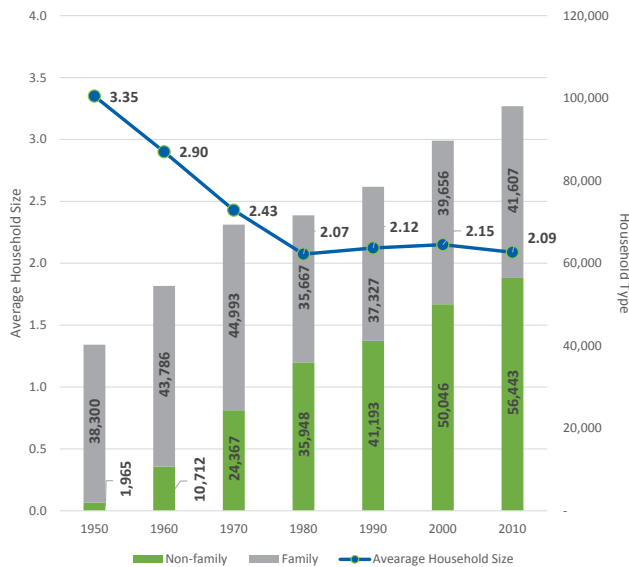


Source: Decennial Census 1950-2010

- Arlington's early population growth is spurred by federal jobs.
- Economic conditions lead to shifts in the housing supply and a decline in the average household size.
 - 1960s: garden to highrise
 - 1970s: apartments to condos
- Steady increase in population since the 1980s and opening of Metrorail.

12

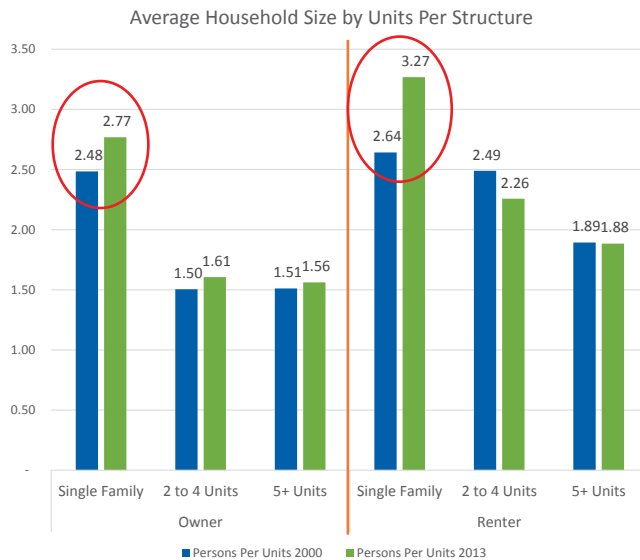
Arlington Demographics Average Household Size and Type 1950-2010



- From 1950-1980, the average household size steadily declined.
- Since 1980:
 - average household size has remained just above 2 persons per household.
 - Non-family households have grown much faster than family households, adding over 20,000 non-family households.

13

Arlington Demographics Average Household Size 2000-2013

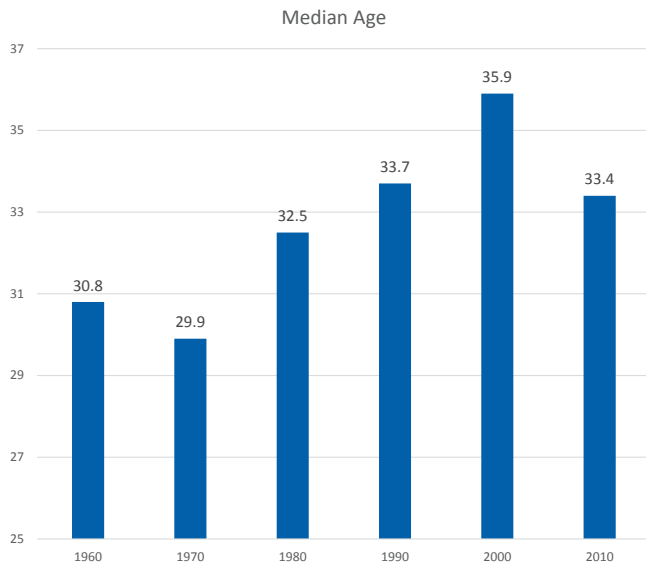


Source: Decennial Census 2000 and 2009-2013 American Community Survey 5-Year Estimates

- Between 2000 – 2013, the average household size increased in both owner and renter occupied single family homes.
- Single Family owner occupied household size increased by about 0.3 persons per household.
- Single Family renter occupied housing increased by 0.63 persons per household.

14

Arlington Demographics Median Age 1950-2010



Source: Decennial Census 1950-2010

1970s

- Decrease in those under 25 and 45-64
- Increase in those age 25-44 and 65+
- Increase in median age by 1980

1990s

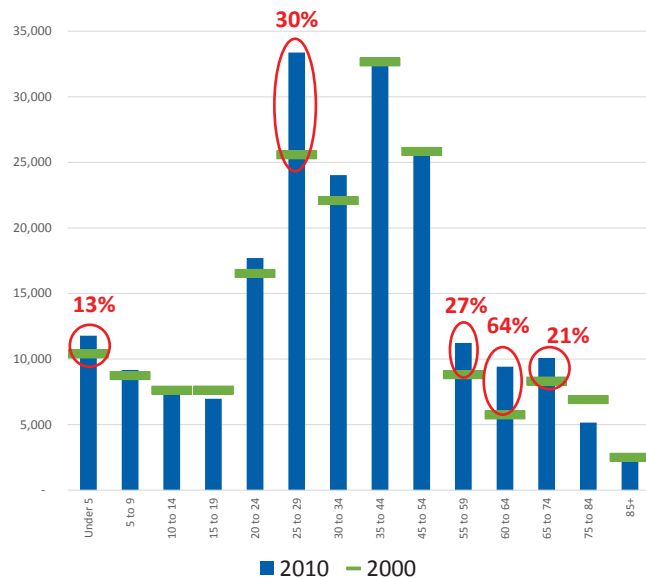
- 49-55 fastest growing age group

2000s

- Impact of millennials

15

Arlington Demographics Age Distribution 2010



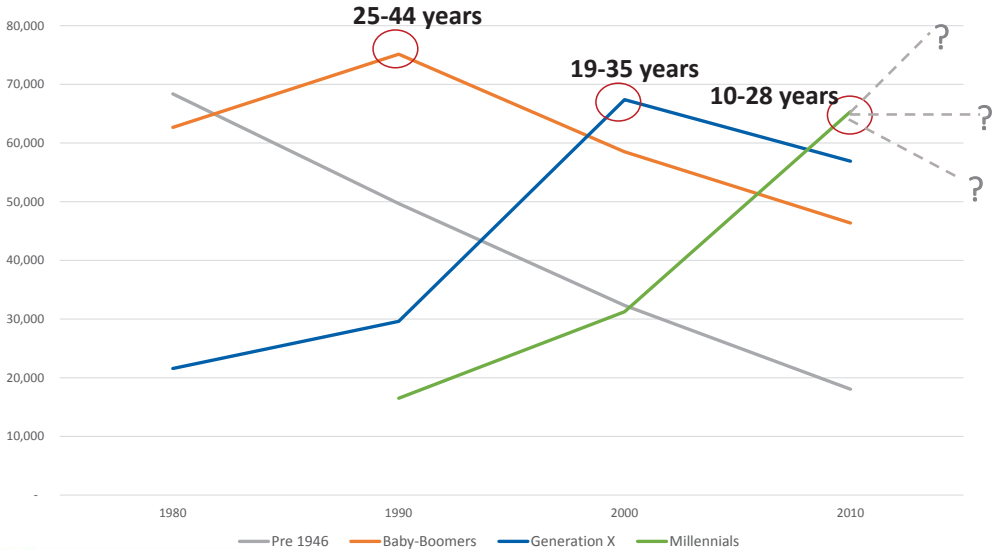
Source: Decennial Census 1980

- Arlington's population grew by 9.6% from 2000 to 2010.
- The fastest growing age cohorts were:
 - 60 to 64
 - 25 to 29
 - 55 to 59
 - 65 to 69
 - Under 5

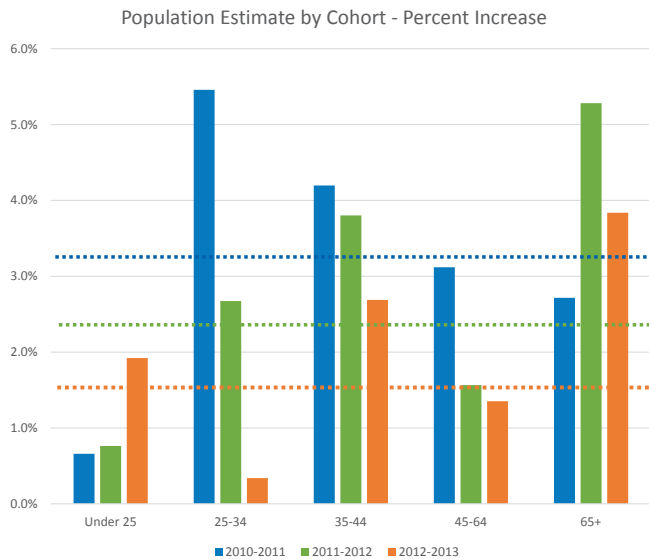
16

What age cohorts will grow in Arlington?

Arlington Demographics Dominant Generation



Arlington Demographics Annual % growth by Age Cohort 2010-2013

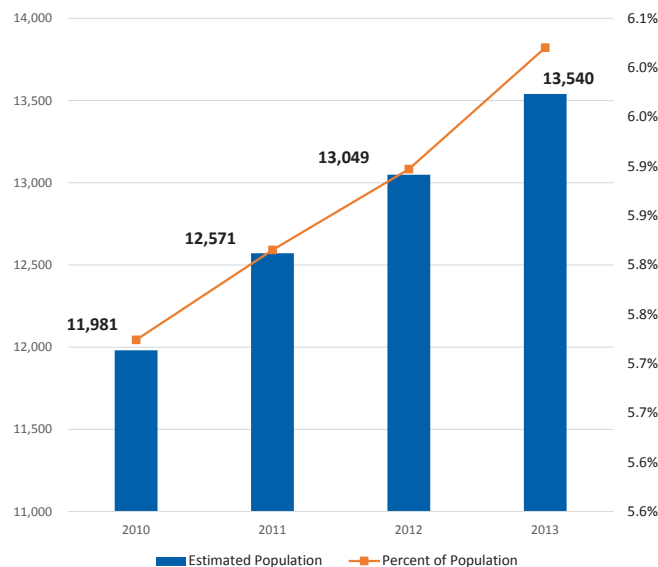


Source: U.S. Census Bureau, Population Estimates 2010-2013

- From 2010 to 2013, Arlington's annual growth rate has been declining.
- The 35-44 age cohort consistently grows at a rate higher than the county average.
- From 2012-2013 the age cohorts under 25 and over 65 were the only other two groups above the county's rates.

19

Arlington Demographics Growth of Under 5 Years Age Cohort

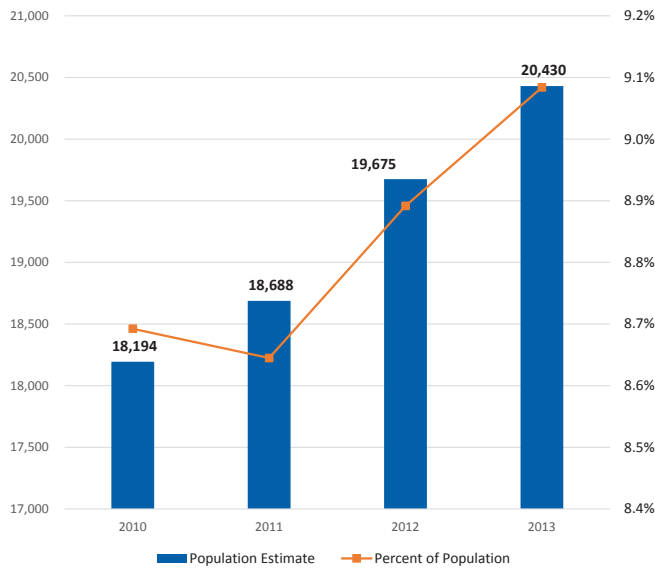


Source: U.S. Census Bureau, Population Estimates 2010-2013

- The under 5-years cohort has continued to increase since 2010.
- As a share of Arlington's total population, this cohort has increase from 5.7% in 2010 to 6.0% in 2013.

20

Arlington Demographics Growth of 65 + Years Age Cohort

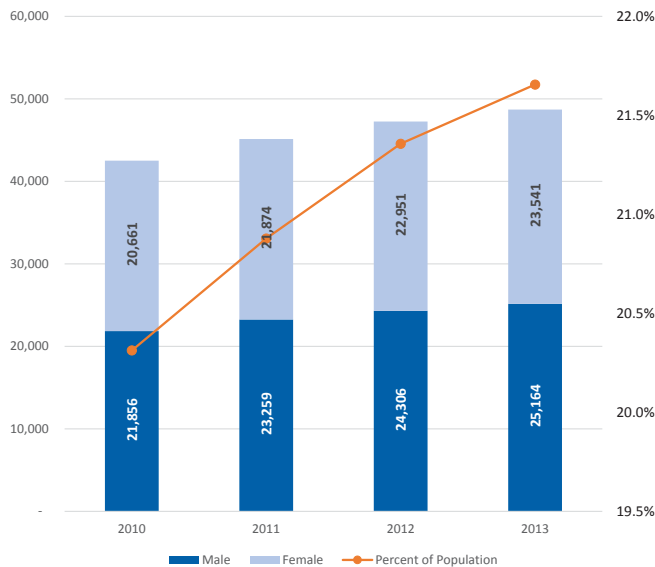


Source: U.S. Census Bureau, Population Estimates 2010-2013

21

- Those over the age of 65-years has grown by 12% since 2010.
- This age cohort makes up about 9% of Arlington's total population.

Arlington Demographics Growth of 30-39 Age Cohort

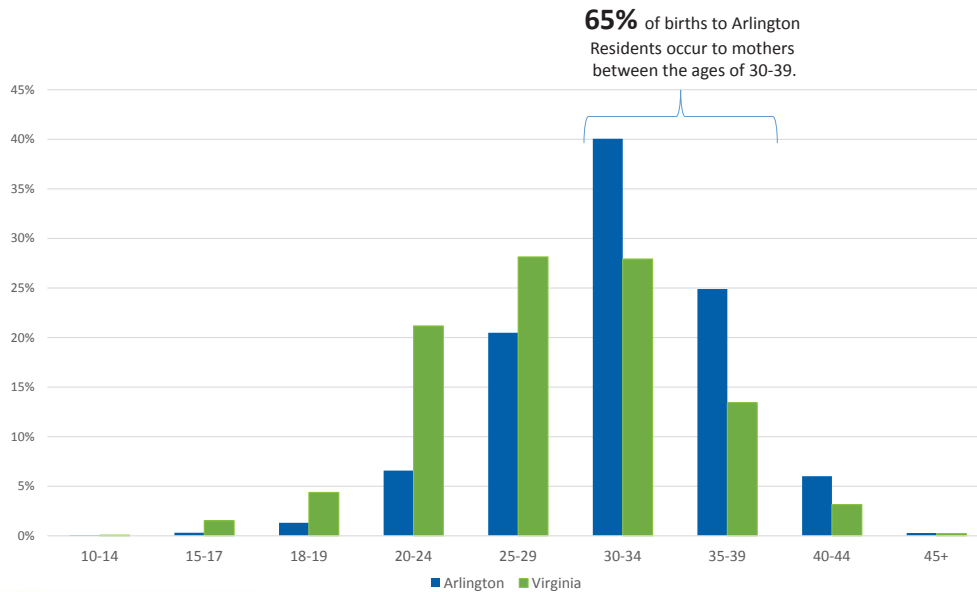


Source: U.S. Census Bureau, Population Estimates 2010-2013

22

- The age cohort of those age 30-39 years continues to grow from 20.3% to 21.7% of the total population.
- This group accounts for 40% of all growth since 2010.
- Females make up 48% of this age group and 47% of the growth since 2010.

Arlington Demographics Birth by Average Age of Mother - 2012

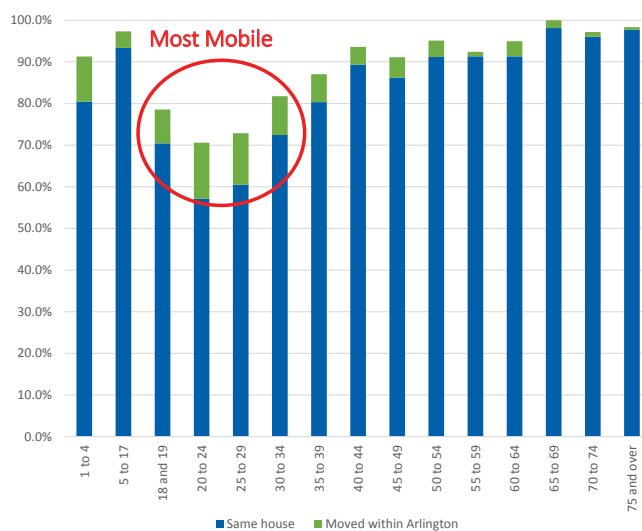


Arlington
Community Facilities Study
A resource and facilities plan for our future



23

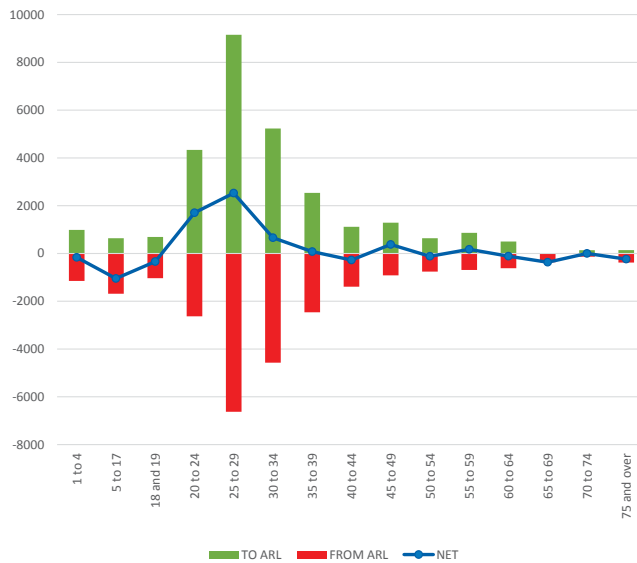
Arlington Demographics Migration – Most and Least Mobile



- Residents age 18 to 34 are the most mobile residents and have the highest rates of residents moving within Arlington.
- Residents over the age of 65 are most likely to live in the same house as the previous year.

24

Arlington Demographics Net Migration – Moved TO and FROM Arlington



Source: U.S. Census Bureau, American Community Survey 2013 5-Year Estimates

According to the 2013 American Community Survey (5-year) Estimate, over the previous year...

- More people age 20 to 39 moved TO Arlington rather than FROM.
- More residents under the age of 20 moved FROM Arlington rather than TO.

25

Will they stay
or
will they go?

26

Arlington Demographics

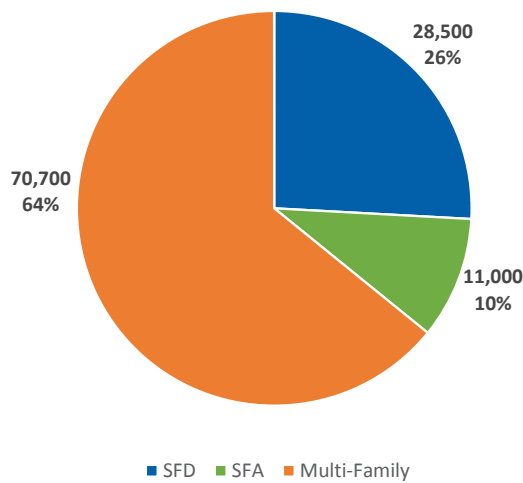
Continue to Monitor

- Movement population by age cohort:
 - Millennials
 - Generation X
- Number of births to Arlington residents by age of the mother.
- Does Arlington have the right housing mix to meet the needs of the growing populations?

Housing Supply

Arlington Housing Supply 2015 Housing Supply

2015 Estimate of Housing Unit Type

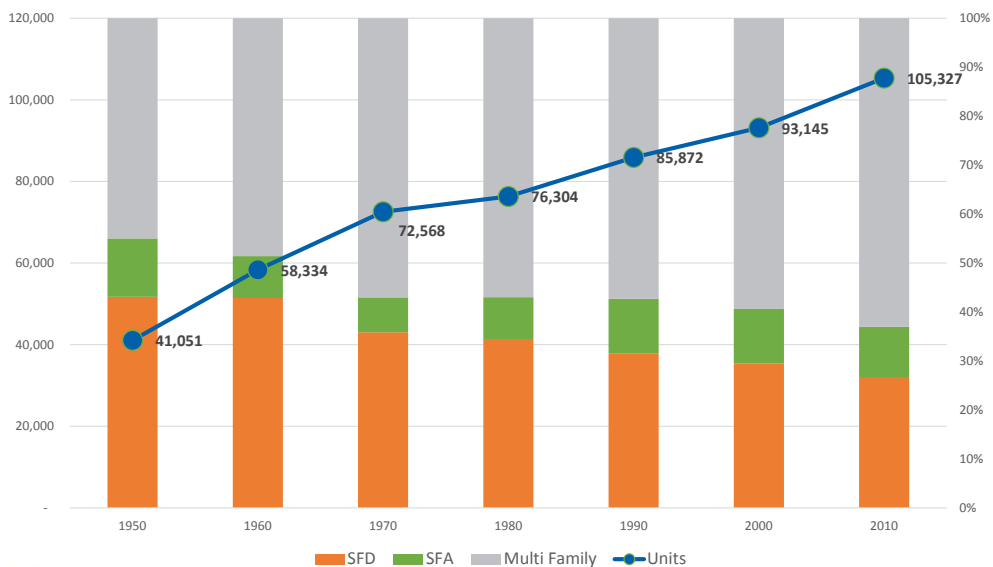


Source: 2015 Arlington County Profile

- The majority of housing units in Arlington are multi-family.
- Over the last 5-years, Arlington's housing supply has increase by:
 - 72 SFD
 - 148 SFA
 - 3,800 Multi-Family

29

Arlington Housing Supply Change Over Time 1950-2010



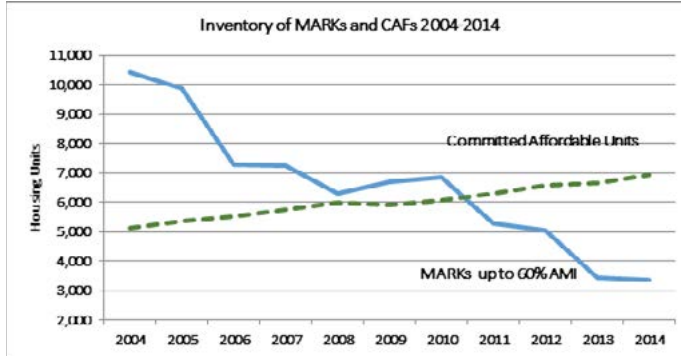
Arlington
Community Facilities Study
A resource and facilities plan for our future

Source: Decennial Census 1950-2000, Planning Division Estimate 2010



30

Arlington Housing Supply Affordable Housing



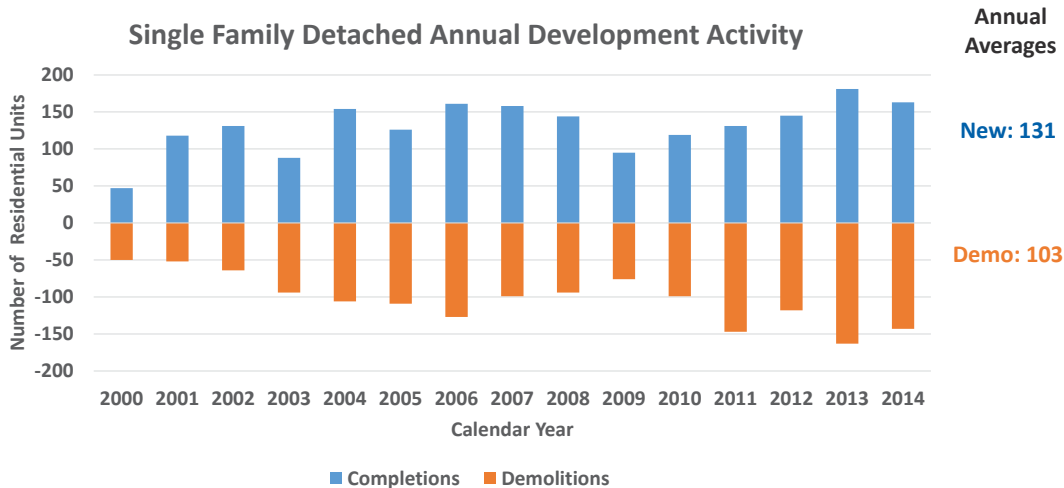
MARK = Market Rate Affordable
 CAF = Committed Affordable Units
 AMI = Area Median Income
 AMI for a Family of 4 = **\$107,000**
 60% of AMI for a Family of 4 = **\$64,200**

- Rents have increased
- Between 2004 and 2014, supply of 60% AMI MARKs dropped by over 7,000 units
 - CAFs increased by 1,807 units
 - Net loss in affordability at 60% AMI = ~ 5,200 units
- Non-profit construction/ acquisition of units ensures long-term affordability

Sources: Housing Division, Annual Survey of Rent and Vacancy;
 2014 Median Income from U.S. Dept. of Housing and Urban Development

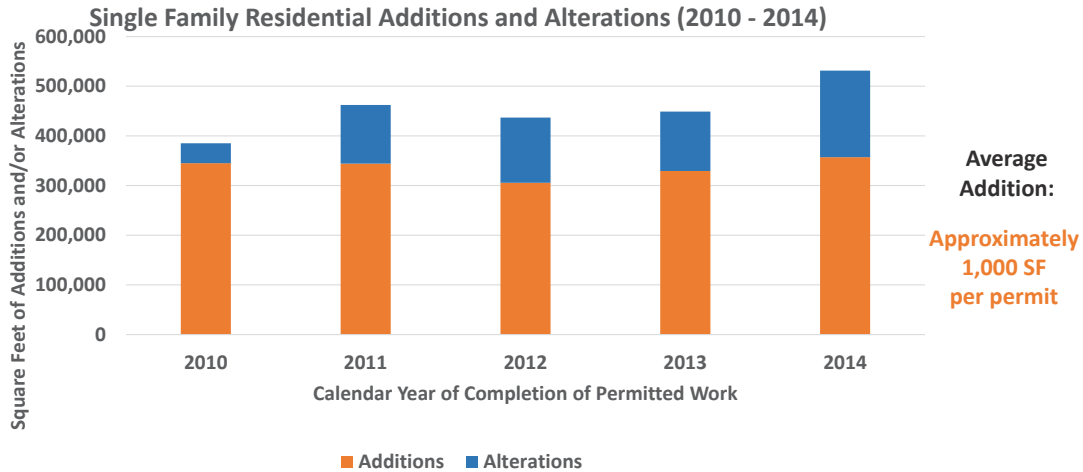
31

Arlington Housing Supply Residential Development Activity – Single Family Detached



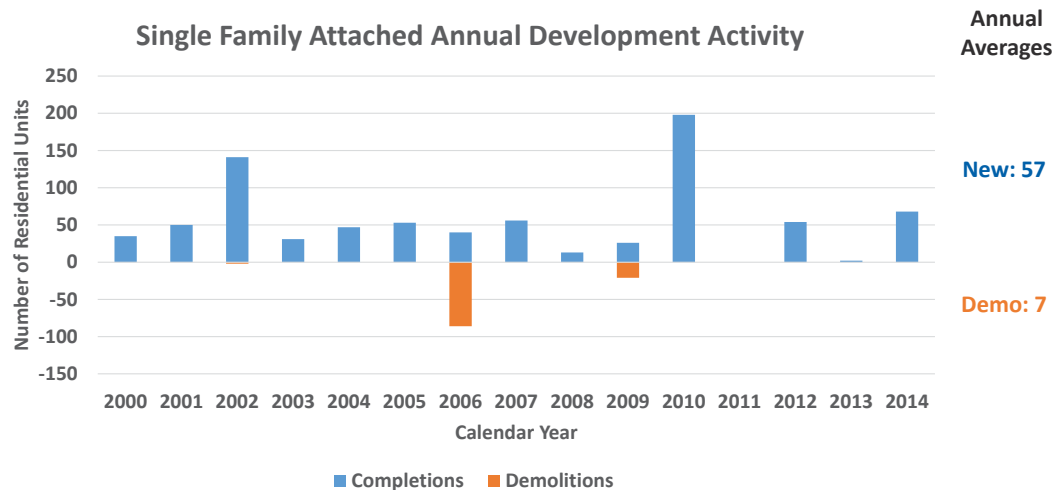
Annual Average Net Increase: 28

Arlington Housing Supply Residential Development Activity – Single Family Detached



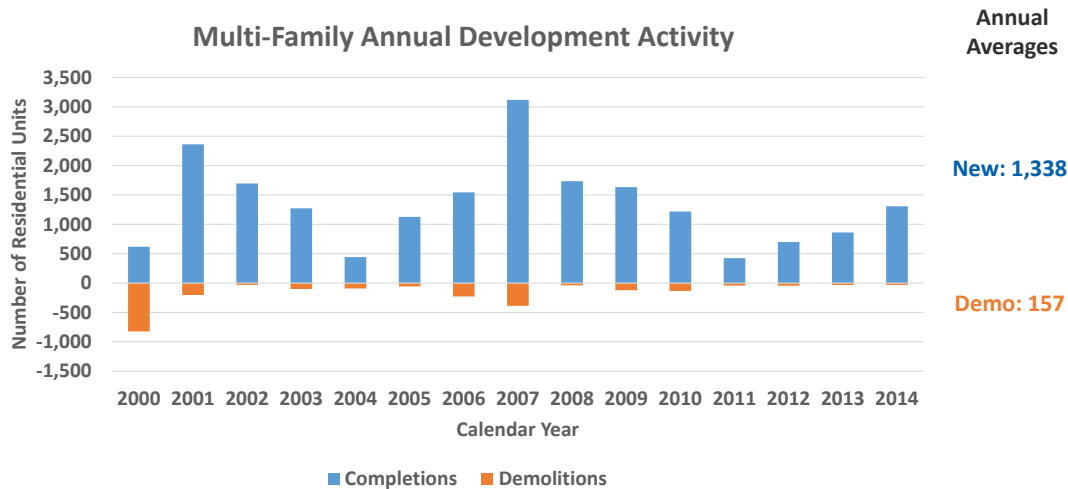
Annual Average for Additions: 336,270 SF

Arlington Housing Supply Residential Development Activity – Single Family Attached



Annual Average Net Increase: 47

Arlington Housing Supply Residential Development Activity – Multi-family



Annual Average Net Increase: 1,181

Arlington Housing Supply Residential Development Activity - Summary

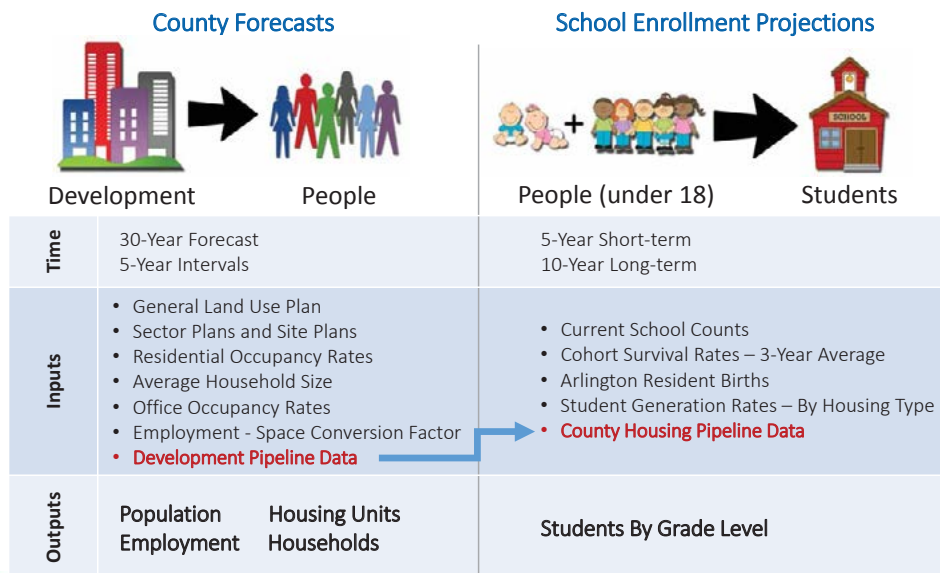
- **Very little vacant land remains in Arlington.**
 - Residential development is primarily re-development.
- **Single Family Detached Housing nets an average of 28 new units per year.**
 - Mostly accomplished through tear-downs.
 - Average of 300,000 SF of additions in single family neighborhoods per year.
 - Neighborhoods are rapidly changing.
- **Multifamily Housing produces 94% of Arlington's annual net new increase in housing units.**

How will Arlington grow?

Arlington's Population and Jobs Forecast

37

Arlington Demographics County Forecasts and School Enrollment Projections



Arlington Forecast Vocabulary

Count: determines a total number
(*Decennial Census*)

Estimate: calculations of past or present conditions,
utilizing counts and known statistics

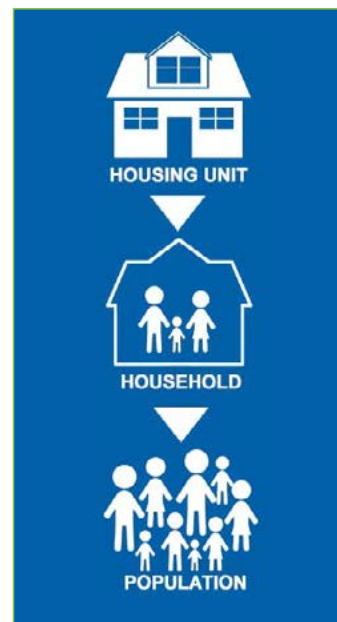
Projection: measures future growth by extrapolating
current trends and applying
statistical techniques.

Forecast: projections, modified by policy, work to
resolve trends (past and current) with
future policy.

Arlington Forecast Purpose

What is the Forecast?

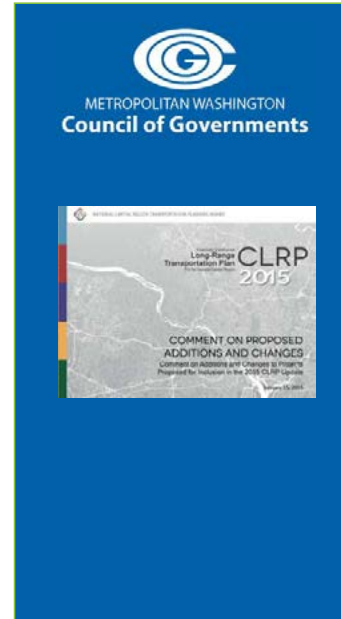
1. Projections of housing units, households, population, and employment.
2. Represents a 30-year period.
3. Broken-down into 5-year intervals.
 1. 2010, 2015, 2020, 2025, 2030, 2035, and 2040.



Arlington Forecast Purpose

Why do we forecast?

- Coordinated by the Metropolitan Washington Council of Governments (MWCOG)
 - Required by the Clean Air Act.
 - Primary Purpose: Regional transportation model.
- Forecast must be consistent with a jurisdiction's Comprehensive Plan and the Constrained Long Range Transportation Plan (CLRP)
- Updated on an annual basis.



41

Arlington Forecast Purpose

How else is the forecast used?

- Communications:
 - Presentation:
 - Management/Staff
 - Community
 - Talking Points
 - Articles
 - Press Releases
 - Webpage
- Arlington Public Schools
- County Budget
- Capital Improvement Plan
- Grant Proposals
- Planning for Future Needs:
 - Human Services
 - Transportation Services
 - Metrorail, Bus, and Taxi
- Research:
 - Site Plan impact of land use change
 - Travel Demand on transportation facilities and services
 - Economic Impact Analysis

42

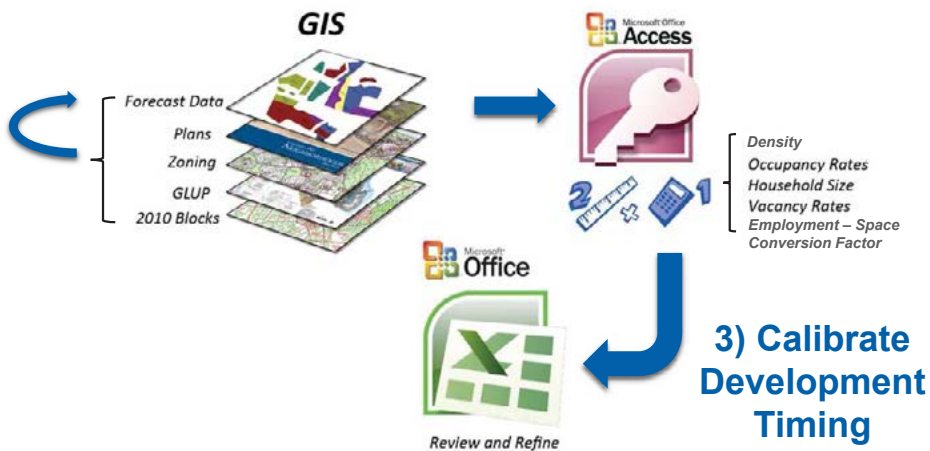
How do we forecast?

43

Arlington Forecast Methods

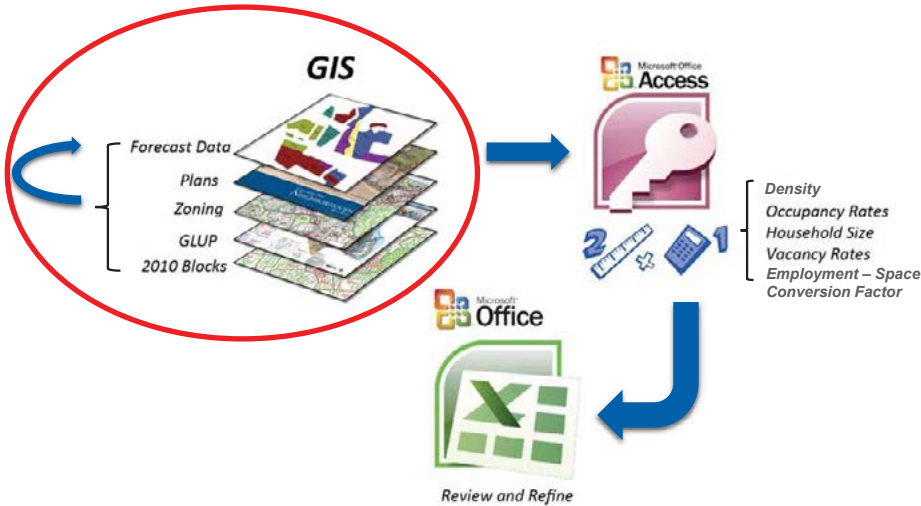
1) Land Use Inputs

2) Demographic Assumptions



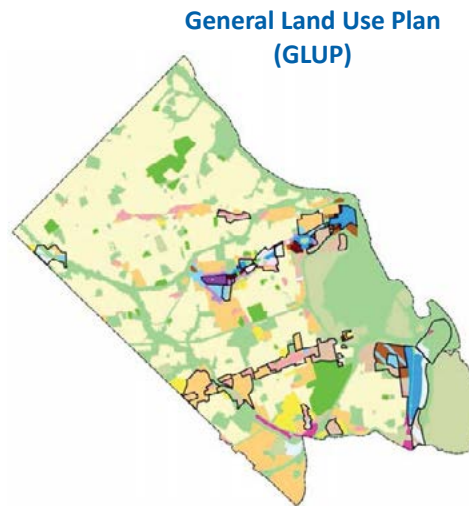
Arlington Forecast Methods

1) Land Use Inputs



Arlington Forecast Methods: Step 1 – Land Use Inputs

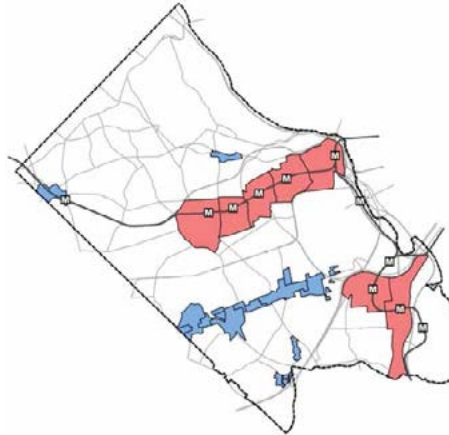
- Growth in Areas consistent with the GLUP
 - Development Pipeline data (County-wide)
 - Projects Completed, Under Construction, or Approved as of June 30, 2014.
 - Basis of the 2015, 2020, and 2025 forecast years.
 - These data are shared with APS and included in their projections.



Arlington Forecast Methods: Step 1 – Land Use Inputs

- Parcels with anticipated growth from approved Sector Plans and Small Area Plans.
 - Metro Station Areas
 - Columbia Pike
 - Other Planned Area
 - Development density and use informed by appropriate zoning district or plan guidance.
 - Basis of the 2025, 2030, 2035, and 2040 forecast years.

Growth in Planned Areas



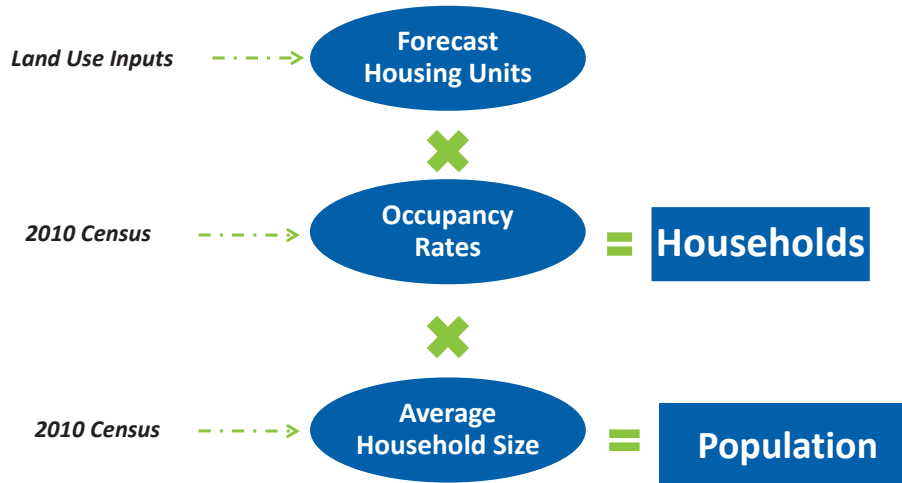
Arlington Forecast Methods

2) Demographic Assumptions



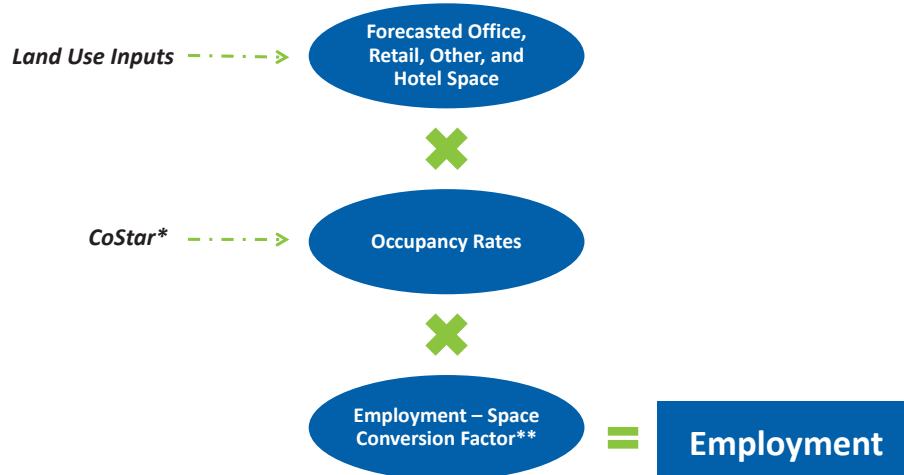
Arlington Forecast Methods

2) Demographic Assumptions



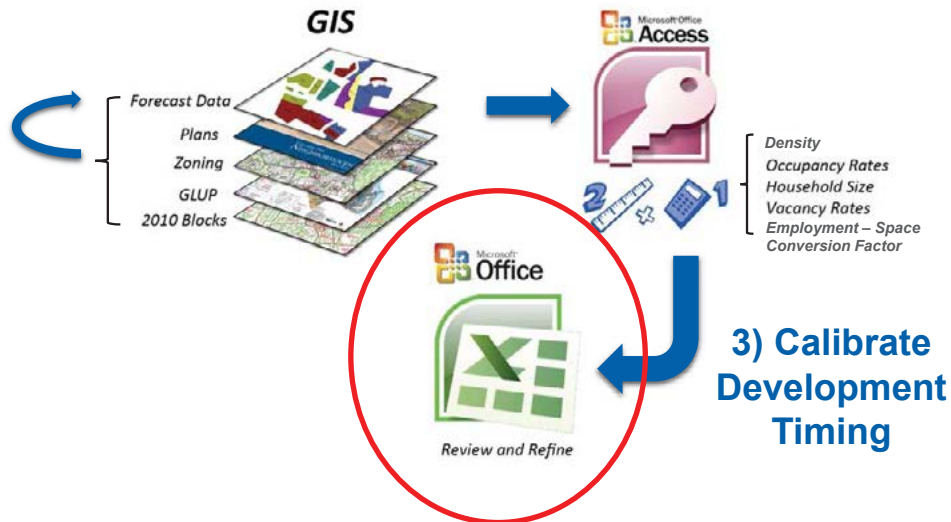
Arlington Forecast Methods

2) Demographic Assumptions



*CoStar is a private vendor of commercial office market data.
**Employment-Space Conversion Factors are utilized for occupied office, retail, other, and hotel space to generate an estimate or a forecast of employees.

Arlington Forecast Methods



Arlington Forecast Methods: Calibration

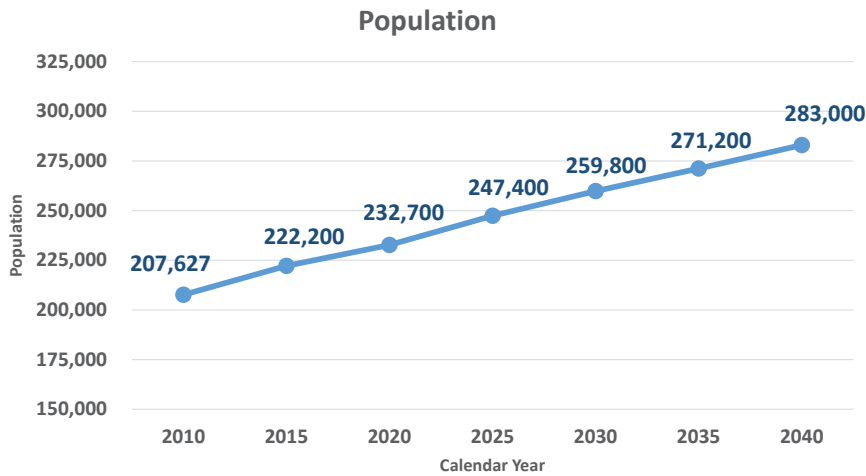
Development Timing

- Factors influencing timing:
 - Redevelopment potential
 - Parcel configuration
 - Ownership
 - Developer interest and staff knowledge
- Timing is adjusted based on:
 - Historic residential construction rates
 - Historic office construction rates

Market Absorption

- Calibrating Housing Units
 - 5-year average of net new multi-family units
- Calibrating New Office Construction
 - 5-year average of Arlington's historic absorption rate
 - Calibrated by timing and the rate at which vacant office space is filled.
 - Additional adjustments:
 - High vacancy
 - Remaining leases in BRAC affected buildings
 - NSF relocation

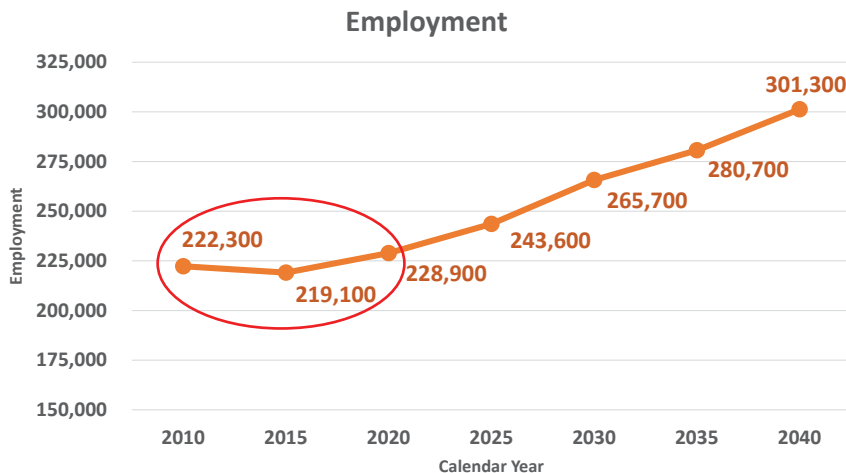
Arlington Forecast Results - Preliminary Round 8.4 Forecast



Change from
2010-2040:

Increase of
Approximately
75,400 people
(+36%)

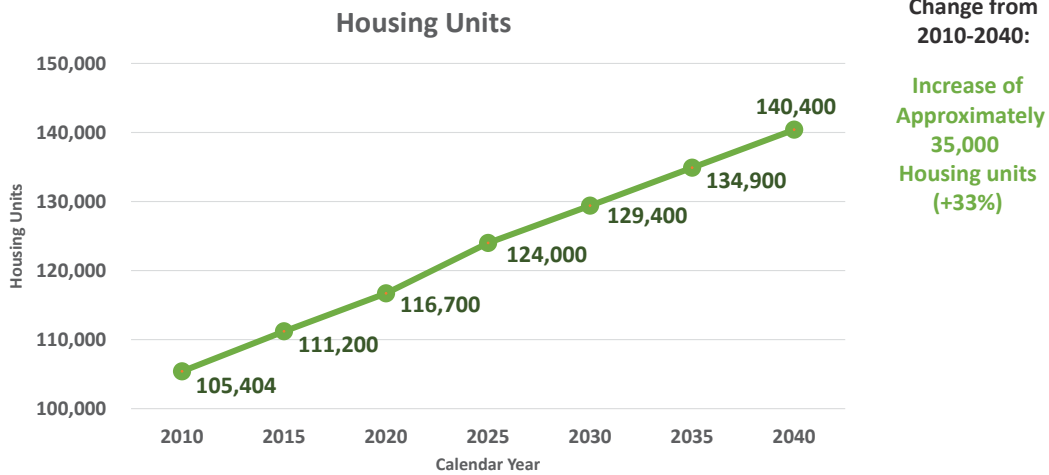
Arlington Forecast Results - Preliminary Round 8.4 Forecast



Change from
2010-2040:

Increase of
Approximately
79,000 jobs
(+36%)

Arlington Forecast Results - Preliminary Round 8.4 Forecast



Arlington
Community Facilities Study
A resource and facilities plan for our future

Source: Arlington County Planning Division



55

Arlington Forecast Accuracy

How well did Arlington forecast population for year 2010?

Forecast Version	Year Adopted	Forecast Years	2010 Forecast Population	Difference	% Difference
Round 4	1987	24	178,800	(30,672)	-14.6%
Round 5	1994	17	201,100	-8,372	-4.0%
Round 6	1998	13	201,400	-8,072	-3.9%
Round 6.3	2003	8	202,500	-6,972	-3.3%
Round 6.4A	2004	7	212,229	2,757	1.3%
Round 7	2005	6	212,231	2,759	1.3%
Round 7.1	2008	3	217,228	7,756	3.7%
Round 7.2	2009	2	221,402	11,930	5.7%
Round 8	2010	1	212,318	2,846	1.4%

Round 4:

- After the population decline of 1970
- 24 years out

Round 5:

- New econometric model
- Corrected for growth in the 1980s

Round 7.2:

- Produced before recession

Round 8:

- Corrected for economic conditions

56

Arlington Forecast Monitoring Trends

Forecasting Indicators

- Current Office Vacancy Rates
- GSA leasing trends
- Employment – Space Factors
- Temporary Building Re-use
- Absorption rate trends
- Average Household Size
- Single Family Neighborhood Capacity
- Multifamily Class A vacancy, rent, and absorption

Collaboration with APS

- Household sizes and student generation in multifamily housing.
- Understanding changing single family neighborhoods.
- Looking forward at indicators of change in single family and multifamily housing.

Arlington
Community Facilities Study
A resource and facilities plan for our future



57

Arlington **Community Facilities Study**

A resource and facilities plan for our future

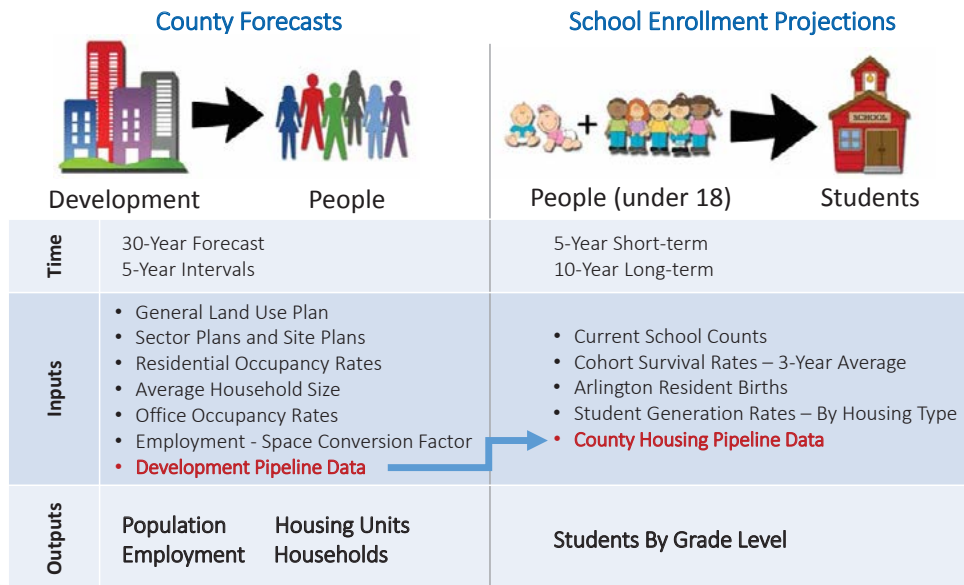
APS Enrollment and Projections

Lionel White

Director, Facilities Planning



Arlington Demographics County Forecasts and School Enrollment Projections



Arlington
Community Facilities Study
A resource and facilities plan for our future



2

Outline

- Increasing enrollment, over time and today
- APS's enrollment projection methodology
- Current projections and anticipated enrollment
- Monitoring enrollment trends

Arlington
Community Facilities Study
A resource and facilities plan for our future



3

Increasing Enrollment

Over time and today

Arlington
Community Facilities Study
A resource and facilities plan for our future



Cohort

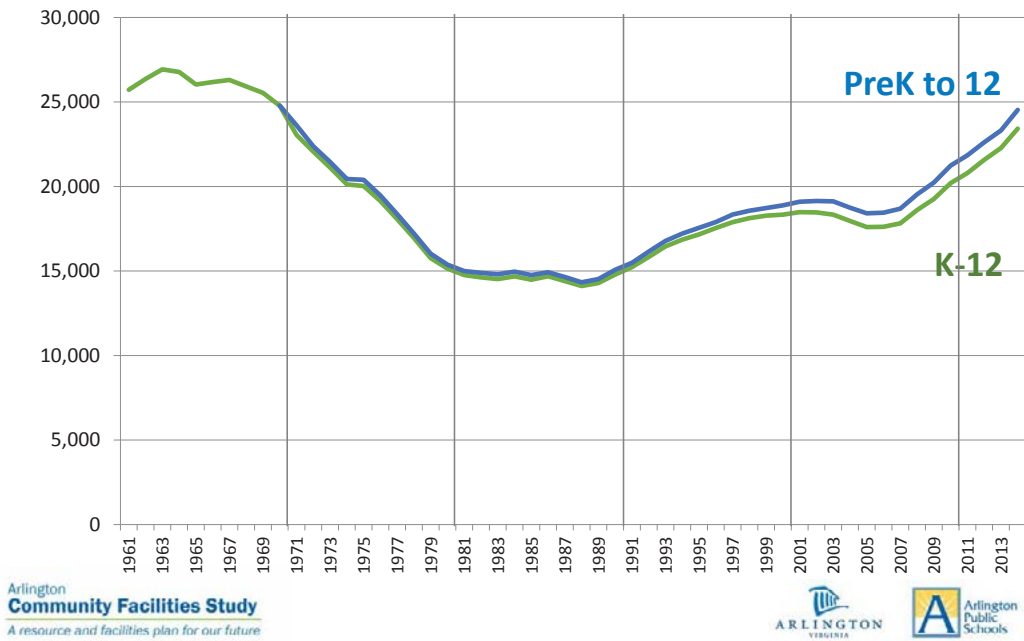
a **cohort** is a group of students who are in the same grade.

Arlington
Community Facilities Study
A resource and facilities plan for our future

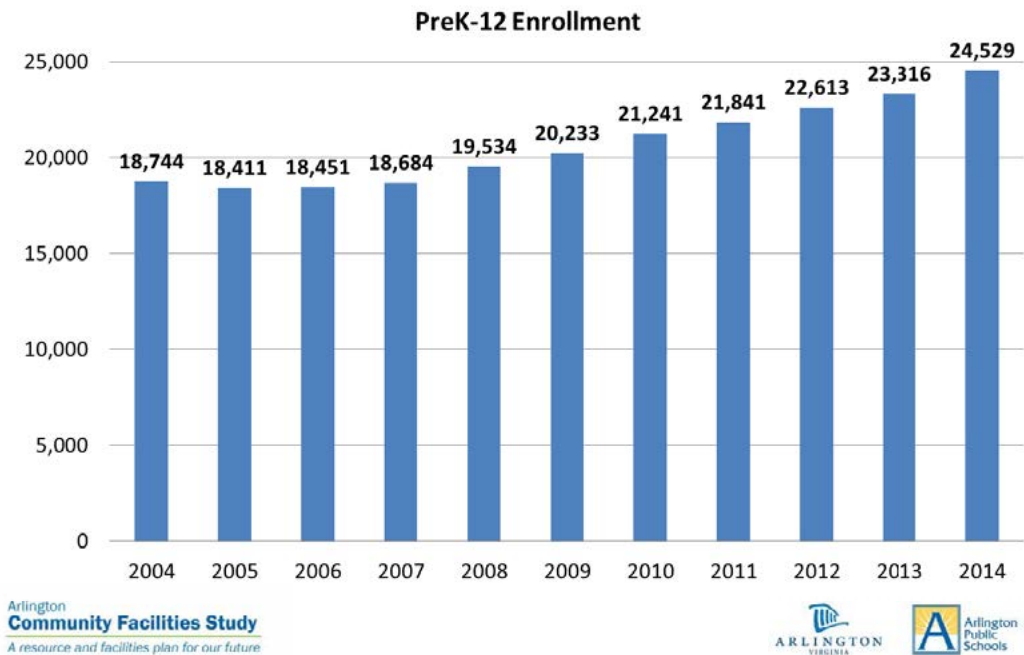


5

Historic enrollment from 1961 to 2014 Reaching levels last seen in the 1960s

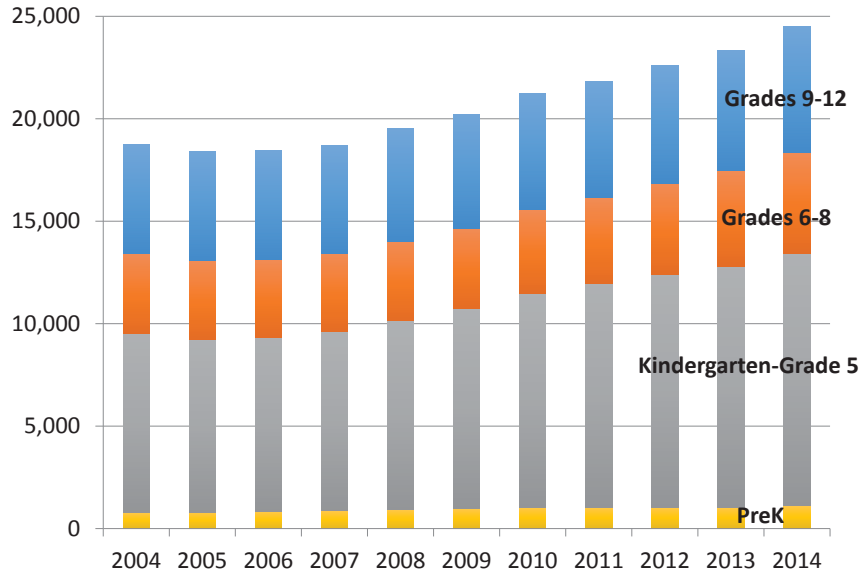


PreK thru Grade 12 enrollment over the last 10 years 5,785 more students since 2004



PreK thru Grade 12 enrollment over the last 10 years

Overview of enrollment trend by school level



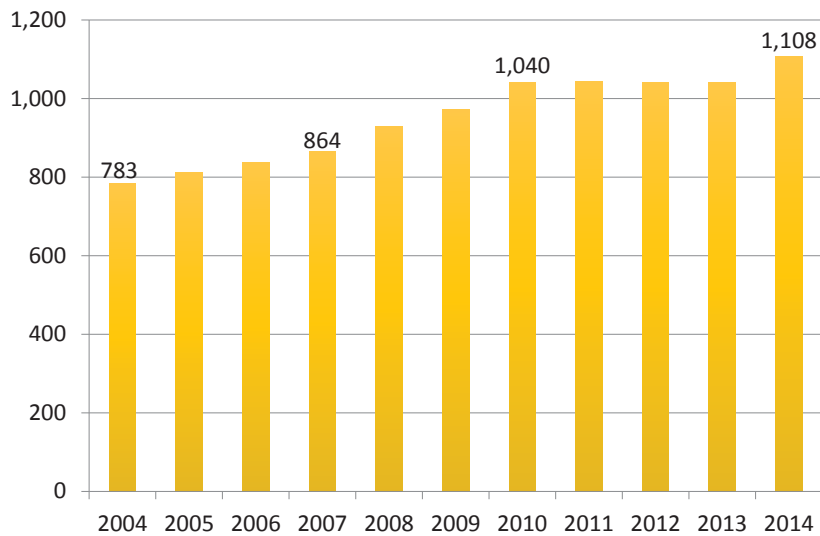
Arlington
Community Facilities Study
A resource and facilities plan for our future



8

PreK enrollment over the last 10 years

325 more PreK students since 2004



PreK enrollment increases are controlled based on available matching funds by the State

Arlington
Community Facilities Study
A resource and facilities plan for our future



9

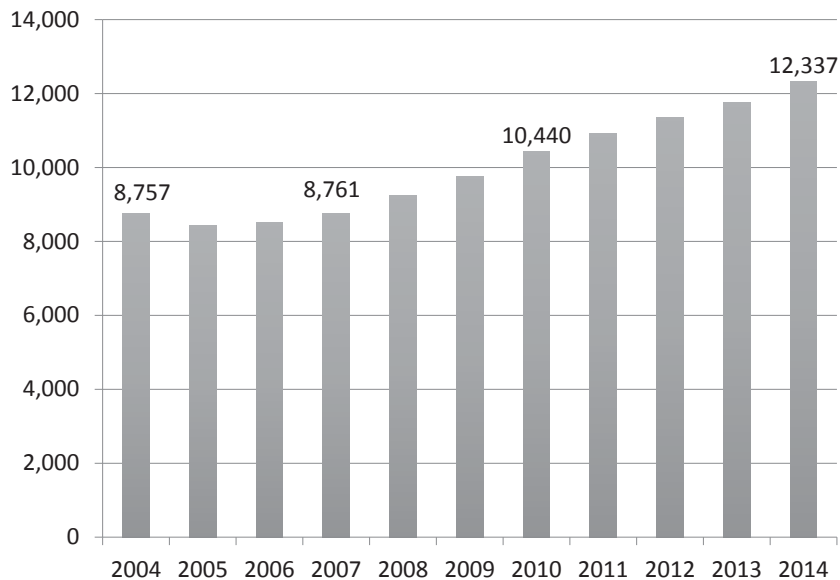
Context for PreK Enrollment

PreK Programs Available

- **Virginia Preschool Initiative (VPI)**, General Assembly's budget provides a 50/50 match of funding for VPI participation
- **Montessori** parents pay a yearly tuition based on household income
- **Special Education** is provided to PreK students identified early with special needs

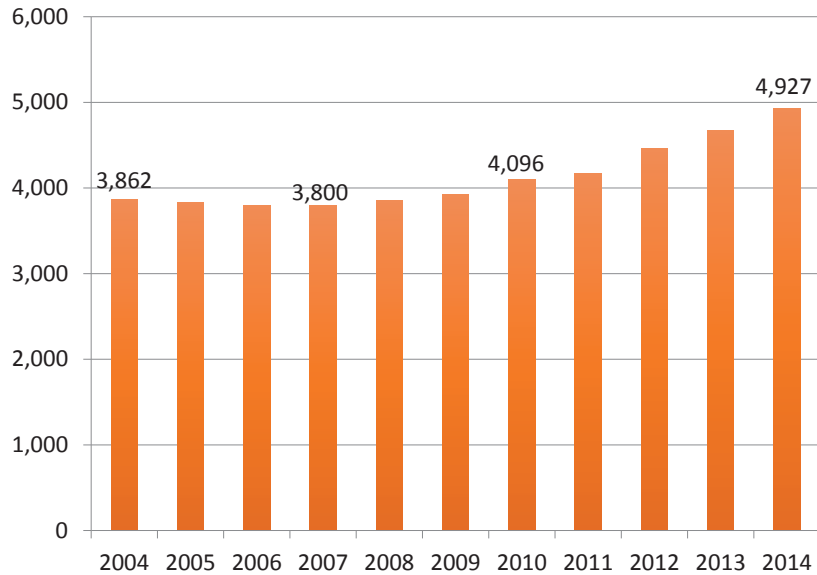
Research shows that APS PreK is **reducing achievement gaps**, particularly for students who are Economically Disadvantaged and/or Limited English Proficient

K thru Grade 5 enrollment over the last 10 years 3,580 more K-5 elementary students since 2004



Grade 6-8 enrollment over the last 10 years

1,065 more middle school students since 2004



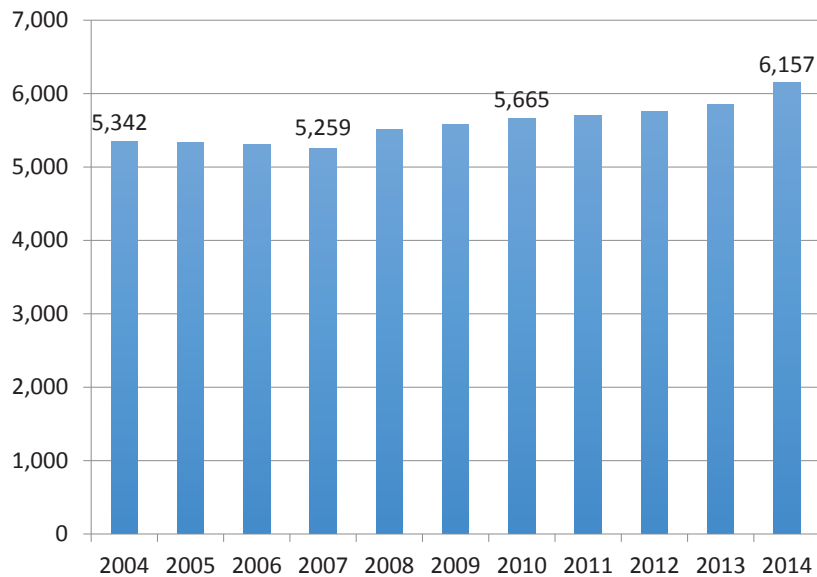
Arlington
Community Facilities Study
A resource and facilities plan for our future



12

Grade 9-12 enrollment over the last 10 years

815 more high school students since 2004



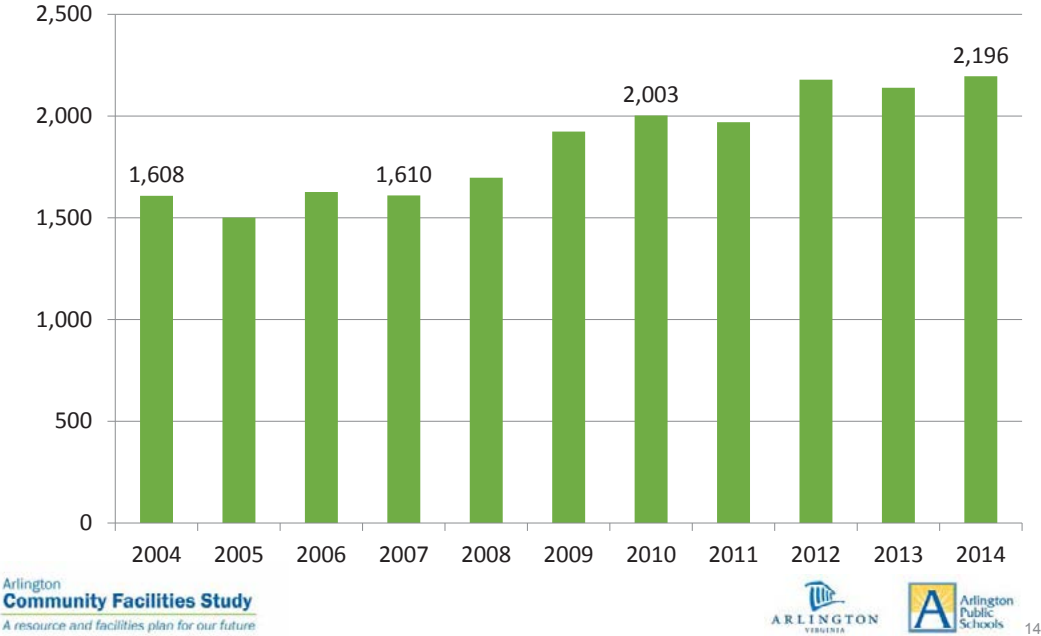
Arlington
Community Facilities Study
A resource and facilities plan for our future



13

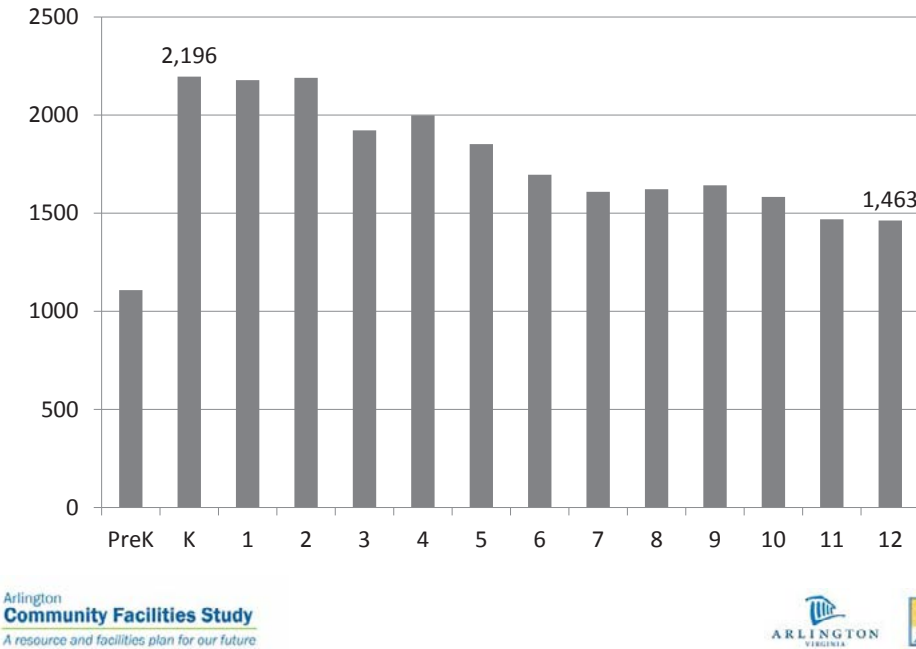
Kindergarten enrollment trends

588 more K students since 2004



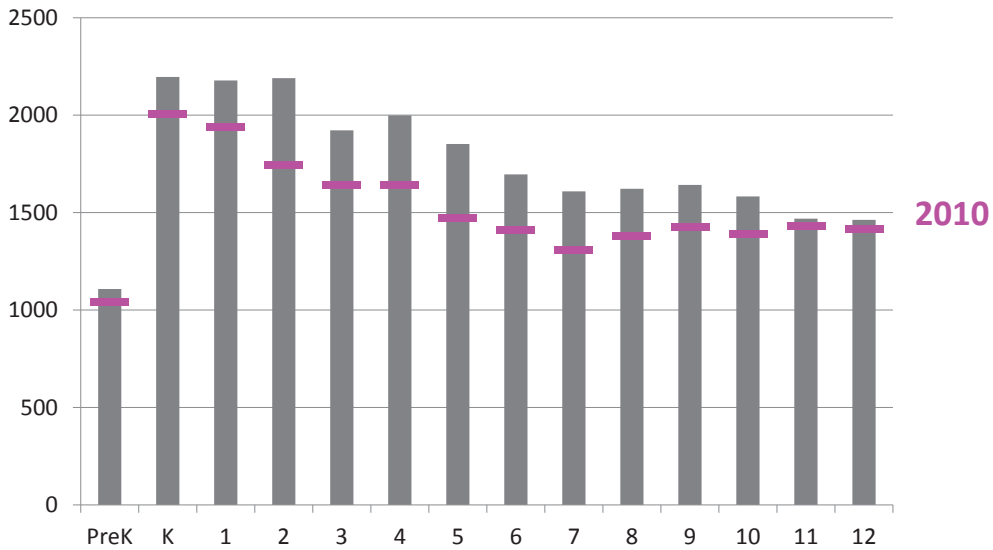
14

Current PK-12 enrollment by grade (School Year 2014-15)

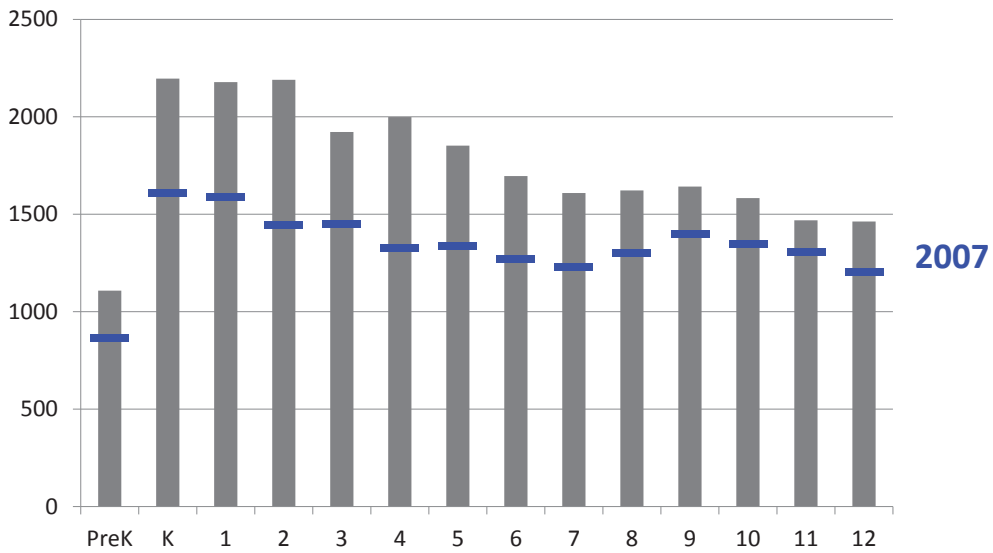


15

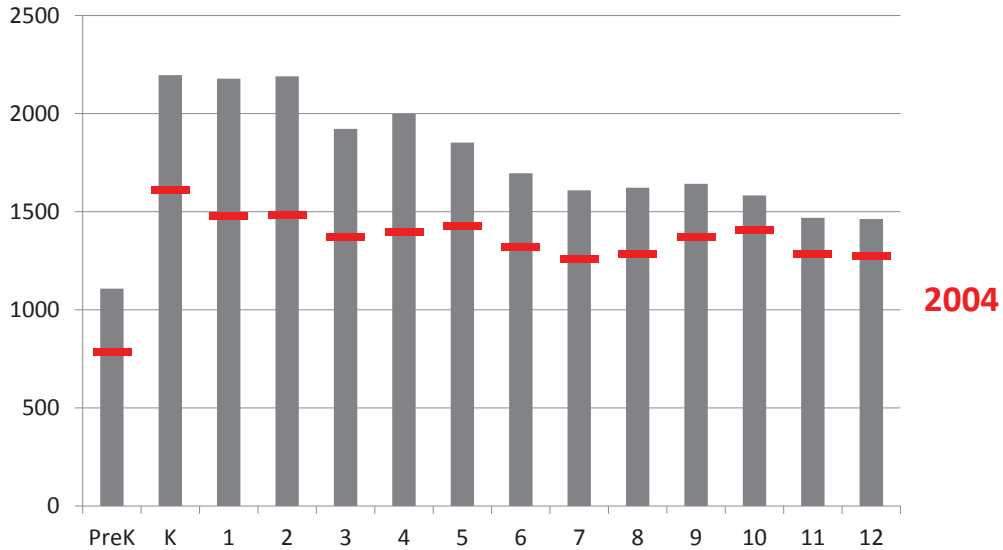
2014 enrollment by grade Compared to enrollment by grade in 2010



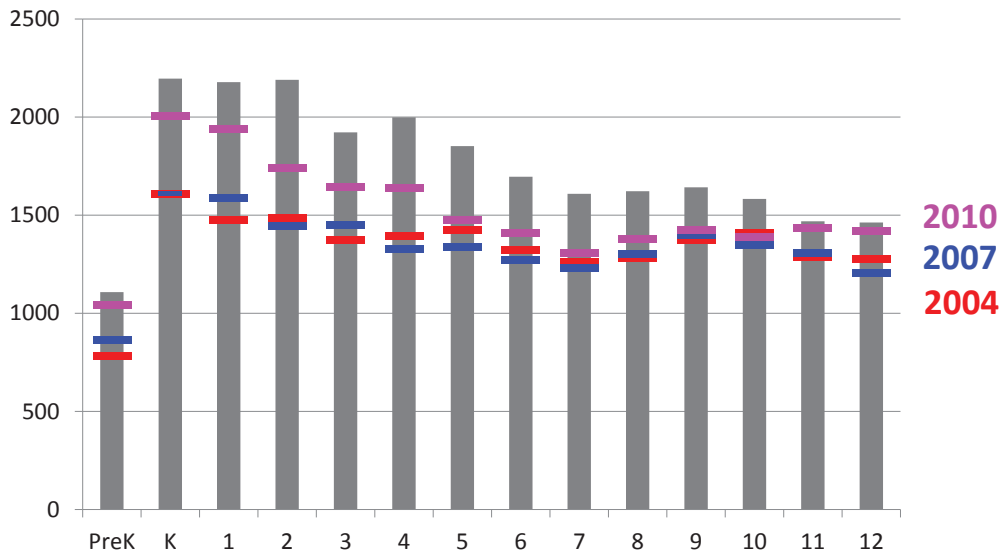
2014 enrollment by grade Compared to enrollment by grade in 2007



September 2014 enrollment by grade Compared to enrollment by grade in 2004



September 2014 enrollment by grade Compared to enrollment by grade in 2004, 2007 and 2010



Key takeaways

- Reaching enrollment levels last seen in the 1960s
- Rising enrollment since 2005
- High growth enrollment trend (greater than 2%) since 2008

Enrollment Projections

APS' methodology

APS enrollment projections

- Grade Progression Ratio method used by most districts across the U.S.
- Based on actual 3 year average of student enrollment trends to project future enrollment by grade by school.
This is different from CPHD forecasts
- No one enrollment projection method is universally perfect, each district must continuously assess its process and look for ways to improve

Grade Progression Ratio Enrollment projection methodology for K-12 enrollment

Grade Progression Ratio

A method for projecting future student population as they move forward in time and progress from grade to grade. Grade progression ratios tell us the percentage students that advance into the next grade from the lower grade one year before. It is calculated by dividing the number of students in a particular grade by the number of students from the previous grade in the previous school year.

Data Source: APS September 30th enrollment data

Reliability:

- Strong for 1 to 5 year projections
- Less accurate for projections beyond 5 years

Note: PreK enrollment is not projected, instead largely depends on classrooms funded by VDOE.

APS enrollment projections

Short term uses

Projected enrollment is used annually to help inform:

- the **budget development process**
 - Fall projections inform the Superintendent's Proposed Budget
 - Spring projections inform the School Board's Adopted Budget
- the **allocation of funds via "planning factor" formulas** that provide a base level of equity and consistency for personnel, equipment and supplies to meet instructional goals
- **facilities planning decision-making** on the need to relocate programs, school boundary refinements, and/or deployment of relocatable classrooms

APS enrollment projections

Long term uses

Projected enrollment is used to plan for the long term future needs, and is embedded within

- the **Arlington Facilities and Student Accommodation Plan (AFSAP)**, for identifying current and future student accommodation needs.
- the 10 Year **Capital Improvement Plan (CIP)**, for capital strategies to increase seating capacity to accommodate future students.
- **Capacity Development Planning (CDP)**, for non-capital strategies to increase seating capacity to accommodate future students.

Enrollment Projection Inputs

September 30th
Official Count

Cohort Progression
Ratio

Resident Live Births

Projected Housing
Growth

Student Generation
Factors

APS enrollment projections Begins with September 30 Membership

September 30th
Official Count

Historical September 30th membership counts, by grade by school, are used to develop the cohort progression ratios that predict future enrollment

Data Source

- APS Monthly Membership report provided by the Office of Planning & Evaluation

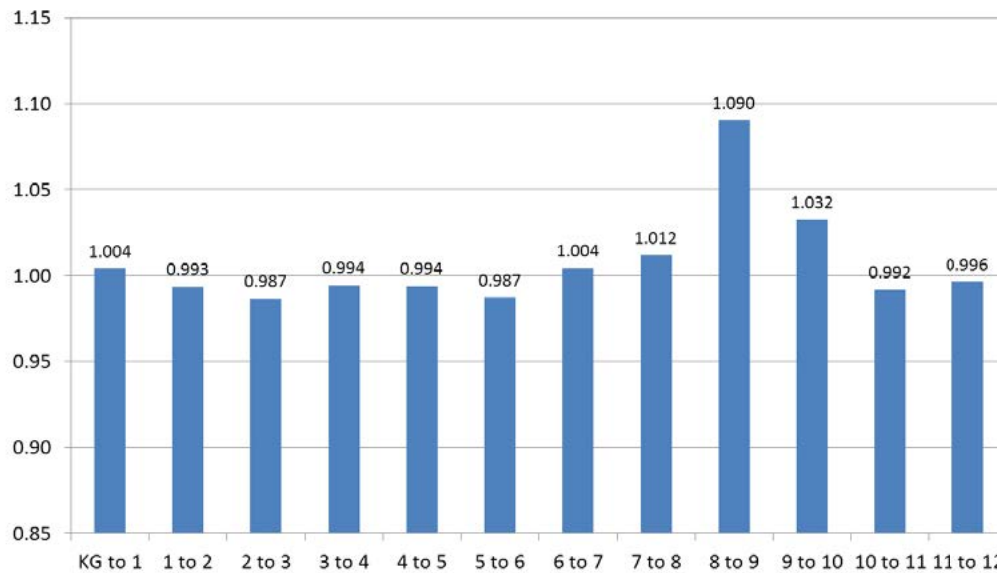
Cohort progression ratio calculation

Example of students advancing from 2nd grade to 3rd grade

	September 30 Membership		Cohort Progression Rate Grade 2 to 3	
	Grade 2	Grade 3	1 Year Average	3 Year Average
2011	99	105	--	--
2012	101	98	0.989	--
2013	102	104	1.029	--
2014	93	99	0.970	0.996

Cohort Progression Rate (Current 3 Year Average)

Values greater than 1 indicate the percent cohort growth as students advance to the next grade
Values less than 1 indicate the percent cohort loss as students advance to the next grade



Resident live births

Used to anticipate future kindergarten enrollment

Resident Live Births

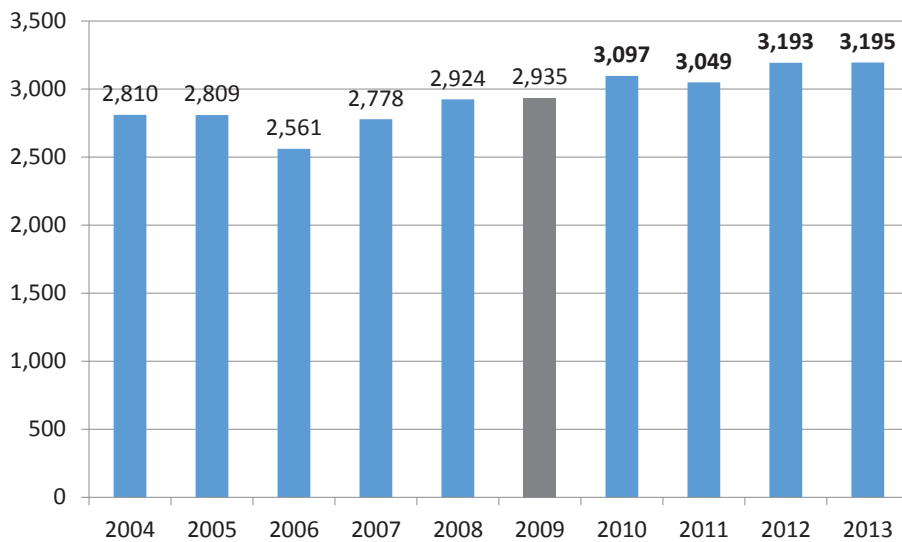
Are one factor in determining future KG class sizes, as most children are 5 years of age entering KG. APS compares birth data 5 years prior with more recent years data to ascertain future trends in possible future kindergarten classes.

Data Sources

- Virginia Department of Health "live" birth data
- APS Kindergarten enrollment data from September 30th membership report.

Arlington's resident live births

Have remained steady above the 3,000 births each year since 2010



Source: Virginia Department of Health

Arlington's KG Capture Rate

Significant increase 20 percentage points since 2000

Birth Year	Kindergarten School Year	Resident Live Births	Kindergarten Cohort	% Change Birth to KG Ratio
2000	2005	2,715	1,501	55%
2001	2006	2,814	1,627	58%
2002	2007	2,686	1,610	60%
2003	2008	2,659	1,697	64%
2004	2009	2,810	1,924	68%
2005	2010	2,809	2,003	71%
2006	2011	2,561	1,968	77%
2007	2012	2,778	2,179	78%
2008	2013	2,924	2,139	73%
2009	2014 (Today)	2,935	2,196	75%

Source: Virginia Department of Health

Projected housing growth

Projected
Housing
Growth

- Used to bolster the accuracy of long term projections by accounting for known “future” residential development projects by school attendance area.

Data Sources:

1. Future housing unit data from Arlington CPHD.
2. Student generation factor data from APS.

Student Generation Factor Predicts student yield from "new" housing

Student Generation Factors

- Is the mathematical representation of the relationship between the number of housing units in Arlington County and the number of students enrolled at APS on September 30th for a given year. Is multiplied by the projected housing to estimate the future student yield from a particular residential development project when completed.

Data Sources:

1. Housing unit data from Arlington County.
2. Student data from APS' September 30th official count.

Student generation factors by housing type (SY2013-14)

Housing Type	No. K-12 Students	% Students by Housing Type	Housing Units Countywide	% of County Housing Type	Student Generation Factor
Single Family Detached	12,256	55.40%	28,909	27.20%	0.42
Duplex	859	3.90%	2,261	2.10%	0.38
Apartment - Garden	4,751	21.50%	16,236	15.30%	0.29
Townhouse	537	2.40%	4,063	3.80%	0.13
Condo - Garden	1,000	4.50%	11,134	10.50%	0.09
Apartment - Elevator	2,212	10.00%	28,024	26.40%	0.08
Condo - Elevator	521	2.40%	15,690	14.80%	0.03
TOTAL*	22,136	100.00%	106,317	100.00%	0.21

Data Sources:

1. Housing unit data acquired from Arlington County in Spring 2014.
2. Student data from APS' September 30th official count.

Percentage Students by Housing Type (All Grade Levels)

Housing Type	2004-05	2008-09	2010-11	2013-14
Single Family Detached	51%	57%	55%	55%
Duplex	5%	5%	5%	4%
Apartment Garden	24%	21%	22%	22%
Townhouse	2%	2%	2%	2%
Condo – Garden	3%	4%	4%	5%
Apartment Elevator	9%	8%	9%	10%
Condo- Elevator	2%	3%	3%	2%

Data Sources:

1. Housing unit data acquired from Arlington County in Spring 2014.
2. Student data from APS' September 30th official count.

Enrollment Projection Inputs Summarized

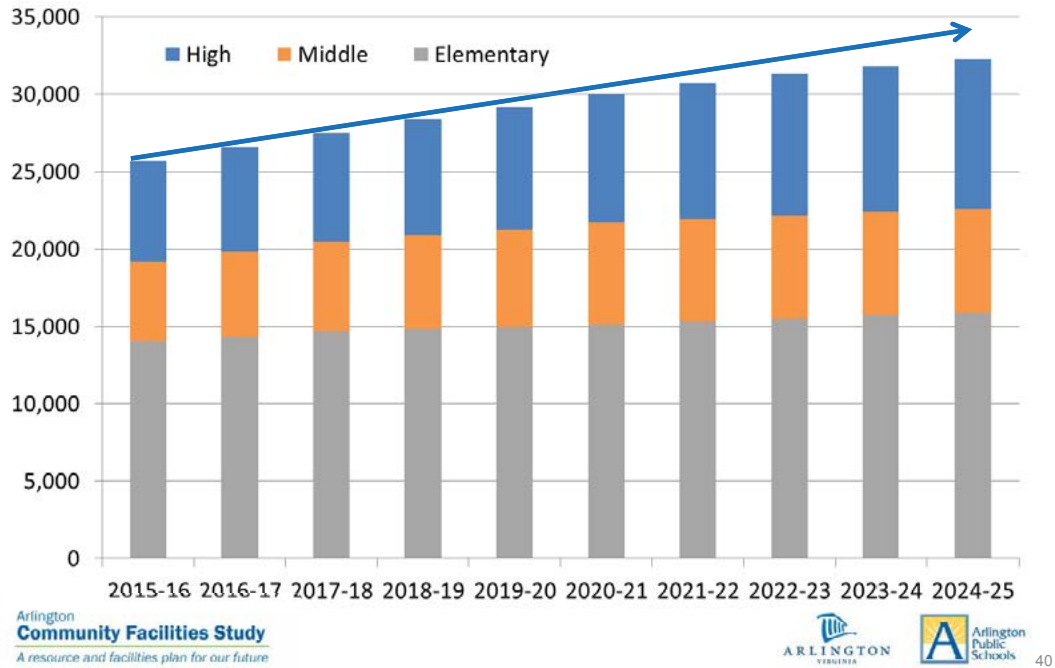
September 30 th Official Count	<ul style="list-style-type: none"> • Historic September 30 data (official count) is used to compute 3 year average cohort progression ratio.
Cohort Progression Ratio	<ul style="list-style-type: none"> • The likelihood of a student advancing from one grade to the next based on 3 year cohort progression averaging.
Resident Live Births	<ul style="list-style-type: none"> • Historic “resident” birth rates in Arlington County, 5 years prior, are used to project future incoming KG Cohorts.
Projected Housing Growth	<ul style="list-style-type: none"> • Future residential units to be built. Development projects approved by Arlington County.
Student Generation Factors	<ul style="list-style-type: none"> • Multiplier used to predict the number of students from future residential developments.

Key takeaways

- Projections are different than forecasts, use actual student data
- Three years of historic student trend data is used to anticipate future student enrollment change.
- Single family homes have the highest student generation factor, while condo elevators have the lowest
- Live birth data suggest large KG classes (2,200+ students) entering APS over the next 4 years.

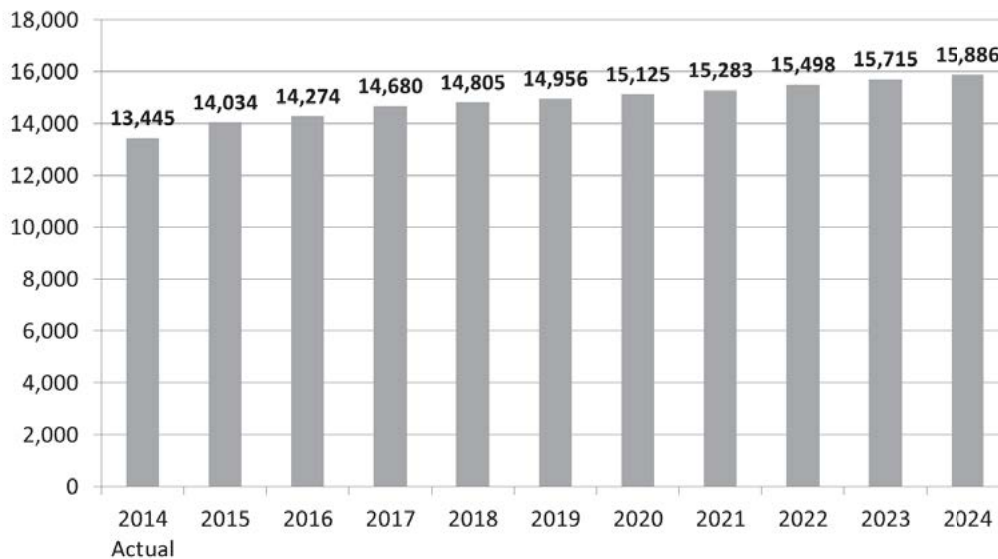
Current Projections and Anticipated Enrollment

Ten Year Student Enrollment Projections (Prepared Fall 2014) Predict growth of nearly 7,800 students over the next decade



40

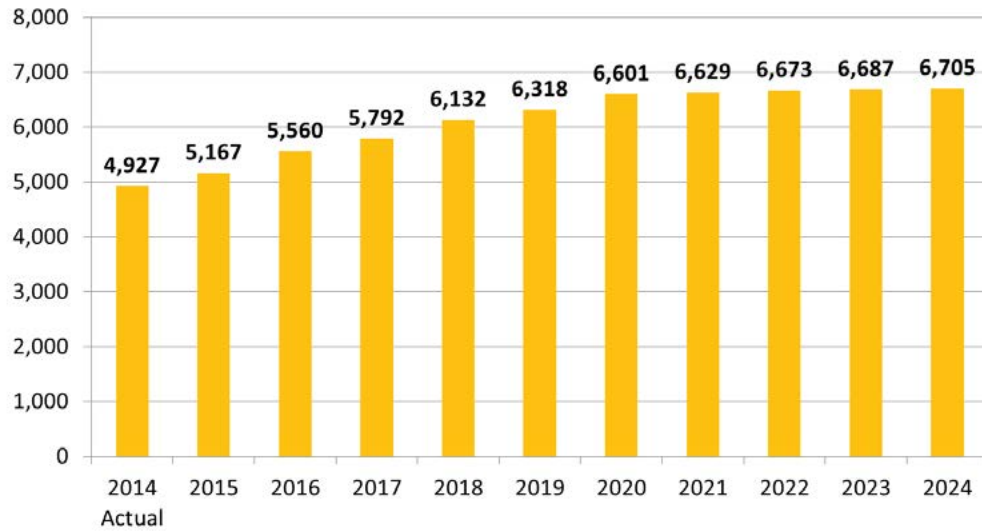
Elementary Enrollment Projections (Prepared Fall 2014) Approximately 1,500 more elementary school students by 2019, plus another 900 students by 2024



Data Source: Fall 2014 Ten Year Enrollment Projections

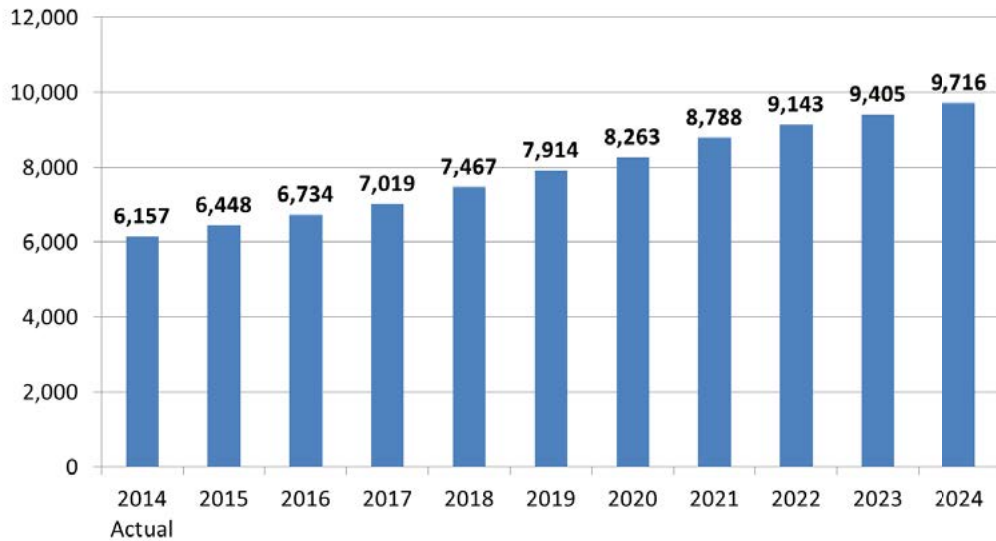
41

Middle School Enrollment Projections (Prepared Fall 2014)
 Approximately 1,400 more **middle school students** by 2019, plus another 400 students by 2024



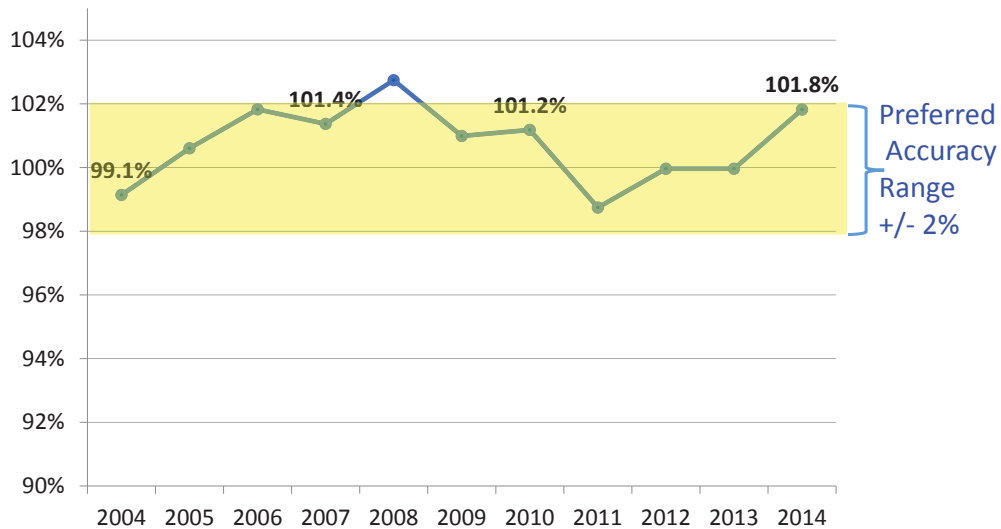
Data Source: Fall 2014 Ten Year Enrollment Projections

High School Enrollment Projections (Prepared Fall 2014)
 Approximately 1,800 more **high school students** by 2019, plus another 1,800 students by 2024



Data Source: Fall 2014 Ten Year Enrollment Projections

Accuracy of K-12 countywide projections (one year) from 2004 - 2014 Projected vs. Actual September 30 Enrollment Count



Key takeaways

- Countywide one year projections for K-12 enrollment are accurate, averaging 100.8% for the past 10 years, and ranging from
 - A low of 98.7% accuracy in 2011 and 2014
 - A high of 102.7% accuracy in 2008

Monitoring Enrollment Trends

APS Planning staff will continue to

- Collaborate with County Staff and others related to population and housing trends
- Pursue collecting information from families as they register and periodically after students enroll
- Collaborate with other school planners in the Greater Metro area on projection methodology improvements and regional trends
- Explore the use of geographical information systems modeling to help improve long-range enrollment projections

Arlington Community Facilities Study

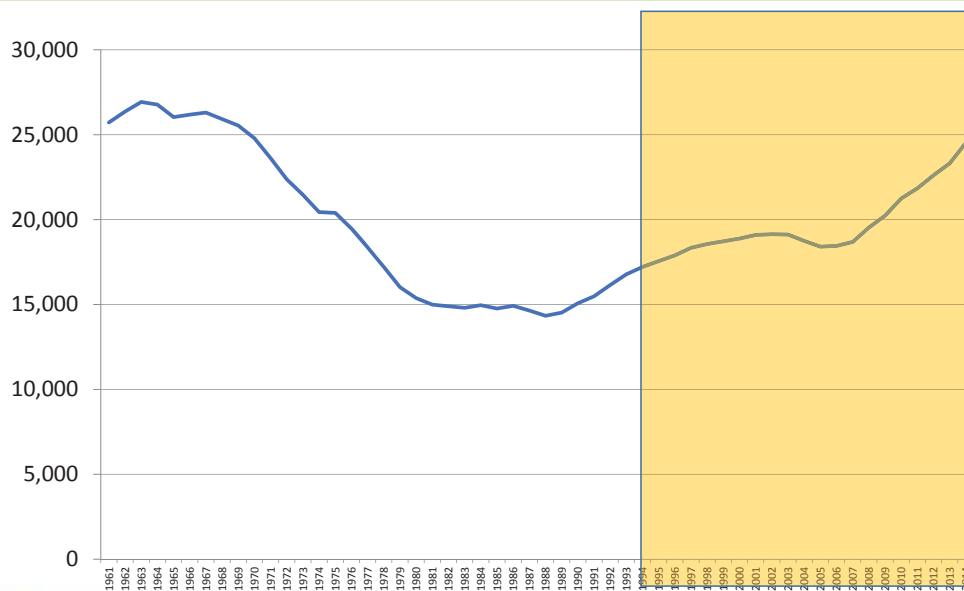
A resource and facilities plan for our future

APS Actions to Address Increasing Enrollment

John Chadwick
Assistant Superintendent, Facilities and Operations



PreK- Grade 12 Enrollment from 1961 to 2014 Reaching levels last seen in the 1960s



Arlington
Community Facilities Study
A resource and facilities plan for our future

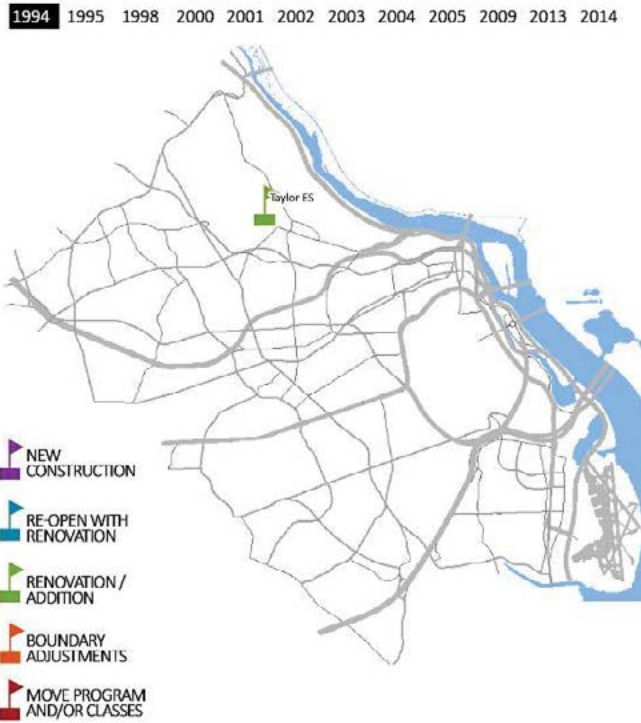


APS actions to increase capacity

Renovation/addition

- Taylor

Arlington
Community Facilities Study
A resource and facilities plan for our future



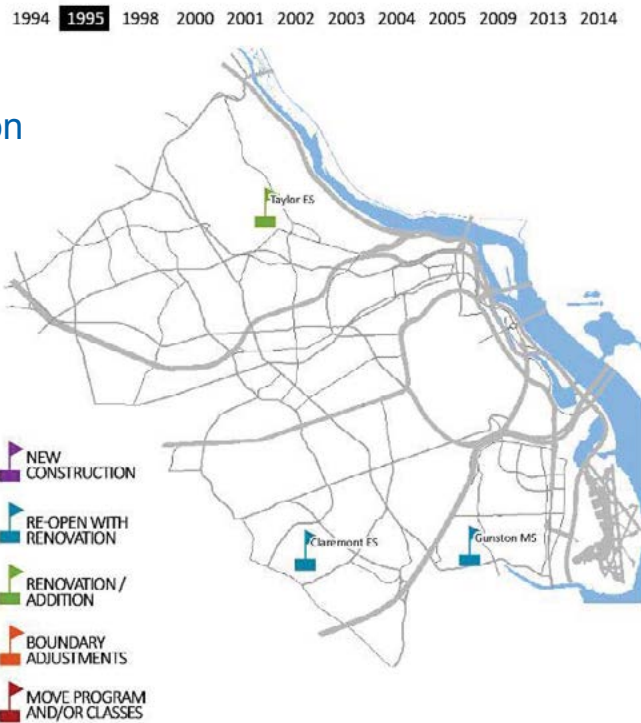
50

APS actions to increase capacity

Re-open with renovation

- Gunston
- Claremont

Arlington
Community Facilities Study
A resource and facilities plan for our future



51

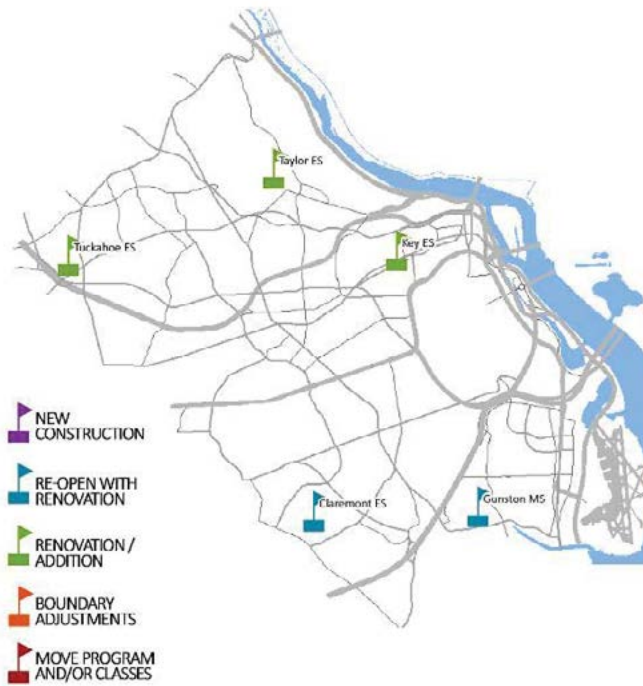
APS actions to increase capacity

Renovation/addition

- Key
- Tuckahoe

Arlington
Community Facilities Study
A resource and facilities plan for our future

1994 1995 **1998** 2000 2001 2002 2003 2004 2005 2009 2013 2014



52

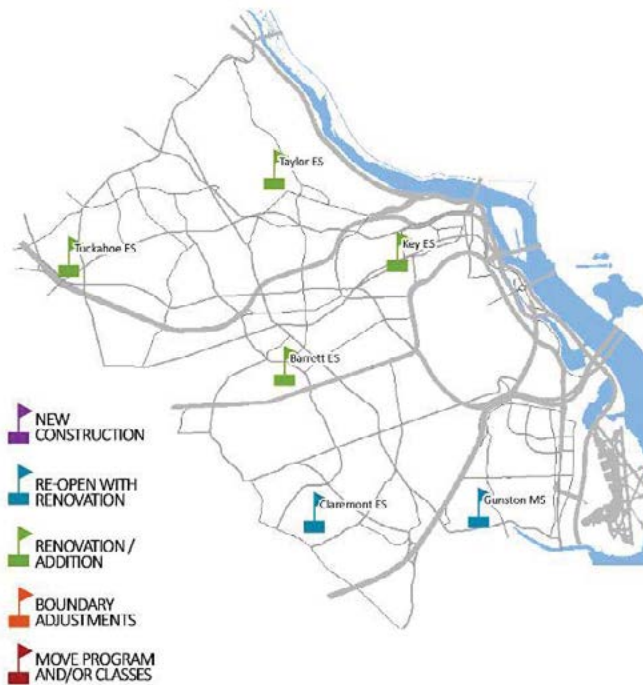
APS actions to increase capacity

Renovation/addition

- Barrett

Arlington
Community Facilities Study
A resource and facilities plan for our future

1994 1995 1998 **2000** 2001 2002 2003 2004 2005 2009 2013 2014



53

APS actions to increase capacity

Renovation/addition

- Drew
- Oakridge

Re-open with renovation

- Hoffman-Boston

Arlington
Community Facilities Study
A resource and facilities plan for our future

1994 1995 1998 2000 **2001** 2002 2003 2004 2005 2009 2013 2014



54

APS actions to increase capacity

New construction

- Carlin Springs

Re-open with renovation

- Glencarly as Campbell

Re-open

- Claremont as 2nd countywide Spanish immersion program

Renovation/addition

- Jamestown
- Williamsburg

Arlington
Community Facilities Study
A resource and facilities plan for our future

1994 1995 1998 2000 2001 **2002** 2003 2004 2005 2009 2013 2014



55

APS actions to increase capacity

New construction

- Kenmore

Renovation/addition

- Swanson

Arlington
Community Facilities Study
A resource and facilities plan for our future

1994 1995 1998 2000 2001 2002 **2003** 2004 2005 2009 2013 2014



56

APS actions to increase capacity

Renovation/addition

- Arlington Traditional School (ATS)
- Nottingham

Arlington
Community Facilities Study
A resource and facilities plan for our future

1994 1995 1998 2000 2001 2002 2003 **2004** 2005 2009 2013 2014



57

APS actions to increase capacity

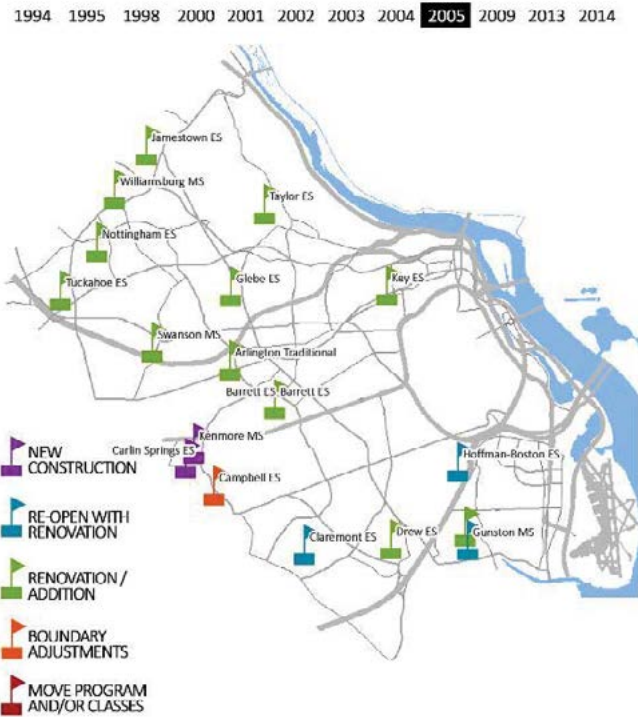
Renovation/addition

- Glebe

Policy change

- Barrett changed to neighborhood and cluster school

Arlington
Community Facilities Study
A resource and facilities plan for our future



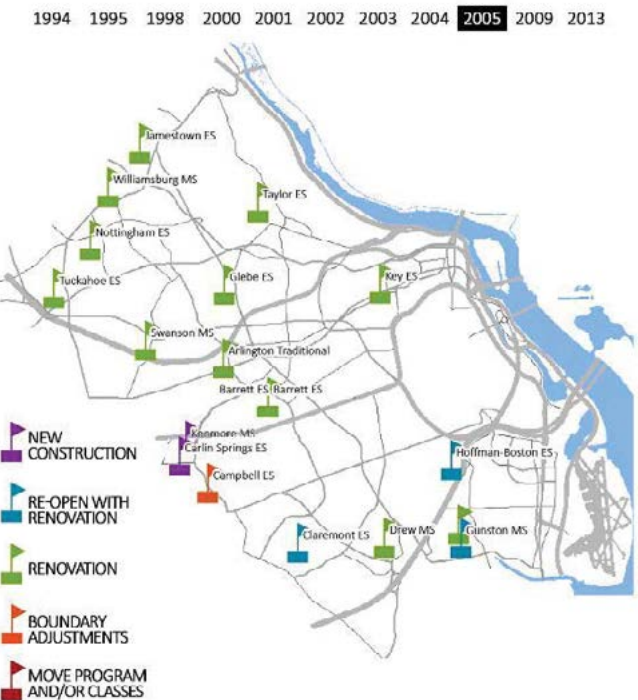
58

APS actions to increase capacity

Policy change

- Moved CIP planning cycle from 5 to 10 years
(aligns with county)

Arlington
Community Facilities Study
A resource and facilities plan for our future



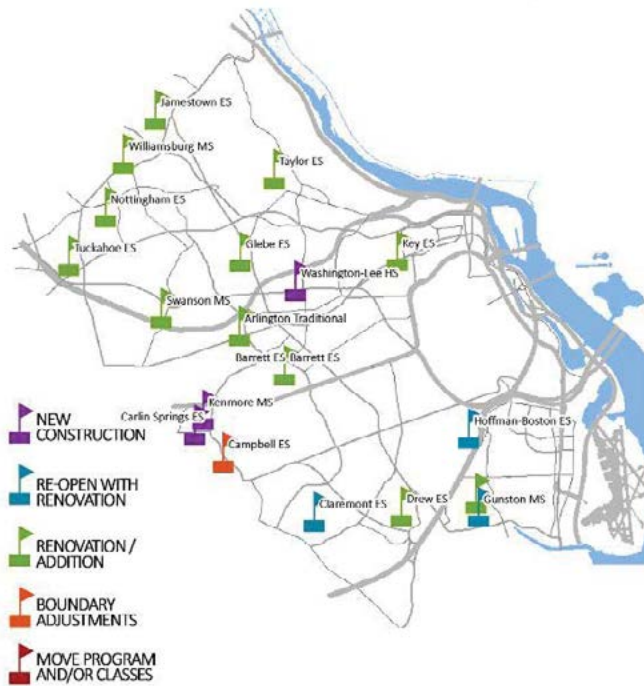
59

APS actions to increase capacity

- New construction
- Washington-Lee

- Policy change
- Implemented progressive planning model to address crowding

1994 1995 1998 2000 2001 2002 2003 2004 2005 **2009** 2013 2014



Arlington
Community Facilities Study
A resource and facilities plan for our future

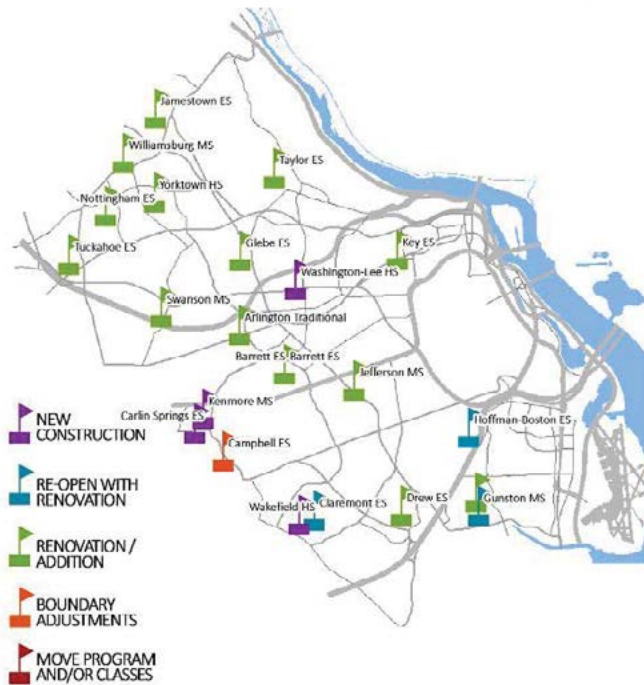
60

APS actions to increase capacity

- Renovation/addition
- Jefferson
 - Yorktown

- New construction
- Wakefield

1994 1995 1998 2000 2001 2002 2003 2004 2005 2009 **2013** 2014



Arlington
Community Facilities Study
A resource and facilities plan for our future

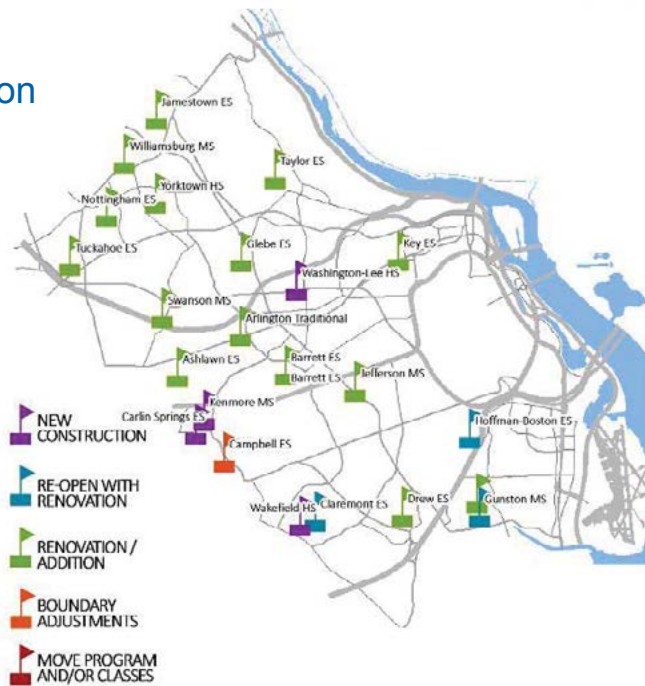
61

APS actions to increase capacity

Renovation with addition

- Ashlawn

1994 1995 1998 2000 2001 2002 2003 2004 2005 2009 2013 2014



Arlington
Community Facilities Study
A resource and facilities plan for our future

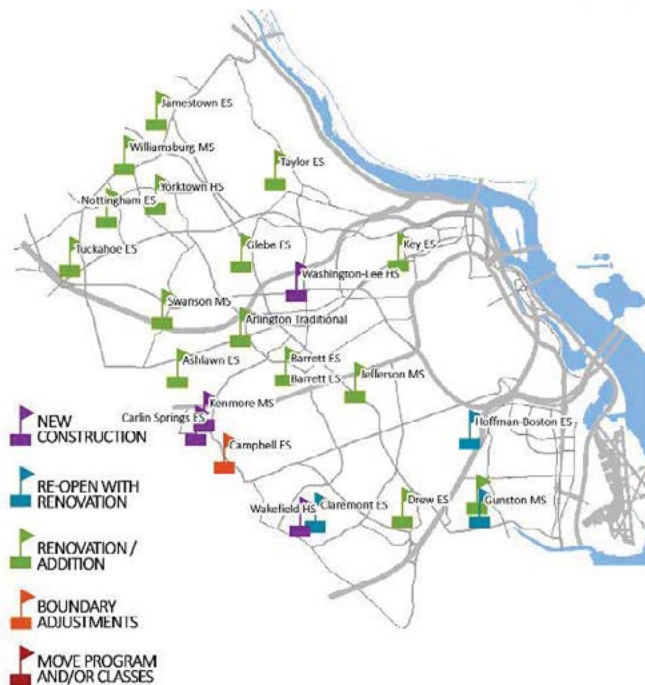
62

APS actions to increase capacity

Other actions

- Implemented several localized boundary adjustments
- Relocated multiple classes (VPI, Montessori, Special Education)
- Added relocatables
- Increased transportation options to schools below full capacity
- Increased class sizes

1994 1995 1998 2000 2001 2002 2003 2004 2005 2009 2013 2014



Arlington
Community Facilities Study
A resource and facilities plan for our future

63

APS monitors current and future capacity

- Crowding moves up through each school level
- Solutions by school level are not always the same
- The issue is finding the right combination of solutions, then achieving mutual agreement
- Future changes will require boundary adjustments for majority of county and we need community support to make these changes
- A comprehensive solution needs a collective, shared, agreement by the School Board and the County Board (this process)

How does the study align with pressing capacity issues?

- APS is currently working on options to address the needs for increased capacity over the
 - short term, 1 to 3 years, and
 - Intermediate term, 3 to 5 years
- The Community Facilities Study will help guide APS decision-making to address long-term capacity need, 5 to 10 years

“Change can be good, change can be bad, but all change is hard...”

– Frank Wilson

former APS School Board Member

March 25, 2015

Arlington **Community Facilities Study**

A resource and facilities plan for our future

March 25, 2015
Study Committee Meeting #4 – Opening Remarks



County Board and School Board Adopted Charge excerpts...

- *The Study Committee is charged with “examining ... and reconciling existing demographic and economic forecasts....”*
- *The Study Committee shall “report on demographic and economic forecasts....”*

Key Questions posed in the Charge:

- *“What are our facility needs for schools, fire stations, recreation and transportation vehicle and other storage”*
- *“In the context of changing demographics and economics, what opportunities and challenges are there in our aging affordable and workforce multi-family housing stock”*

Meeting Recap

What have we heard so far?

Revenues and Economic Factors

- Arlington's revenue balance is unique compared to neighboring jurisdictions
- Approx. a 50/50 percent revenue split between Residential uses and Commercial uses (compared to 75/25 Res/Comm in Fairfax Co.)
- Balance takes pressure off of tax burden on SF homes and condos
- The County holds triple-AAA bond ratings, strong reserve levels, a fully funded pension, funding plans in place for retiree healthcare and moderate debt limits
- Current challenges in the office market and high office vacancy rate

Meeting Recap

What have we heard so far?

Demographics & Future Trends

- Nationally, household growth and homeownership rates were in decline in past several years but are picking up
- First time homebuyers will be a key driver as the housing market picks up
- Growing demand for SF homes - - - some predict Millennials will choose similar path as Baby Boomer & Gen X generations
- Difficult to “forecast” what any specific age group will do over time, including whether the Millennials will remain in the Inner Core communities like Arlington
- Since 2010 in Arlington:
 - ✓ Millennials were dominant generation
 - ✓ 34-44; Over 65; and Under 5 cohorts have grown
 - ✓ Migration in/out is highest for 18-34 year olds

Meeting Recap

What have we heard so far?

Forecasting & School Enrollment Projections

- **County forecasts** future development based on County plans/policies; meets MWCOG requirement under Clean Air Act
- **APS projects** future student enrollment
 - ✓ Two distinct purposes for forecasts/projections needs to be retained
 - ✓ Opportunities for more collaboration in the future may result in longer term forecasts; Consultant analysis will assess methodologies and identify potential improvements

Meeting Recap

What have we heard so far?

Forecasting & School Enrollment Projections

- 64% of housing supply is MF housing; 94% of net new housing is MF
 - ✓ Student generation rates are low for MF housing
 - ✓ Most growth in student population comes from SF homes
- SF neighborhoods are changing; homes replaced (28 net new/year) and new additions are increasing home size
- **New/Additional data requests** will be catalogued and prioritized as an outcome of this study

Arlington Community Facilities Study

A resource and facilities plan for our future

Lionel White, APS
Study Committee Meeting #4 – 3/11/15 Follow Up



7

APS Student Generation Factor by Housing Type

Housing Type	2005-06	2008-09	2013-14
Single Family Detached	0.36	0.40	0.42
Duplex	0.45	0.45	0.38
Apartment – Garden	0.25	0.26	0.29
Townhouse	0.10	0.12	0.13
Condo – Garden	0.07	0.07	0.09
Apartment – Elevator	0.06	0.06	0.08
Condo – Elevator	0.04	0.03	0.03

Data Sources:

1. Housing unit data acquired from Arlington County staff via compilation of information from DREA CAMA database and other County resources.
2. Student data from APS' September 30th official count.
3. Historic student generation factor data from AFSAP reports.

8

APS Student Enrollment by Housing Type

Housing Type	2005-06 APS Students	2005-06 Housing Units	2008-09 APS Students	2008-09 Housing Units	2013-14 APS Students	2013-14 Housing Units
Single Family Detached	9,807	27,422	10,933	27,521	12,256	28,909
Duplex	1,015	2,242	1,008	2,231	859	2,261
Apartment – Garden	4,123	16,745	4,017	15,316	4,751	16,236
Townhouse	348	3,639	413	3,371	537	4,063
Condo – Garden	632	9,465	794	10,726	1,000	11,134
Apartment – Elevator	1,507	24,743	1,483	25,725	2,212	28,024
Condo – Elevator	427	10,748	499	14,845	521	15,690

Data Sources:

1. Housing unit data acquired from Arlington County staff via compilation of information from DREA CAMA database and other County resources.
2. Student data from APS' September 30th official count.
3. Historic student enrollment data from AFSAP reports.



22

APS Projections: Use of housing pipeline data

Student Generation Factor is applied to pipeline data to project future anticipated students from “**known**” residential development projects approved by Arlington County.



10

APS Projections: assumptions about pipeline data

- **Recently completed residential housing units**
10/1/13 thru 9/20/14
students phased in Year 1 and Year 2 of the projections
- **Residential development projects currently under construction** -
students phased in Year 3, Year 4 and Year 5
- Residential development projects that are **"approved by the County but not yet under construction"**
students phased in Years 6 thru 10.

APS Projections: computing students from housing pipeline

$$\begin{array}{l} \text{Student} \\ \text{Generation} \\ \text{Factor} \\ \text{(for housing type)} \end{array} \times \begin{array}{l} \text{Total} \\ \text{Housing} \\ \text{Units} \end{array} = \begin{array}{l} \text{Projection} \\ \text{of Future} \\ \text{Students} \end{array}$$

These students are then added into the enrollment at their respective neighborhood elementary, middle, and high school.

Arlington Community Facilities Study

A resource and facilities plan for our future

Elizabeth Hardy, Arlington County
Study Committee Meeting #4 – 3/11/15 Follow Up



13

Arlington Demographics: Household Type by Household Size

	2000	2013	Change	% Change
TOTAL HOUSEHOLDS	86,352	94,454	8,102	9.4%
Family households:	39,322	43,512	4,190	10.7%
2-person household	18,735	21,265	2,530	13.5%
3-person household	8,457	9,510	1,053	12.5%
4-person household	6,715	8,263	1,548	23.1%
5-or-more person household	5,415	4,474	(941)	-17.4%
Nonfamily households:	47,030	50,942	3,912	8.3%
1-person household	35,216	38,256	3,040	8.6%
2-person household	8,684	9,697	1,013	11.7%
3-person household	1,975	2,092	117	5.9%
4-person household	844	715	(129)	-15.3%
5-or-more person household	311	182	(129)	-41.5%

Between 2000 -2013 households increased by 9.4%.

- Family households grew at a higher rate at 10.7%
- Nonfamily households grew at a slightly slower rate of 8.3%.

Source: 2000 Decennial Census and 2009-2013 American Community Survey 5-year Estimate



14

Arlington Demographics: Household Type by Household Size

Share of Total Population			
	2000	2013	Change
Family households:	45.5%	46.1%	0.5%
2-person household	21.7%	22.5%	0.8%
3-person household	9.8%	10.1%	0.3%
4-person household	7.8%	8.7%	1.0%
5-or-more person household	6.3%	4.7%	-1.5%
Nonfamily households:	54.5%	53.9%	-0.5%
1-person household	40.8%	40.5%	-0.3%
2-person household	10.1%	10.3%	0.2%
3-person household	2.3%	2.2%	-0.1%
4-person household	1.0%	0.8%	-0.2%
5-or-more person household	0.4%	0.2%	-0.2%

The share of family households increase while the share of nonfamily households declined.

Source: 2000 Decennial Census and 2009-2013 American Community Survey 5-year Estimate

Arlington Demographics: School Age Population vs. APS Enrollment

	1990	2000	2010
School Age Population*	17,854	22,352	22,207
September Enrollment **	14,795	18,334	20,201
% of School Age Population Enrolled in APS	82.9%	82.0%	91.0%

In 1990 and 2000, school enrollment totals were 82-83% of Arlington's school age population.

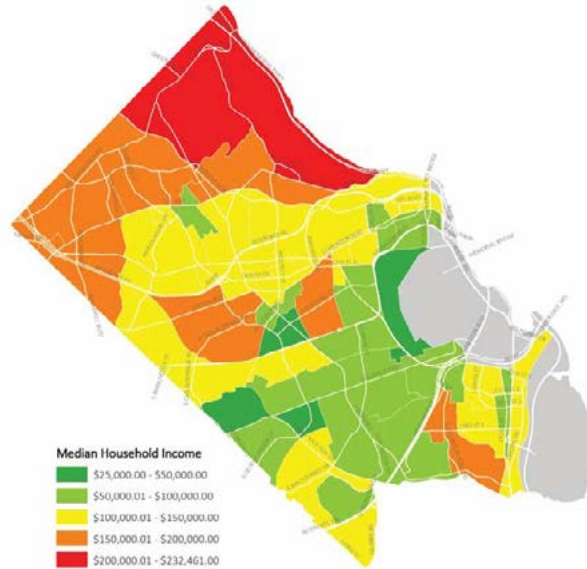
In 2010, school enrollment was 91% of Arlington's school age population.

* Ages 5 - 18 years

** Grades K-12

Source: Decennial Census and APS September Enrollment

Arlington Demographics: Median Household Income



Source: 2009-2013 American Community Survey 5-year Estimate

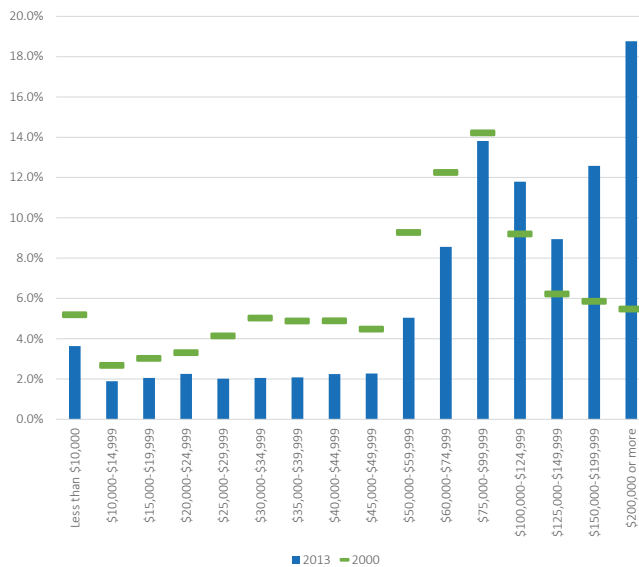
Arlington
Community Facilities Study
A resource and facilities plan for our future



- Households in the northern part of Arlington and areas to the south of Pentagon City, have the highest median household incomes.
- Areas around Columbia Pike, Nauck, Buckingham and Fort Myer have the lowest median household income.

17

Arlington Demographics: Household Income 2000-2013



Source: 2000 Census and 2009-2013 American Community Survey 5-year Estimate

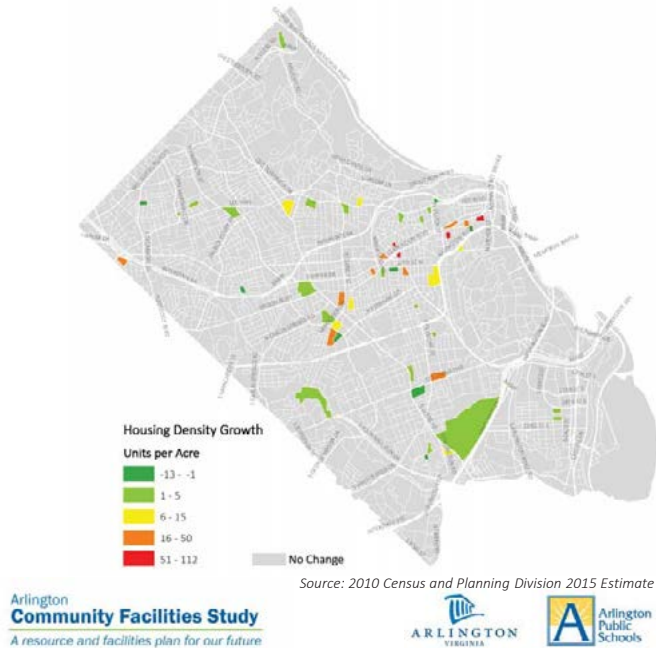
Arlington
Community Facilities Study
A resource and facilities plan for our future



- In 2000, the largest share of households were at the \$75,000 - \$99,999 income level.
(About \$100,000-\$135,000 in 2013 dollars.)
- In 2013, the largest share of households have incomes of \$200,000 or more.

18

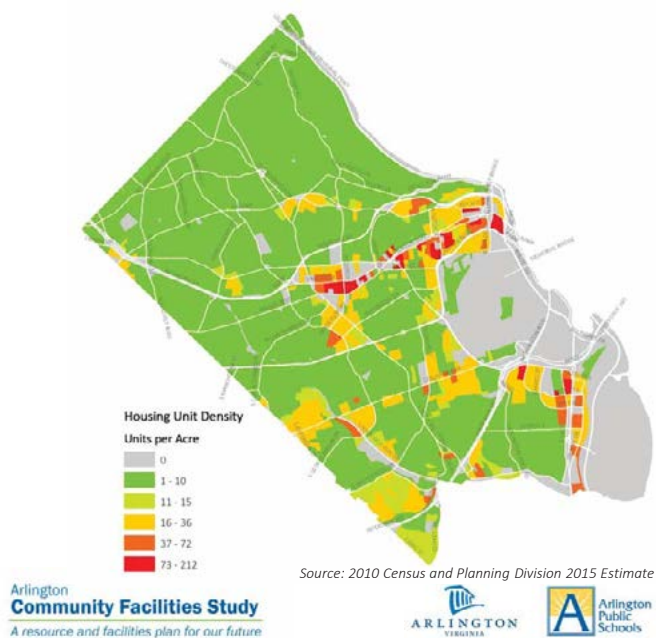
Arlington Demographics: Housing Unit Density Change 2010 - 2015



- The Blocks with the greatest change in density are located in the Rosslyn-Ballston Corridor.
- Most of the single family neighborhoods had little or no change in density.

19

Arlington Demographics: Housing Unit Density 2015



- Housing units are more densely concentrated around the Metro Station Areas and major planning areas.
- Single family neighborhoods mostly have a density of 1-10 units per acre.

20

April 8, 2015

Arlington
Community Facilities Study

A resource and facilities plan for our future

County's Plan – A Comprehensive Vision
Study Committee Meeting #5



Presentation Agenda

- Review of Arlington's Planning Vision since the 1970s
- How the Vision is Implemented
- Overview of Planning Framework
- Review of Results

Arlington's Vision Takeaways

Tonight you will hear:

- How the County consciously decided to use transit and well-planned growth to revitalize the community
- Core elements of this vision:
 - to encourage growth generally to within a ¼ mile of each station
 - to preserve the rest of the community – especially the single family neighborhoods
- A description of the Comprehensive Plan and how it is used to implement the vision
- The difference between that Comprehensive Plan and Zoning
- How other plans fit into the overall planning process
- How well it has worked – the benefits

Arlington's Vision Setting the Stage



1960

- 7.5 million sq. ft. Office
- Declining retail corridors
- Emerging market for government office space
- Strong single family neighborhoods
- Large number of garden apartments, some of which were beginning to decline
- 97,505 jobs & 71,230 housing units



Rosslyn Then



Arlington
Community Facilities Study
A resource and facilities plan for our future



5

Court House Then



Arlington
Community Facilities Study
A resource and facilities plan for our future



6

Clarendon Then



Arlington
Community Facilities Study
A resource and facilities plan for our future



7

Virginia Square Then



Arlington
Community Facilities Study
A resource and facilities plan for our future



8

Ballston Then



Arlington
Community Facilities Study
A resource and facilities plan for our future



9

Arlington's Vision Development of the County's Vision to 2000

By the 70's several
concerns had started to
emerge



1970

- Declining population
- Declining school enrollment
- Declining shopping areas
- Rising employment
- Pressures for development
- Metro rail under construction
- Increasing public transportation costs

Arlington
Community Facilities Study
A resource and facilities plan for our future



10

Arlington's Vision Early Planning

By the 70's several concerns had started to emerge

1970

- Plans had been developed for Rosslyn in the 60's in anticipation of Metro and expanding Federal government
- RB '72
 - Limited Growth
 - Balanced Growth
 - Employment Growth

Staff began to evaluate alternative visions for the R-B Corridor – RB '72

1972



Arlington
Community Facilities Study
A resource and facilities plan for our future



11

Arlington's Vision Early Planning

By the 70's several concerns had started to emerge

1970

- RB '72 was not adopted but served as input to a community dialogue on a land use plan for the Rosslyn-Ballston (R-B) Corridor
- What emerged? Two key concepts that would become the core of the County's vision:
 - The preservation of established single family and apartment neighborhoods
 - The concentration of high density mixed use near the Metro stations "bulls eyes" of approximately a ¼ mile in radius

Staff began to evaluate alternative visions for the R-B Corridor – RB '72

1972

Arlington
Community Facilities Study
A resource and facilities plan for our future



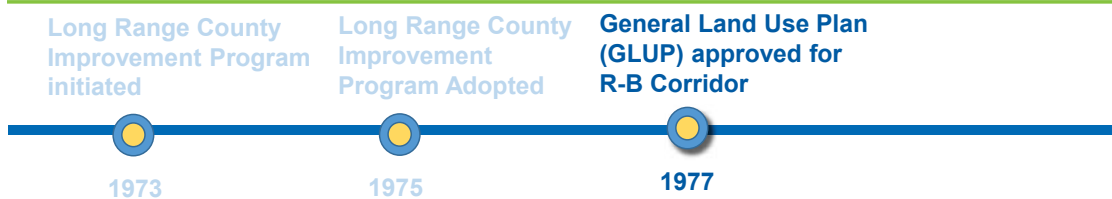
12

Arlington's Vision Early Planning



- Focus was on the entire county in light of the growing challenges
- Several key principles would become the vision guiding Arlington's future:
 - Focus growth to the immediate vicinity of the Metro stations
 - Encourage growth in those areas and Shirlington
 - Encourage the use of public transportation and discourage single-passenger commuting to and through Arlington
 - Strengthen Arlington's tax base by encouraging growth in the Metro station areas

Arlington's Vision Sector Plans



- County began developing more detailed Sector Plans for each Metro station
- Each focused on that ¼ mile radius and carefully addressed transitions to the surrounding single family neighborhoods.
- These were further refinements on the policy guidance provided by the General Land Use Plan

Development Concepts

Bull's Eye Concept



- Concentrate high and mid-density redevelopment around transit stations (highly targeted) and taper down to existing neighborhoods
- Encourage a mix of uses and services in station areas
- Create high quality pedestrian environments and enhanced open space
- Preserve and reinvest in established residential neighborhoods

Arlington
Community Facilities Study
A resource and facilities plan for our future



15

Arlington's Vision

Mid-Course Review

Long Range County Improvement Program initiated

Long Range County Improvement Program Adopted

General Land Use Plan (GLUP) approved for R-B Corridor

The Future of Arlington: The Year 2000 and Beyond Report accepted by County Board

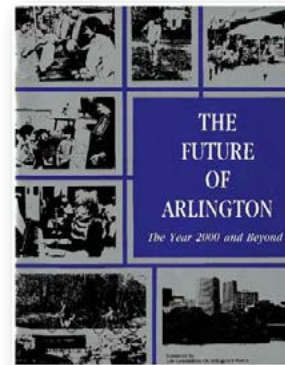
1973

1975

1977

1987

- A broad reaching process that addressed goals for the entire County
- One of its primary assumptions:
 - ❖ “that the current General Land Use Plan and Transportation Plan, which were adopted after extensive public discussion, will be followed”
- Reinforcing the vision from the 70's



Arlington
Community Facilities Study
A resource and facilities plan for our future



16

Arlington's Vision

How is the vision implemented?

■ Comprehensive Plan

- Chesapeake Bay Preservation Plan and Ordinance
- Community Energy Plan
- General Land Use Plan (GLUP)
- Historic Preservation Master Plan
- Master Transportation Plan
- Public Spaces Master Plan
 - also includes →
- Recycling Program Implementation Plan and Map
- Sanitary Sewer System Master Plan
- Stormwater Master Plan
- Water Distribution Master Plan

Urban Forest Master Plan
Public Art Master Plan
Natural Resources Master Plan

- Next element (pending approval):
- Affordable Housing Master Plan

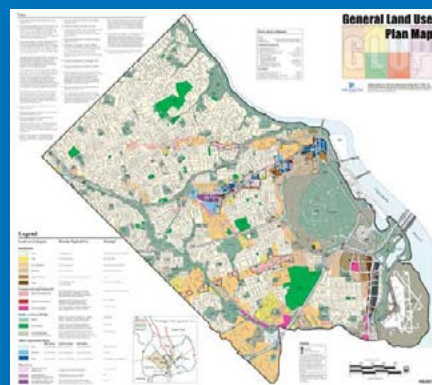
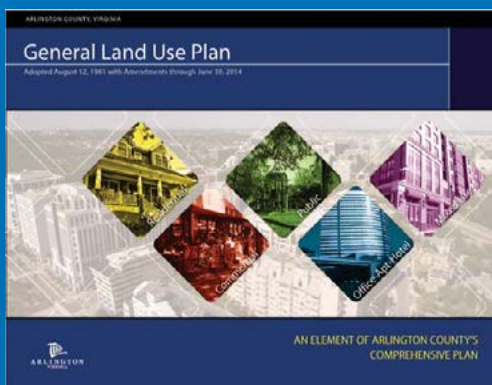
Arlington's Vision

Comprehensive Plan

- Arlington's Comprehensive Plan is made up of elements
- Many other jurisdictions have one consolidated Comprehensive Plan typically reviewed and updated together
- Arlington reviews and updates individual elements
- This can lead to competing interests between the Plan elements
- Arlington tends to resolve these competing interest with Sector and Area plans and then with Site Plan approvals

Arlington's Vision General Land Use Plan

- Is the County's primary policy guide for future development – not law
- Establishes the overall character, extent and location of various land uses
- Guides the County Board in decisions on future development
- Is one component of the County's Comprehensive Plan

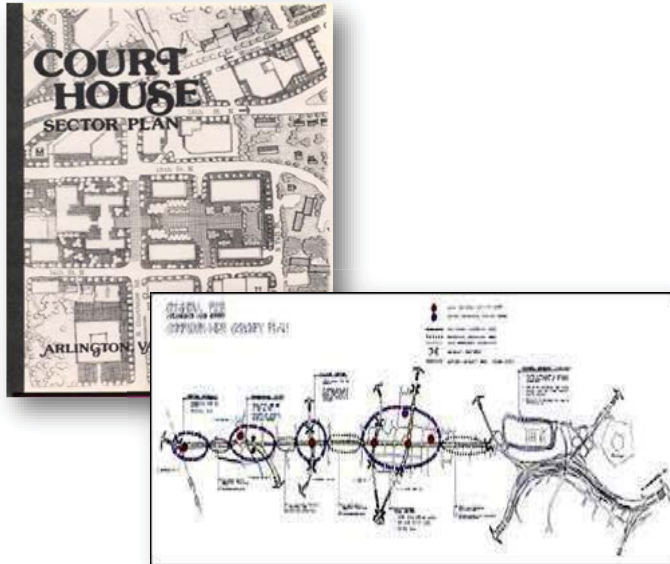


19

Arlington's Vision General Land Use Plan

- The General Land Use Plan guides the County Board's decision on rezoning and approval of special exceptions including Site Plans

Arlington's Vision Supporting Plans



Arlington
Community Facilities Study
A resource and facilities plan for our future



- Arlington prepares other plans such as:
 - Sector Plans (Clarendon, Court House)
 - Revitalization Plans (Columbia Pike, Cherrydale)
 - Small Area Plans (Quincy Street)

21

Arlington's Vision Implementing Tools

- Zoning Ordinance and Map
- CIP
- Subdivision Ordinance

Arlington
Community Facilities Study
A resource and facilities plan for our future



22

Arlington's Vision Implementing Tools

- Zoning Ordinance and Map - Law
- While GLUP looks to the future – Zoning indicates what specific uses are allowed on the property
- In addition to use, Zoning also establishes what one can do with their property:
 - How big (massing/density, coverage)
 - How tall (heights)
 - How much parking must be provided
 - Setbacks from property lines and/or other structures

Arlington's Vision Zoning Ordinance & GLUP

- Arlington has a very close link between the GLUP and zoning
- Generally if a requested zoning is not consistent with the GLUP then a special study is undertaken to determine if the GLUP should be changed
- Since the GLUP is policy – this is not required but a good practice

Land use Category	Density/Typical Use	Zoning*
Residential		
Low	1-10 units per acre	R-20, R-30, R-40, R-45, R-48, R-51
Low	11-15 units per acre	R2-7, R10-10T
Low-Medium	16-50 units per acre	R15-ME, R18A-24, R18A-10
Medium	51-125 units per acre	R17A, R18A-15, R18A-10
High-Medium	126-250 units per acre	R18A-8
High	251+ units per acre	R18A-1, C-0, R18A-10
Commercial and Industrial		
Service Commercial	Personal and business services. Generally one to five stories. Maximum 25 F.A.R. with special provisions within the Columbia Park Station Redevelopment District.	C-1, C-1.1, C-1.1A, C-2, C-0.1A
General Commercial	Wholesale, retail, and other major mixed commercial uses, including offices. Includes a maximum of three stories.	C-3, C-3M, C-3
Service Industry	Wholesale, retail, and other manufacturing uses, including those relating to building construction activity.	U-0, M-1, M-2
Public and Semi-Public		
Public	Public (city, regional, and federal), schools, facilities, parks, major regional facilities, etc. Includes all school facilities.	P-1A, P-0
Semi-Public	County clubs and other public recreational facilities. Churches, private schools, etc., all public recreational, governmental, etc.	P-2A, P-0
Government and Community Facilities	County, state and federal administrative and service facilities (except those primarily used for) hospitals, nursing homes, and institutional housing. Utilities, military installations, airports, etc.	P-3, M-1, M-2
Office-Apartment-Hotel		
Office Density	Low: 1 F.A.R. allow up to 75 units/acre	C-0.1, C-0.1A
Medium	2 F.A.R. allow up to 150 units/acre	C-0.2
High	3 F.A.R. allow up to 225 units/acre	C-0.3, C-0.3A, C-0.3B
Mixed Use		
Medium Density Mixed Use	1.5 F.A.R. with special provisions for use as outlined in F.A.R. for residential.	C-0.1, C-0.1A
High Medium Residential Mixed Use	Allowed up to 2.5 F.A.R. including increased office and retail activities.	R-10
Conventional Mixed Use Development District	May be a high density mixed use district with special density allowances by site plan. Allowed up to 3.5 F.A.R. with office use up to 1.5 F.A.R.	C-0.4

Implementation Tools

Zoning Ordinance

Four forms of Zoning approval in Arlington

1. **By-right** – administratively approved subject to the requirements of the Zoning Ordinance
2. **Site Plan** – a special exception requiring approval of the County Board
3. **Form Based Code** – utilized on Columbia Pike
4. **Use Permit** – applies to certain uses that might have incompatible impacts on adjacent properties without review and conditions

Implementation Tools

Site Plans

- The Arlington County Zoning Ordinance allows Site Plans in certain districts
- The State Code enables Special Exceptions and “incentive zoning”
- Arlington’s Site Plan is structured as incentive zoning

Implementation Tools

Site Plans

- Site Plans allow higher density and flexibility on zoning regulations such as:
 - Parking
 - Height
 - Setback
 - Coverage

Bonus
Site Plan 3.8 FAR
By-Right .60 FAR

Implementation Tools

Site Plans

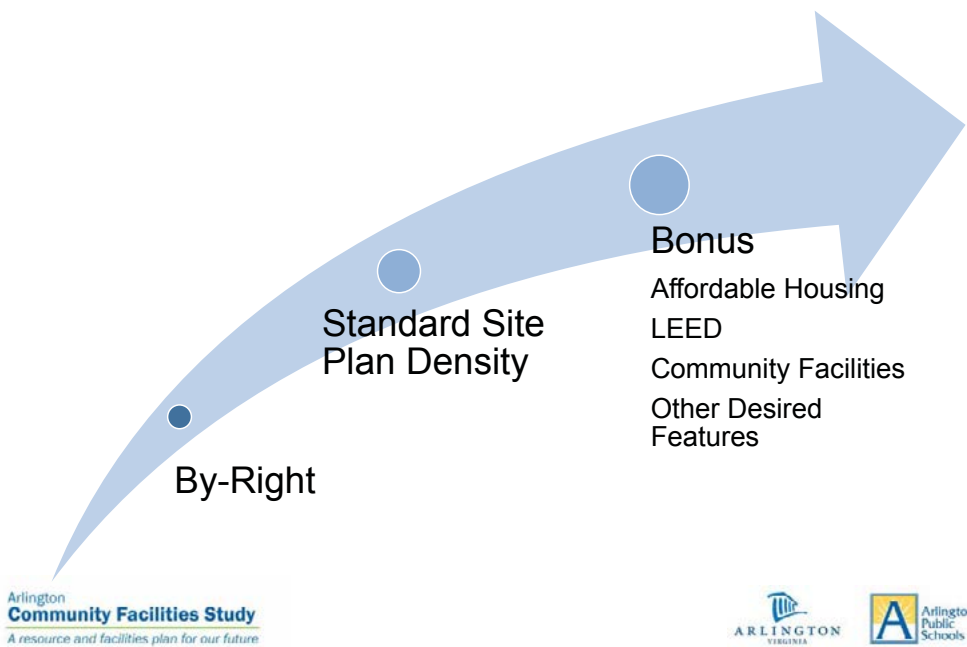
- Site Plans require extensive community review & County Board approval
- Standards under which they are reviewed are included in both the Zoning Ordinance, GLUP, Sector Plans, and other County Policies
- This often requires a delicate balancing among competing interests

Implementation Tools Site Plan Structure



29

Implementation Tools Site Plan Structure

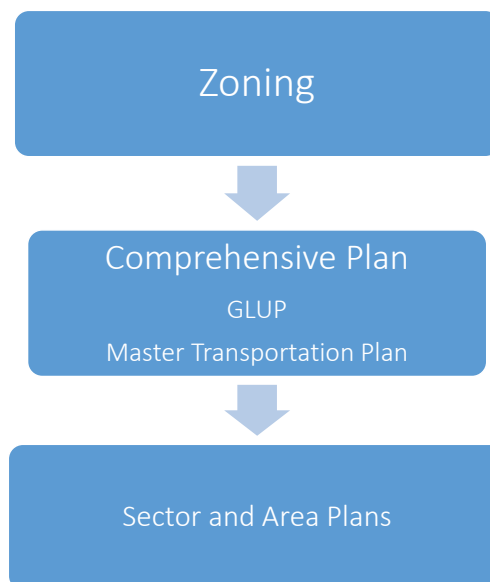


30

Implementation Tools Site Plans

- Site Plan generally allows flexibility
- **Requirements** are set forth in the Zoning Ordinance
- Flexibility and limitations are also set forth in the Zoning Ordinance
- **Guidance** is provided by GLUP, Sector Plans and other Area Plans
 - These are not law and not always followed exactly – but are strong guides
- Underlying Plans do not have to be amended if Site Plans vary from the Plan

Implementation Tools Hierarchy of Plans



Implementation Tools Sector Plans

- Increasingly Sector Plans are becoming more prescriptive and less flexible
- This is achieved by incorporating elements of the Sector Plans directly into the Zoning Ordinance
- For example, height maps from the Clarendon Sector Plan were adopted as a part of the Zoning Ordinance designed to implement the Plan
- In these cases, a Site Plan must comply with the requirement of the Plan, or the Zoning Ordinance must be amended

Implementation Tools By-Right Zoning

R-6 LOTS
7 UNITS AN ACRE



- Residential districts range from “R-5” to “R-20”
- Or about 8 units an acre to 2 units an acre
- All the development activity in these zones and neighborhoods are by-right
- Guided by the Zoning Ordinance and Subdivision Ordinance

Rosslyn Today



Arlington
Community Facilities Study
A resource and facilities plan for our future



35

Ballston Today



Arlington
Community Facilities Study
A resource and facilities plan for our future



36

Ballston



Arlington
Community Facilities Study
A resource and facilities plan for our future

37

Measuring Success R-B Corridor



Arlington
Community Facilities Study
A resource and facilities plan for our future



1970

22,000 jobs

5.5 million sf office

7,000 housing units

2009

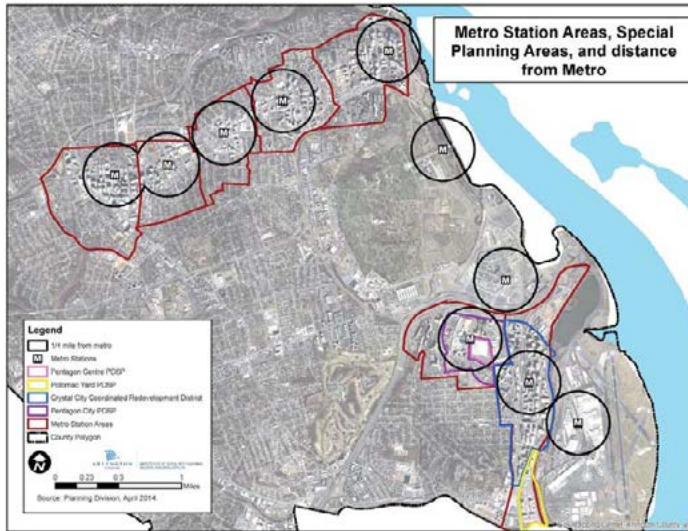
98,500 jobs

21.7 million sf office

28,643 housing units

38

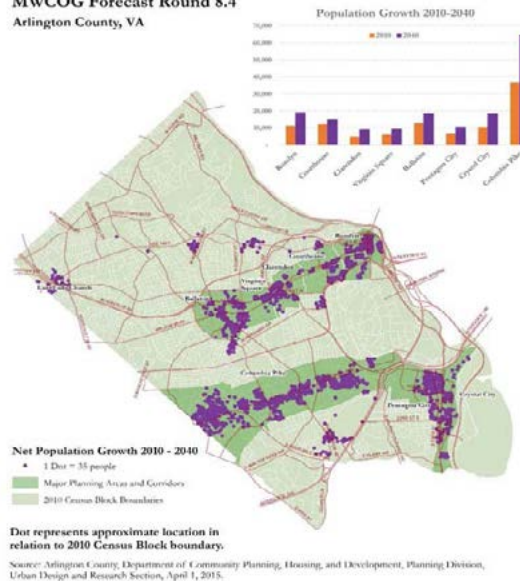
Measuring Success Metro Corridors Total | R-B And J-D Corridors



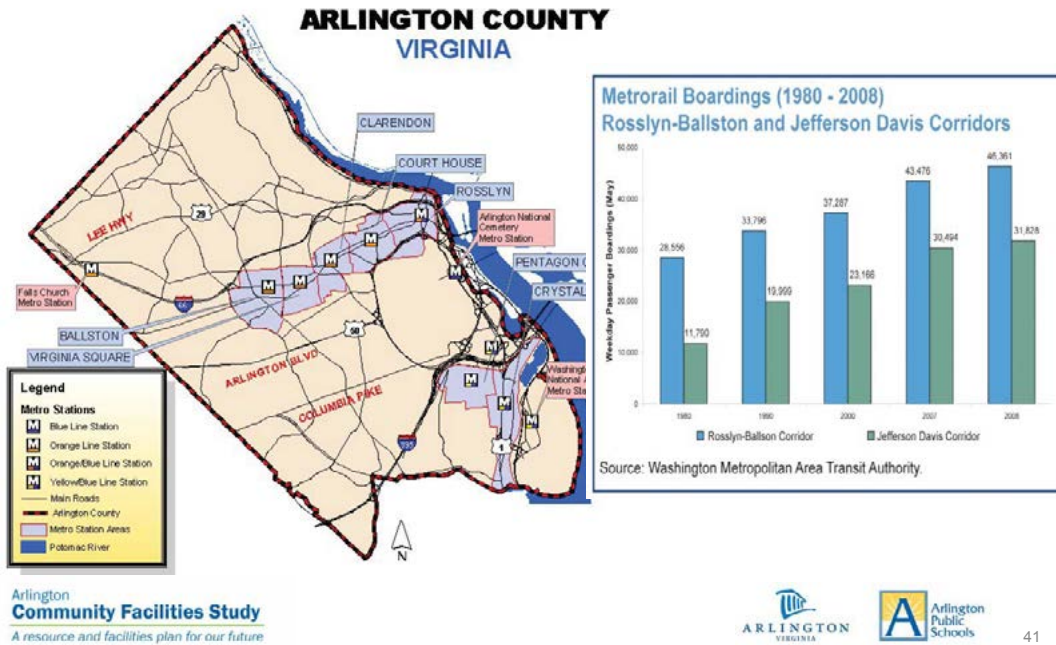
- **OFFICE:**
34,189,329 sq. ft.
with 374,379 sq. ft.
under construction
- **HOUSING UNITS:**
41,204 with
another 817 under
construction
- **RETAIL:**
5,356,000 sq. ft.
- **JOBS:** 126,100

Measuring Success Where are we going? Population Growth (2010 – 2040)

MWCOG Forecast Round 8.4
Arlington County, VA



Measuring Success Arlington Metro Ridership

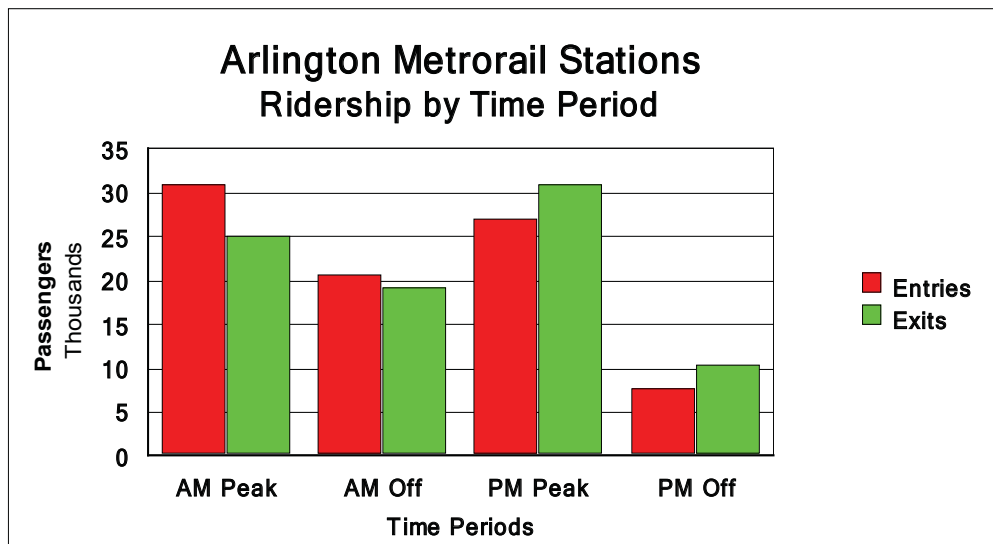


Arlington
Community Facilities Study
A resource and facilities plan for our future



41

Measuring Success Balanced Development = Balanced Ridership

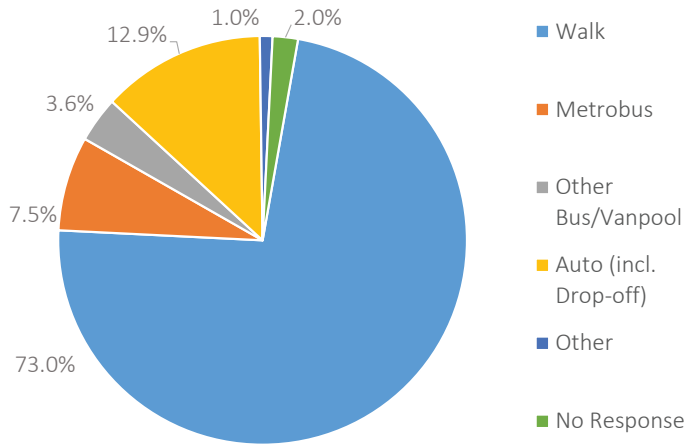


Arlington
Community Facilities Study
A resource and facilities plan for our future



42

Measuring Success Pedestrian Access



73% walk to station

5 Rosslyn-Ballston Corridor Metro Stations

- Rosslyn
- Courthouse
- Clarendon
- Virginia Square
- Ballston

Measuring Success Traffic Trends on Arterial Streets

Street Segment	Street Type	1996	2001	2006	% Change 1996-2006
Lee Hwy - Rosslyn	EW 6-lane arterial	37,770	33,632	32,428	-14.1%
Wash. Blvd – VA Sq.	EW 4-lane arterial	20,469	19,478	18,069	-11.8%
Clarendon Blvd.	EW 2-lane 1-way arterial	13,980	14,199	14,539	4%
Wilson Blvd. - Clarendon	EW 2-lane 1-way arterial	16,368	16,265	13,797	-15.8%
Arlington Blvd.	EW 6-lane arterial	55,865	63,272	60,223	7.8%
Glebe Road - Ballston	NS 6-lane arterial	35,230	39,409	35,900	1.2%
G. Mason Drive – west of Ballston	NS 4-lane arterial	20,002	22,578	23,386	16.9%

Measuring Success

Land Area & Office Development

- \$27.5 billion of a total \$57.5 billion in assessed land and improvements value in the county is in the Metro corridors which is 11% of total land
- Today Arlington has more office space than downtown:
 - Dallas
 - Los Angeles
 - Denver
 - Boston

■ Questions?

**A REVIEW OF PROJECTION
METHODOLOGIES FOR THE
ARLINGTON COUNTY
GOVERNMENT
&
ARLINGTON PUBLIC SCHOOLS**

April 8, 2015

STATISTICAL
FORECASTING LLC

RLS Demographics

ACG ESTIMATES METHODOLOGY

- ACG uses a residential and commercial capacity based methodology driven by the General Land Use Plan and permit tracking systems.
- Estimates are prepared for housing units, households (occupied housing units), population and employment
- Occupancy rates and average household size are based on decennial census results

2

ACG ESTIMATES METHODOLOGY

- Employment estimates are based on the General Land Use Plan with approved projects for new and converted commercial office, retail, hotel and other square footage
- Commercial vacancy rates from CoStar for sub-areas obtained quarterly but adjusted based on BRAC and redevelopment plans
- Estimates are based on census block level analysis

3

ACG FORECAST METHODOLOGY

- ACG forecasting process is analogous to the estimates process
- Net new construction between the base year (2010) and the forecast year comes from the development database at the block level
- Development potential is based on approved site plans and development in the General Land Use Plan

4

WHAT WORKS WELL?

- Residential and commercial capacity based development driven by General Land Use Plan
- Continuous update and monitoring of permit tracking databases
- Bottom-up approach using small area (census block) analysis
- Integration of GIS, development databases, and reporting mechanisms

5

RECOMMENDATIONS IMMEDIATE IMPLEMENTATION

1. Methods Documentation
2. Monitor American Community Survey (ACS) Housing Occupancy
3. Monitor ACS Average Household Size

6

RECOMMENDATIONS ADDITIONAL STUDY AND RESOURCES

4. Age Distribution Analysis
5. Migration Analysis Using Census Microdata
6. Development of Cohort-Component Demographic Forecasts
7. Analysis of Self-Employment
8. Integrated Economic/Demographic Modeling

7

ENROLLMENT PROJECTION METHODOLOGY GRADE PROGRESSION RATIOS

- Preferred method by school demographers
- Assumes past trends will continue into future-linear trend
- Predictive ability varies from 1-7 years depending upon the research
- Good predictive ability for 3-4 years.

8

ENROLLMENT PROJECTION METHODOLOGY

- Historical enrollments by attendance area
- Bottom-up approach used to project enrollments
- In years 6-10 of projection, births are estimated by a 3-year rolling average.
- Elementary projections in years 6-10 are less reliable- children yet to be born. MS & HS are more reliable since students are born or are in school district.
- Student generation factors (student yields) are used to project children from new housing and are added to baseline projections.

9

INTERNAL REVIEW OF PROJECTIONS

- APS reviews projections annually for one year out.
- In last 11 years, total projected enrollment has been within +/- 2% of actual enrollment.
- 2/3 of demographers in field believe +/-1% per year is appropriate benchmark for accuracy.
- If 1% criterion is used, APS is within acceptable limits in about half of the last 11 years.

10

WHAT WORKS WELL?

- Grade Progression Ratio methodology is appropriate
- Error rates are acceptable for a fast-growing district such as APS
- Bottom-up approach by attendance area used to capture unique growth rates
- Use of housing pipeline data from ACG to forecast additional students

11

APS RECOMMENDATIONS IMMEDIATE IMPLEMENTATION

1. Publish annual report
2. Compute alternative set of projections
3. Perform longitudinal analysis of projections
4. Publish baseline and adjusted projections
5. Aggregate Student Generation Factors to Attendance Area
6. Consider Past Home Construction Before Adding Students from New Home Construction
7. Update APS website

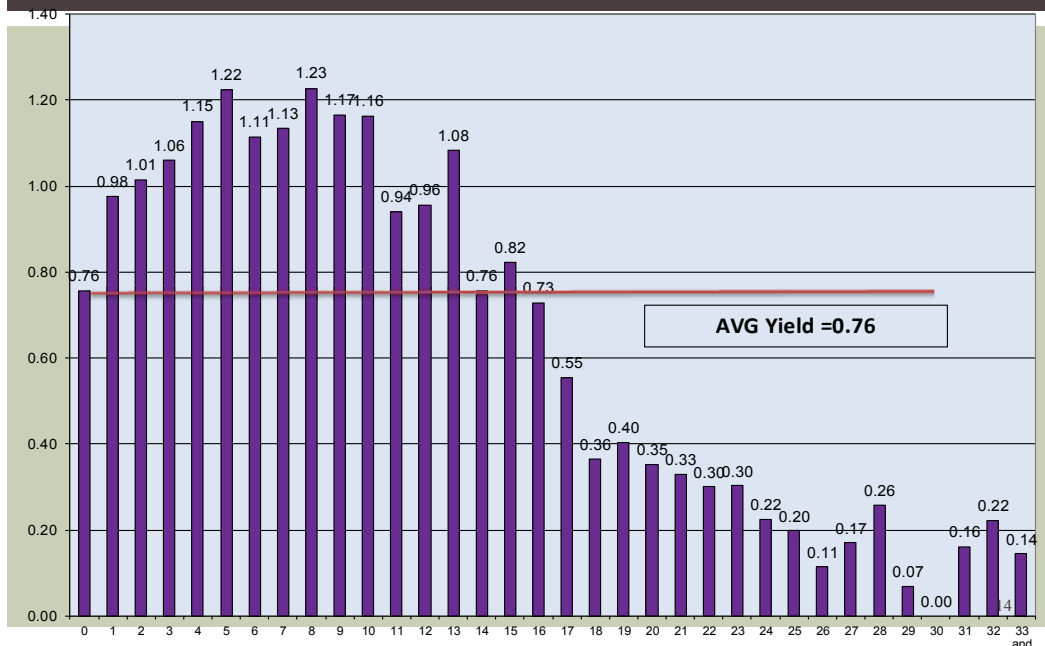
12

APS RECOMMENDATIONS ADDITIONAL STUDY AND RESOURCES

8. Compute student generation factors by length of ownership (detached SF, TH, condos, etc.)
Example figure from client in NJ to follow.
9. Project future births in collaboration with ACG estimates
10. Attend professional conferences in school demography

13

YIELDS BY LENGTH OF OWNERSHIP DETACHED SF HOMES (NJ)



ADDITIONAL AREA OF COLLABORATION

- ACG and APS currently utilize different data sources and methods
- Residential housing development is an important link between the methods
- Primary need is to integrate demographic analysis of the age distribution and fertility (number of births) with the resulting school enrollment methods

15

Arlington **Community Facilities Study**

A resource and facilities plan for our future

April 8, 2015

Public Facility Siting and Review Processes



April 8, 2015

Presentation Outline

- **Public Facility Siting**
 - 1993 Siting Process
 - 1999 Siting Process Review Committee
 - 2011 Memorandum of Understanding (MOU) between County & APS on school uses on County property
- **Public Facility Development Review**
 - Building Level Planning Committees (BLPC) & Public Facilities Review Committee (PFRC)
- **May 13 Meeting:** Case studies for recent (2000-2015) facility and school siting efforts

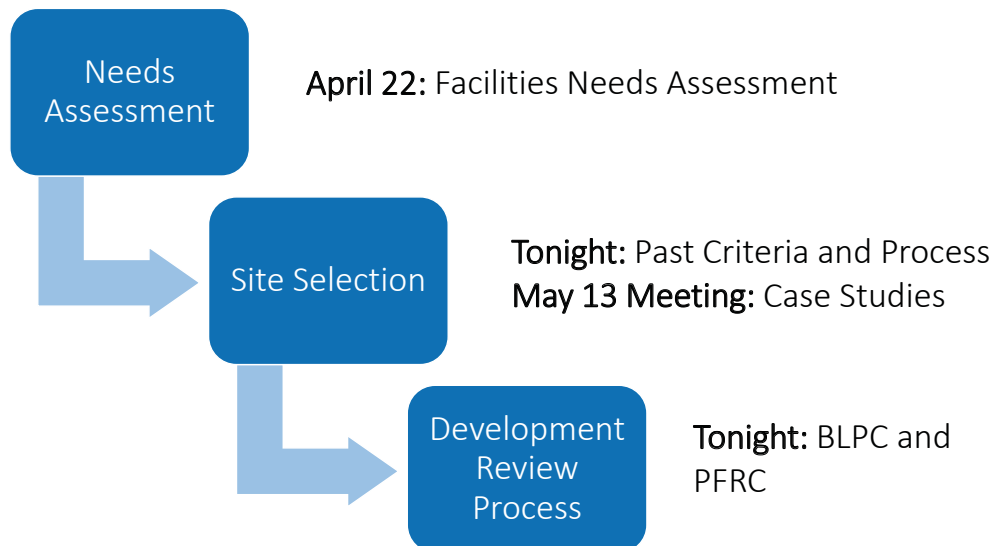
Public Facility Siting

- **From Community Facilities Study Charge:**

*“In order to inform the development of the 2017-2026 CIPs, **proposed criteria and a related process for siting** any new County or School facilities or adding new uses to existing facilities or sites will be presented in September 2015.”*

- In anticipation of the Community Facilities Study, the County Board withdrew the 1993 Siting Process from further use.

Public Facility Planning Steps



Siting Process - 1993

5

Background of the 1993 Siting Process

- Context
 - New community facilities were rare in Arlington at this time.
 - Most programs operated out of existing community centers such as Lubber Run and Thomas Jefferson and repurposed school buildings such as Woodmont School and the Madison Center.
- The initial proposal for Residential Program Center gave rise to need for new approach.
- In 1990, the County Manager chartered a Citizens' Group on a Multi-Program Residential Center. Their process heavily influenced the later design of the siting process.

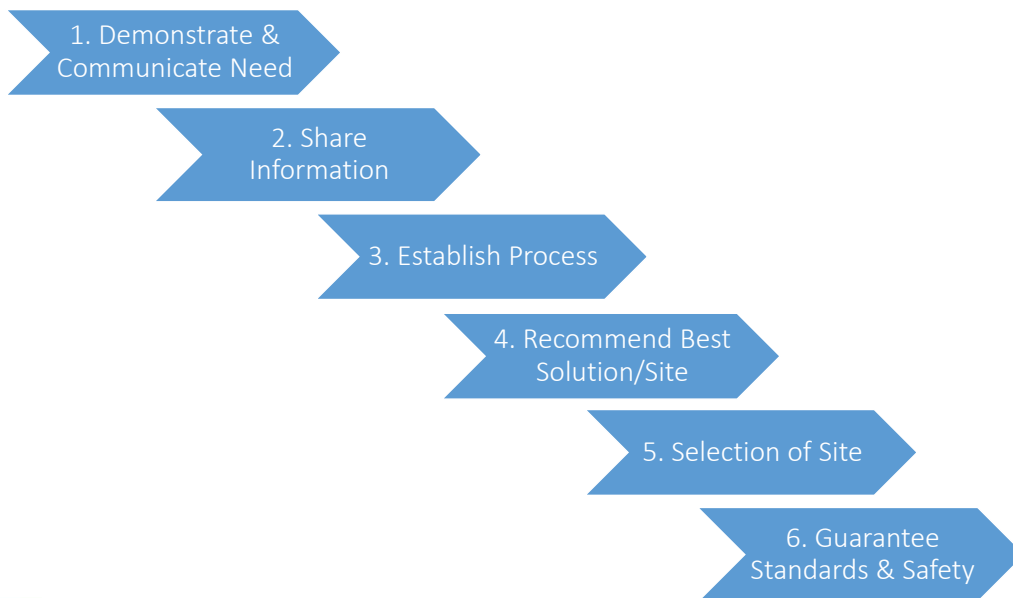


Residential Program Center

Background of the 1993 Siting Process

- September 1992 - Board members Ellen M. Bozman and William T. Newman, Jr. invited interested residents to join in drafting a siting policy for County facilities
- Scope – County facilities only
 - County Government offices, fire stations, certain residential facilities for more than 8 people and resident counselors
- To be used when **seeking a site** or **substantially changing an existing use**
- June 1993 – Principles of Siting Process and Siting Process Procedures adopted by the County Board

Six Principles of the Siting Process



1. Demonstrate and Communicate Need

- Needs identified by different sources:
 - County Departments through County Manager
 - Citizen Advisory Committees
 - Citizens
- Notify the community--residents and businesses--at the earliest possible opportunity to inform citizens about opportunities for input and participation.
- Establish joint citizen/staff **fact-finding group** to verify need and examine how it will be met
- Fact-finding group may develop options

2. Share Information

- Create trust by sharing information between staff and the community (“information equity”)
- Maintain communication and notification through a variety of sources (different media as well as variety of organizations)

3. Establish Process

- Joint citizen/staff **working group** reviews options, weighs criteria and makes recommendations to County Board
- Identify and involve groups with wider community interest not just those whose interest is specific to the project
- Determine a process and set a reliable timetable at the beginning
- Staff performs customary review and recommendation functions

4. Recommend Best Solution/Best Site

- Working group will seek acceptable sites and consider volunteered options
- Apply criteria for site selection
- Be open to viewpoints of experts and non-experts
- Ensure positions of affected neighborhoods are fully expressed
- Ensure equitable distribution of programs and facilities throughout the County

5. Selection of the Site

- County Board considers site recommendations developed by the citizen/staff working group
- Board addresses the positive and negative aspects of site recommendations
 - Land costs factor into decision. Board discusses land acquisition in executive session.
 - Staff, citizen, and Commission review
 - County Board public hearings
 - Land use processes (General Land Use Plan amendment, rezoning, use permit or site plan) may be required.

6. Guarantee Standards and Safety

- Involve the neighborhood of the selected site to the maximum extent in physical and program design
- Create long-term involvement through a citizen/neighborhood advisory body to serve as a liaison between the neighborhood and the operator of the facility
- Uphold health, safety and environmental standards
- Develop a written plan to address operating contingencies

Additional Siting Process Procedures

- Requirements and other relevant information could be discussed at any stage of the process
- Projects should be made known to the public ASAP
 - Annual budget process including CIP and budget hearings
 - Master Plans for departments
 - Proposals and multi-year planning documents submitted by citizen advisory committees and NGO's such as ASPAN
 - Funds from other sources such as grants which must be accepted by the County Board

Siting Process Procedures: Criteria for Evaluating Options

1. Assumptions:
 - Need for the facility has been established
 - General building specifications have been determined
 - Facility operations have been determined
2. General Criteria
 - Meets applicable law and regulations
 - Costs of acquisition and development
3. Site Characteristics
 - Size evaluated in conjunction with the needs of the facility design, including parking
 - Density in compliance with the General Land Use Plan designation for the property

Siting Process Procedures: Criteria for Evaluating Options

4. Physical Compatibility with Surrounding Environment
5. Impact on Recreational Use or Open Space
6. Displacement of current residents or businesses
7. Impact on Future Planned Projects
8. Timely Availability
9. Appropriateness to the Surrounding Neighborhood:
 - Public Transportation
 - Safety
 - Appropriateness of the Facility for the Potential Site
 - Distribution of Facilities and Services

Siting Process: Lessons Learned

- Methodical, linear process **didn't anticipate every situation**
- Process covered **County facilities only** (not schools), and only a limited number of facilities
- **Broad definition of stakeholders** - immediate neighbors as well as others interested in issue
- Emphasis on **open process**, information sharing. Created issues when confidential information came to County.
- Not workable for **lease situations** that might otherwise fit criteria for using the process

Siting Process Review Committee - 1999

19

1999 Siting Process Review Committee

- 1993 siting process anticipated review after three years
- County Board appointed a Siting Process Review Committee in 1999
- Committee Charge was to consider modifications to the Siting Process for certain situations:
 - Fast Track Option when quick action is required
 - Land or space becomes available in a specific location
 - Facilities identified in approved plans.
 - Adding space or expanding programs at an existing facility.

1999 Siting Process Review Committee

- Committee met for several months and held a public forum to gain input
- Broad representation - Planning Commission, Parks and Recreation Commission, Neighborhood Conservation Advisory Committee, Community Services Board, Civic Federation, and neighborhoods that had participated in the 1993 siting process
- Recommendations presented to County Board in a December 1999 work session

1999 Siting Process Review Committee Recommendations

1. Process should be revised to accommodate situations with short timelines. Clearer criteria needed for when the siting process or an alternative process should be used
2. Decouple land acquisition from siting when land or options on land must be acted on quickly.
3. Process should apply to leases of 5 years or longer, or shorter term leases for sites or facilities with major community impact.

1999 Siting Process Review Committee Recommendations

4. Where a proposal is consistent with an adopted Master Plan, the full siting process may not be needed. Commissions and neighborhoods would still be involved with new facilities or major changes.
5. Siting process should cover existing facilities if there is a significant change in use.
6. Professional facilitator should be used for working groups.

1999 Siting Process Review Committee Recommendations

7. County should better anticipate which projects will need the siting process, establish an internal oversight process, designate a coordinator/public liaison to manage processes.
8. Technology should be used to broaden opportunities for citizen participation
9. County Board should expand the siting process to include facilities sponsored by groups that receive County funds

1999 Siting Process Review Committee Recommendations

10. In situations not clearly bound by the siting process, community input should determine whether it is used.

11. Staff should work with a small group of citizens to ensure that potential issues are resolved positively. These citizen advisors should be prepared to help staff for potential issues with a project and help communicate with stakeholders.

1999 Siting Process Review Committee Recommendations

- County staff responses to Committee recommendations:
 - Agreed with most recommendations
 - Recommendation to apply siting process to lease agreements viewed as not feasible
 - Siting process should apply only to County government facilities, not facilities sponsored by groups receiving County funds
 - Siting process should reflect scale of change in impact; should not apply to renovations of existing facilities

- Committee recommendations ultimately not adopted by County Board

Consideration of County Facilities & Land in APS' Capacity Planning Process - 2011

27

2011 Memorandum of Understanding (MOU)

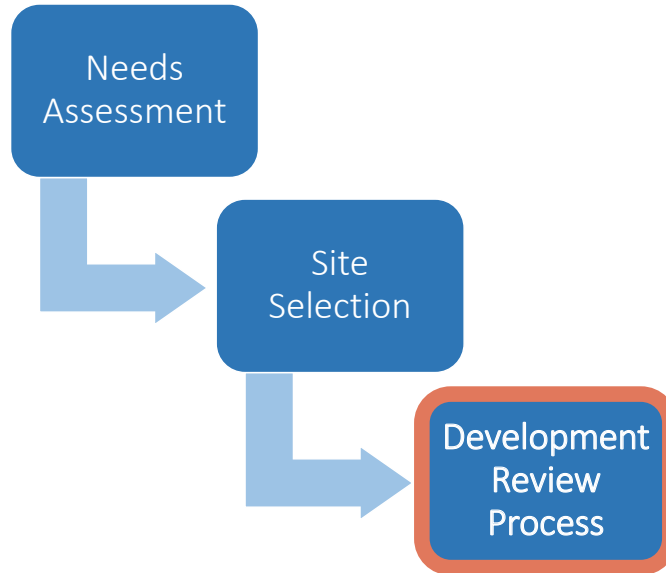
- 2011 MOU: Criteria for Consideration of Arlington County Facilities & Land in Arlington Public Schools' Capacity Planning Process
- Built on collaboration efforts begun in Fall 2009
- MOU not about renovations, expansions or new facility siting
- “Collaborate proactively and systematically...maximizing the efficient use of community resources and building space....”
- Joint Space – openly assess operational needs, shortages and excess space → opportunities for shared use

2011 Memorandum of Understanding (MOU)

- **Services – retain or improve level of service**
 - Consider synergies of joint use, current users and types of programs, square footage of space in use, space needed to support existing programs including specialized space
- **Other Policies – permanent solutions must respect County policy as articulated in Master Plans, neighborhood and development plans**
- **Financial – cost-effective solutions, achieve economies of scale, consider existing CIP**
- **Criteria provided as resource to Thomas Jefferson Working Group (2014-15) and elements included in working group charge**

Public Facility Development Review: BLPC and PFRC

Public Facility Planning Steps



Public Facility Development Review Process

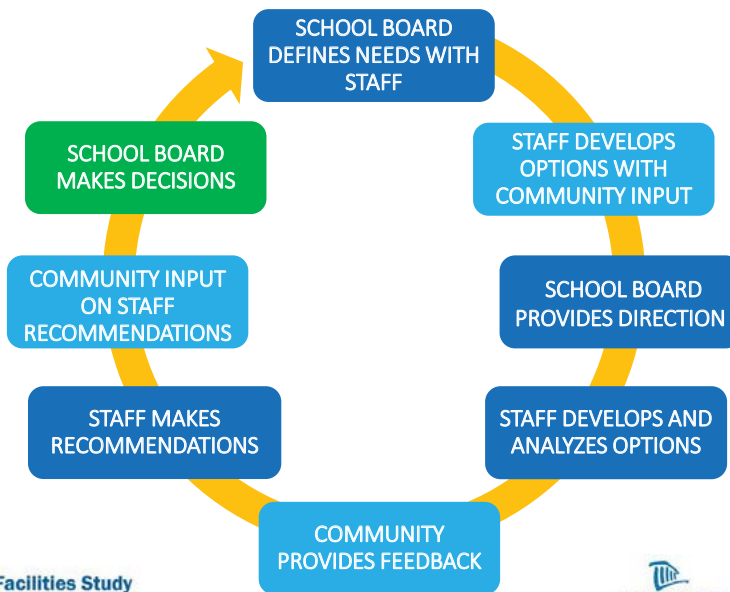
- Public development review differs from private development in that the County and/or the School Board act as both **applicants** and **reviewers**.
- Both BLPC and PFRC review development concepts and proposals **after a site has been determined**.

Public Facility Development Review Process

- Building Level Planning Committee (BLPC)
 - Parents, school staff, and other stakeholders appointed by the **School Board**
 - Reviews **only school projects**
- Public Facilities Review Committee (PFRC)
 - Commission members and other stakeholders appointed by **County Board**
 - Reviews **both County facility and school projects**

BLPC: Building Level Planning Committee

School Board Community Engagement / Decision Making Process



Arlington
Community Facilities Study
A resource and facilities plan for our future



Community Engagement Process for Secondary Seats, Fall 2014

Secondary Seats Process since September 1, 2014	
Key Stakeholder Briefings	1
Community Meetings / Gallery Walks	4
Twitter Town Halls	3
CIP TV Segments	4
CIP Updates to School Board	3
School Board Work Sessions	2

Arlington
Community Facilities Study
A resource and facilities plan for our future



36

Community Engagement Process for Secondary Seats, Fall 2014

Secondary Seats Process thru December 18, 2014	
School Board Information	Nov. 18
School Board Meeting for Citizen Comment	Dec. 03
School Board Action on Wilson & Stratford	Dec. 18

County Community Engagement on APS CIP Projects

- Thomas Jefferson Working Group, July 2014 through January 2015
- Western Rosslyn Area Planning Study, July 2014 through April 2015



APS CIP 2014: Community Engagement

Group	#
Community engagement meetings:	6
Community conversations:	20
Twitter town halls:	4
School Board work sessions:	10
Joint School Board/County Board work session:	1
School Board monitoring items:	2
School Board information items:	4
School Board action items:	2
Total:	49
Individual	
Feedback forms completed on-line:	3,000
Tweets	120
More Seats for More Students emails:	325
Speakers at 5/22 & 6/5 School Board meetings	97
Total :	3,542

Building Level Planning Committee - Governance

- APS Policy 50-1 Construction and Maintenance
- APS Policy Implementation Procedures 50-1.2 Building Level Planning Committees

<http://www.apsva.us/Page/3168>

Policy and PIP are undergoing revision.
 Proposed updates are provided below.

BLPC - Membership

- 6 members of school staff
- 6 parents, nominated by PTA or PAC
- 2 members of civic association in which school is located
- 1 member of each civic association within school attendance zone
- 1 member of Facilities Advisory Council
- Other members as appropriate to project, e.g. members of Historic Affairs and Landmark Review Board

Members are nominated by the stakeholder group they represent and appointed by the School Board.

Members elect a chair.

BLPC - Policy 50-1

The School Board also appoints a Building Level Planning Committee (BLPC) to communicate with stakeholders, assist APS Facilities staff and advise the School Board for each Major Construction project with a construction cost of \$10 million or greater and for which a Use Permit must be obtained from the County Board of Supervisors.

BLPC – Policy Implementation Procedure (PIP) 50-1.2

Optimal Learning Environments

- Consistent with APS Strategic Plan Goal #4, the BLPC shall focus on providing optimal learning environments that are adaptable, energy efficient, environmentally sustainable, and provide adequate outdoor recreational space.

History of Existing School or Site

- Where appropriate, designs should acknowledge the history of the existing school or site.

BLPC – Policy Implementation Procedure (PIP) 50-1.2

School Board Direction from CIP:

- Funding Available
- Date on which CIP project shall be completed
- Minimum number of students that it will accommodate
- Communication With Stakeholders
- Participation in Concept Design & Schematic Design

BLPC – Policy Implementation Procedure (PIP) 50-1.2

Participation in Concept Design & Schematic Design Phases

- The BLPC assists APS staff and the project architects during the Concept Design and Schematic Design phases by reviewing the location of the building or additions on the site, site amenities, the massing of the building, adjacencies of interior spaces and site amenities, community use of the building and site amenities and impact of the project on the surrounding community.

BLPC – Policy Implementation Procedure (PIP) 50-1.2

- Staff shall schedule a meeting to present the Final Design to the BLPC for information prior to submitting it to the School Board for approval,
- The BLPC shall be invited to the community pre-construction meeting required under the Use Permit.
- During construction, staff may issue regular updates on progress and respond to queries from BLPC members in order to keep the stakeholder constituencies they represent informed of the status of the project.
- After construction the BLPC will participate in a post construction evaluation of the project.

BLPC - Resources

- APS Facilities and Operations staff
- APS Department of Instruction staff
- County staff as appropriate



Arlington
Community Facilities Study
A resource and facilities plan for our future



47

PFRC: Public Facilities Review Committee

48

Public Facilities Review Committee (PFRC)

- Established by County Board in 2007
 - Use permit process happens too late in the development process to allow significant community input on the design of public facilities
 - BLPC process was not addressing broader County concerns on the planning and design of school facilities
- **Mission:** Ensure highest quality land use and transportation planning and other important community aspects in civic projects

Public Facilities Review Committee (PFRC) - Scope

- Mechanism for **advisory commissions** to provide input on the development of significant County and School projects
- Forum for **public dialogue** with facility project lead
- Ensure highest quality **land use planning and design**
- Promote **compliance** with Comprehensive Plan and other County policies
- Address **community concerns**; broad-based public participation
- Provide **advice** to County Board and County Manager
- Does not address programmatic needs or interior design

Public Facilities Review Committee

- Modeled after Site Plan Review Committee, which reviews private development projects
- Differences from SPRC
 - PFRC is not a committee of Planning Commission
 - Members appointed by County Board
 - Projects reviewed include use permits and by-right facilities, not just site plans



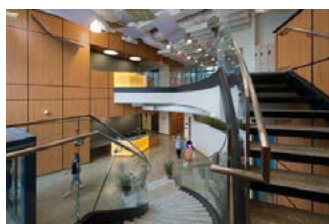
Arlington
Community Facilities Study
A resource and facilities plan for our future



51

Public Facilities Review Committee

- County Board assigns individual projects to PFRC
 - Joint work session with School Board for school projects
- PFRC Membership
 - County Board designates a Planning Commissioner as chair
 - County Board appoints members of Commissions and two School Board nominees
 - Stakeholders serve as project-specific members



Arlington
Community Facilities Study
A resource and facilities plan for our future



52

Public Facilities Review Committee

- Meetings at three points in the review process
 - Shortly after County Board or School Board develop **project scope**
 - When **conceptual project design** options are developed
 - When a project design is submitted for **use permit, by-right permits, or site plan approval**; prior to consideration by Commissions and County Board
- For school projects, PFRC operates in parallel to APS Building Level Planning Committee (BLPC)
- Outcome of PFRC process is a recommendation to County Board

Public Facilities Review Committee

PFRC Projects Reviewed Since 2007

Wakefield High School

Long Bridge Park Aquatics Center

Arlington Mill Community Center (use permit amendment)

ART Bus Facility

Discovery Elementary School

Ashlawn Elementary School

McKinley Elementary School

Abingdon Elementary School (currently under review)

Arlington **Community Facilities Study**

A resource and facilities plan for our future

Public Spaces Master Plan (PSMP) Update Overview
Department of Parks and Recreation

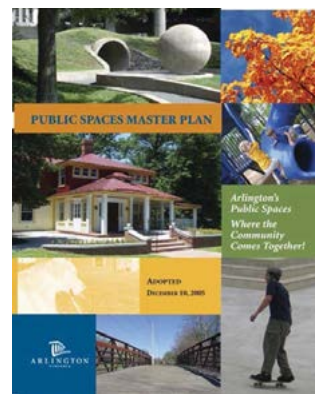


How Do We Plan For Public Spaces?

- 1994 Open Space Master Plan
- 2005 Public Spaces Master Plan (PSMP)
- 2015 PSMP Update Underway
- CIP, sector plans, area plans etc.

Public Spaces Master Plan (PSMP) Overview

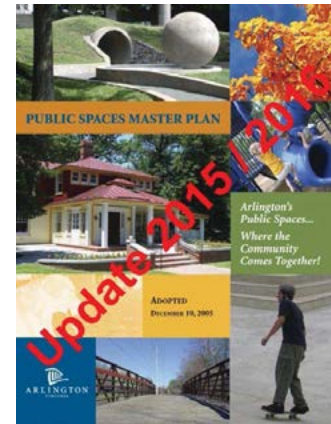
- One of ten elements of the County's Comprehensive Plan
- Identifies the major public space, natural resource and recreational priorities of the community
- Provides framework for decisions & management of public spaces



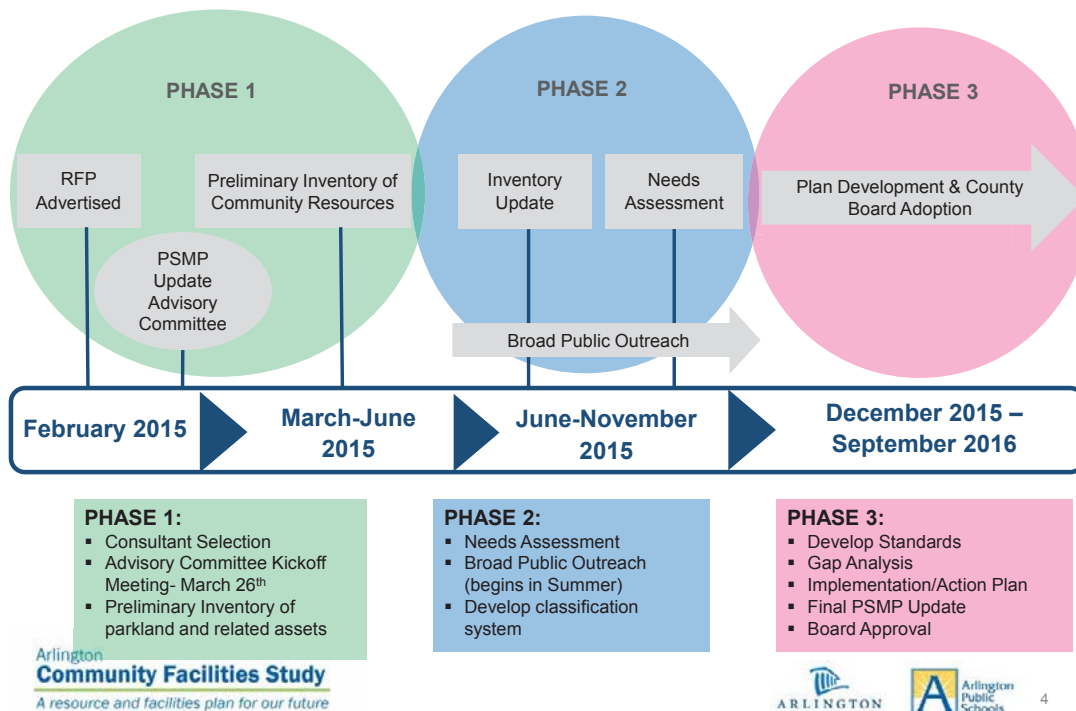
<http://projects.arlingtonva.us/plans-studies/comprehensive-plan>

Moving Forward: Public Spaces Master Plan (PSMP) Update Scope

- Engage both the broad community and individual stakeholders in the process
- Evaluate the goals, objectives and policies of the 2005 PSMP and progress made over the last ten (10) years
- These will be tested against the current public space needs and priorities and community-identified values
- Develop classification system, clearly identify future needs, and develop standards tailored to Arlington



PSMP Update Tentative Timeline



PSMP Update Needs Assessment Overview



- Demographic analysis
- Statistically valid survey
- Benchmarking

- Canvassing of parks, facilities, events
- Recreation program & services assessment

- County-wide meetings and workshops
- Advisory Committee
- Online Surveys & Website
- Stakeholder Interviews
- Focus Group Meetings

Moving Forward

- Please, Get Involved!
- Your input will be an essential part of this project.
 - Needs & interest assessment survey
 - Public meetings & workshops
 - Online surveys & website
 - Stakeholder interviews

- PSMP Update Website:

<http://projects.arlingtonva.us/public-spaces-master-plan-psmp-update/>

- Contact:

Irena Lazic

Email: ilazic@arlingtonva.us

Phone: 703.228.3206



Arlington **Community Facilities Study**

A resource and facilities plan for our future

Arlington County Services, Land, & Facilities –
Department of Environmental Services

Study Committee Meeting #6

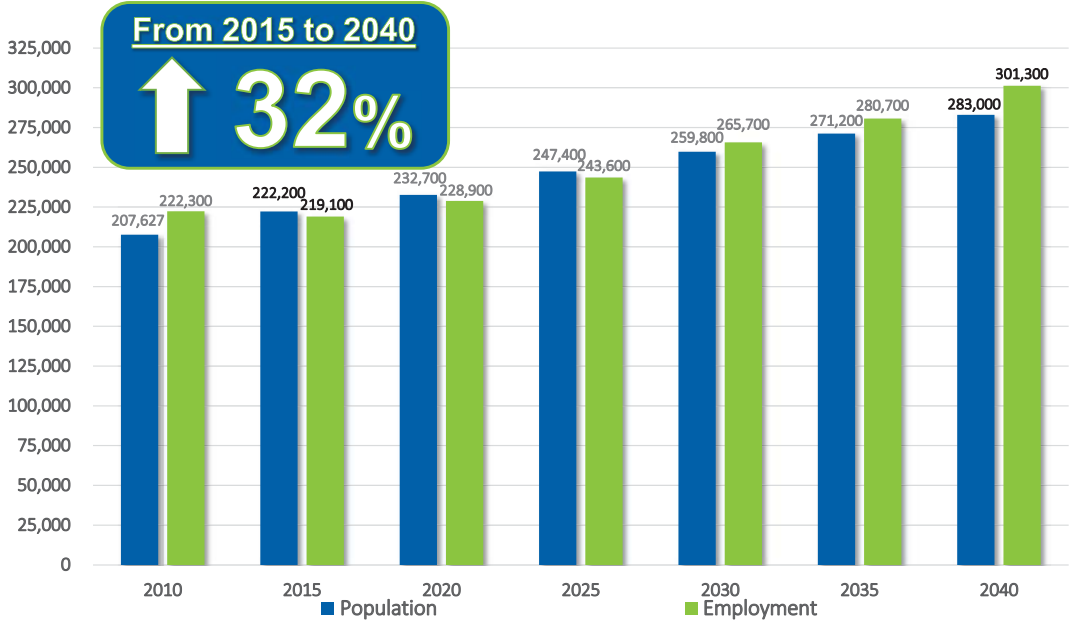


Agenda

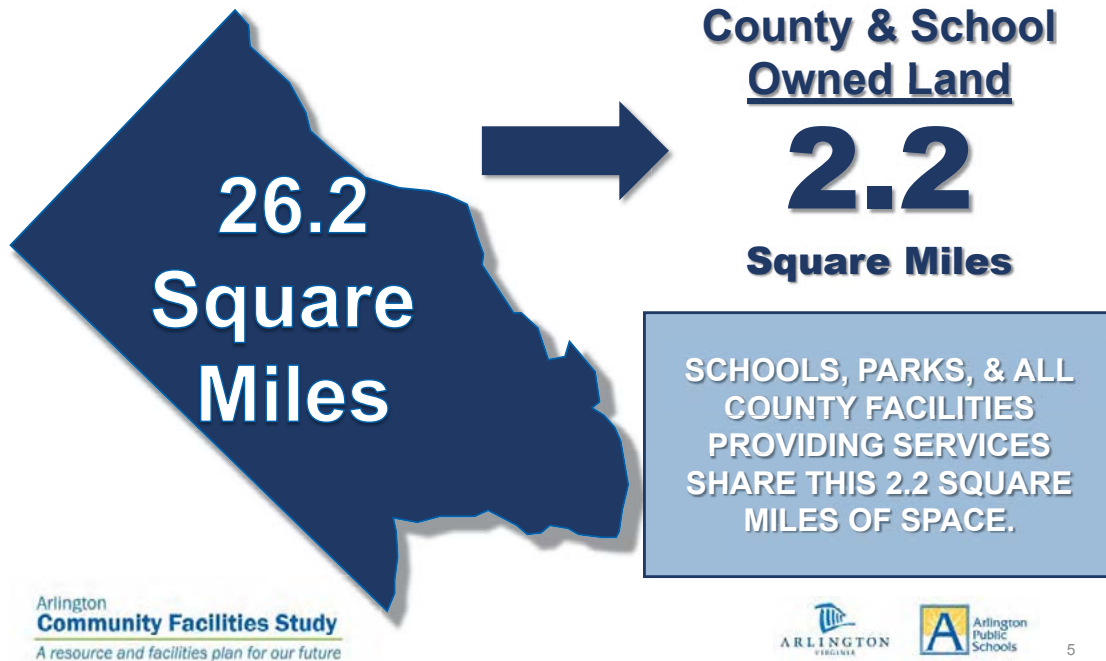
- The Big Picture
- What County Services Have You Used In The Last Day, Week, Or Month?
- County Land
- County Facilities
- Facility Changes Identified Within CIP
- Major Future Facility Needs
- Conclusions

THE BIG PICTURE

Arlington County Population and Employment Projections 2010 - 2040



A Finite Amount of Space to Work With



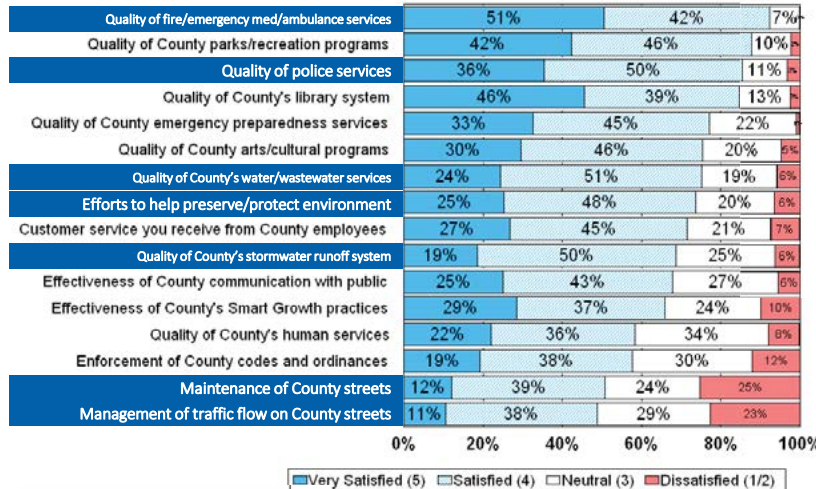
Critical Link Between Services, Facilities, & Land



2012 Arlington County Direction Finder Survey Findings

Overall Satisfaction With County Services by Major Category

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



89

% of Residents
Surveyed that are
"Very Satisfied" or
"Satisfied" with Overall
Quality of Services
Provided By the
County

Core "Back of House" Services

Arlington
Community Facilities Study
A resource and facilities plan for our future



7

Just Think for a Few Seconds:

WHAT COUNTY SERVICES HAVE YOU USED IN THE LAST DAY, WEEK, OR MONTH?

Arlington
Community Facilities Study
A resource and facilities plan for our future



8

Drinking Water Service and Waste Water Treatment



Residential Water Meter

Drinking Water:

- **500 miles of water mains.**
- **Avg. 23 million gallons per day.**
- **60% are 50 years or older.**
- **Crews repair 150+ breaks per year.**



Aerial View of Arlington's WPCP

Waste Water:

- **30 million gallons per day treatment.**

Arlington
Community Facilities Study
A resource and facilities plan for our future



9

Streets Operations



Street Light Maintenance Crew at Work

Street Maintenance:

- **About 1,000 lane miles of roadways**
 - **75 lane miles repaved in FY 2015**
 - **7,400 pothole repairs per year**
 - **295 signalized intersections**



DES Snow Plow Crew at Work

Snow Removal:

- **Each event: 60 staff, 45 vehicles, 12 hour shifts**
- **Used 13,000 tons of salt in 2014-2015**

Arlington
Community Facilities Study
A resource and facilities plan for our future



10

Transit Facilities & Operations



ART Service: Route 82 Nauck

ART Bus Service:

- Arlington Transit's (ART) fleet of **52 buses** provided over **2.8 million trips** in FY 2014
- More than **four times the 675,000 trips** in FY 2005



Shirlington Transit Center

Transit Facilities:

- Shirlington Transit Center serves over **2,000 commuters** daily
- **Four commuter stores plus one mobile store** serve **200,000 customers** annually.

Police and Fire Operations



ACPD Supporting Walk to School Day

Police Operations:

- **90,000** Police calls in 2014
- **Lowest crime rate** since 1961



ACFD Rescue Training

Fire Operations:

- **27,000** Fire Dept. responses in 2014
- **10 fire stations** and **1 fire training academy**
- Earned a **Class 2** rating, lowering your insurance premiums

COUNTY LAND

A Finite Amount of Space to Work With

Private Property



Right-Of-Way

County, State, Federal, and Other

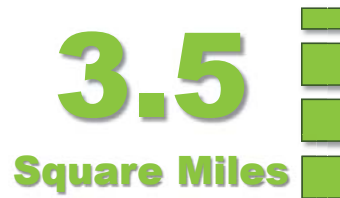


County & School Land

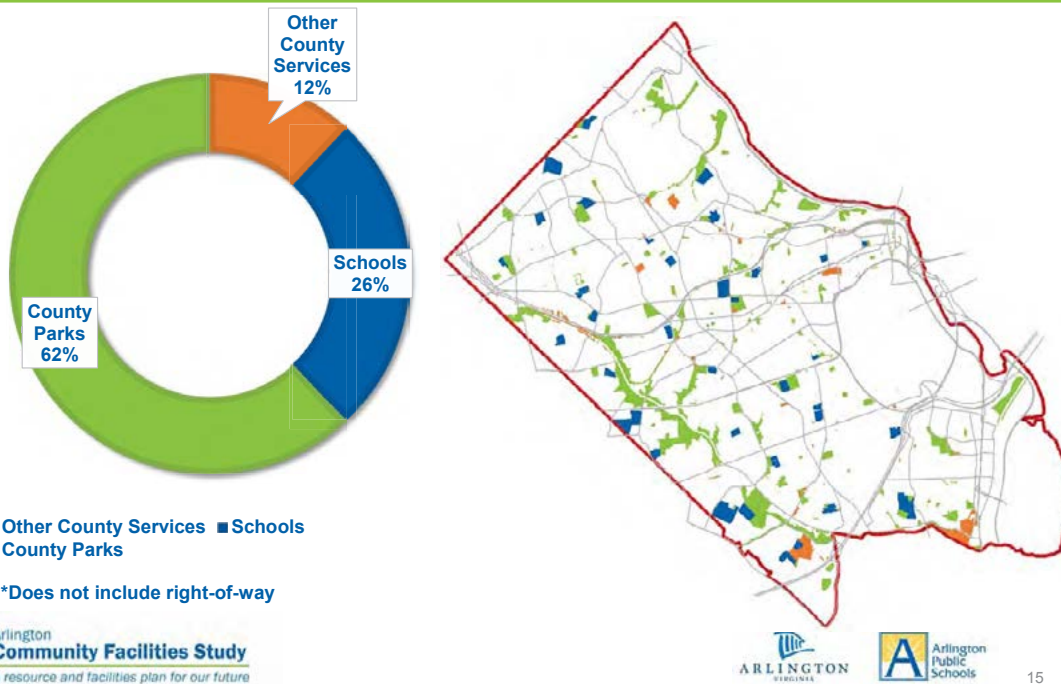


Other Government Land

Federal, State, Regional and Other



County and School Owned Land (2.2 square miles)*



COUNTY FACILITIES

105 County Facilities

87 County-owned

18 Leased



Arlington Courts & Detention Facility



Arlington Trades Center



Glencarlyn Library



Courthouse Plaza



Arlington Mill Community & Senior Center



Fire Station 5



Water Pollution Control Plant



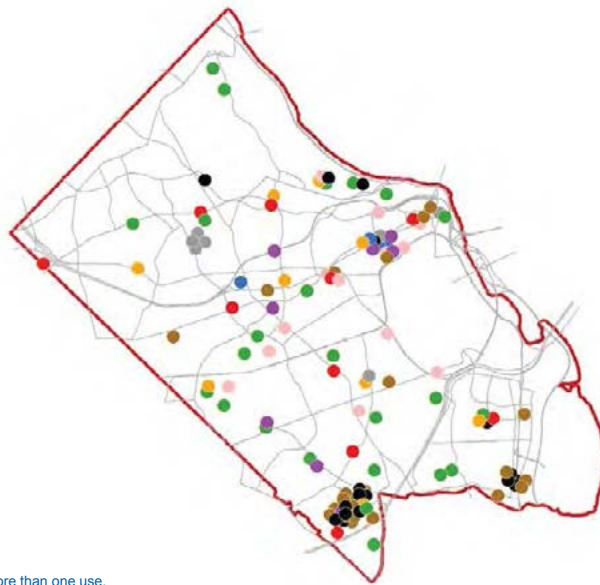
Rosslyn Commuter Store

Community Facilities Study
Arlington
A resource and facilities plan for our future



County Facilities Summary (105 Facilities*)

Use Type	Count*
Libraries	8
Recreation/Cultural	24
Human Services	13
Fire Station	10
Administration	4
Operations	23
Storage	20
Parking Garages	8
In Transition**	8



*The map shows more than 105 dots because some facilities house more than one use.
**Facilities "In Transition" are closed or scheduled to be closed in the near future.

Community Facilities Study
Arlington
A resource and facilities plan for our future



FACILITY CHANGES IN FY 2015-2024 CIP

Facility Changes Identified Within CIP



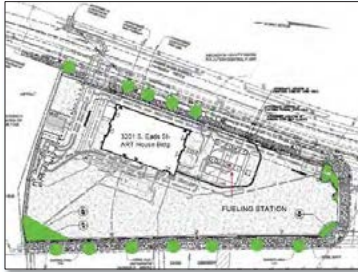
Existing 26th St. Salt Dome



Lubber Run Community Center 2011

- **North Arlington Salt Storage Facility:**
 - Increase salt storage capacity, add services
 - Status = 2015 Planning w/Community
2016-2017 Construction
- **Fire Station #8 and OEM Relocation:**
 - Locate and size to meet coverage and response goals
 - Status = 2015 Planning w/Community
2017-2018 Construction
- **Lubber Run Community Center:**
 - Replacement of outdated facility built in 1956, improved outdoor recreation
 - Status = 2015 Planning w/Community
~Spring 2018 Completion

Facility Changes Identified in CIP (cont.)



ART House Facility Plan

- **ART House Facility:**
 - Parking for 46 buses
 - Bus light maintenance, wash and fueling.
 - Status = 2015 Start Construction
Summer 2016 Completion



Trades Center Parking Garage

- **Trades Center Garage:**
 - Add a 3rd level of parking
 - 130 additional spaces
 - Total of 289 spaces
 - Status = Spring 2016 Start Construction
Summer 2017 Completion

MAJOR FUTURE FACILITY NEEDS

Parking, Fire and Storage Issues

1. Parking & Maintenance for Transit Vehicles

- ART Bus operations
- High capacity services for Crystal City and Columbia Pike corridors.

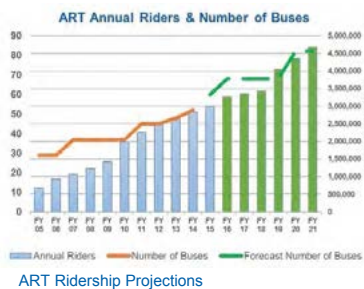
2. Fire Stations- Relocations and Additions

- Improve response times
- Changes in population density

3. Increased Storage for County Operations

4. Trades Center Services

ART Bus Parking & Maintenance



ART Fleet's Growth:

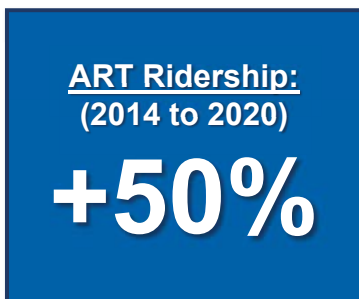
- 65 vehicles after the summer of 2015
- 90 vehicles in 2022
(w/Arlington taking over in-County WMATA routes)

ART Bus Parking:

- 57 vehicles currently at ART House
- 46 after ART fuel/wash facilities are completed

ART Maintenance Facility:

- Replace contracted service for vehicle maintenance with County-owned facility
 - CNG-fuel capable, 8-10 bays requires 25,000 sq ft
 - Parking and staging area of 2 - 3 acres



Parking & Maintenance for Transit Vehicles (cont.)



Example of a Potential Transit Vehicle

- High Capacity Transit for Columbia Pike & Crystal City:
- Transit Development Plan: April 2016.
 - Fleet Requirement
 - Implementation Requirements
 - **Service and Maintenance facility - 8 to 10 bays**
 - **Parking/Storage for new fleet**

Anticipate needing 4-5 acres

Fire Stations - Needs

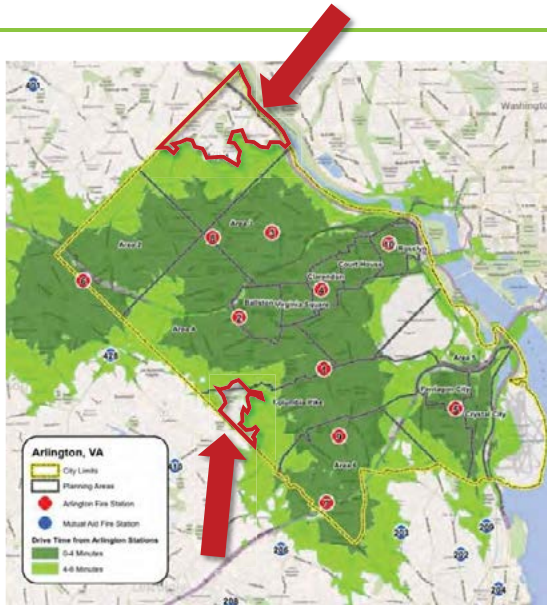


Location of Existing Fire Stations.

- **2012 TriData Study**
 - Growth through 2040
 - Increased development:
 - Crystal City/Pentagon City
 - Columbia Pike
 - Response time:
80th percentile – 4 minutes

**10 Stations Now,
11 Stations Needed**

Fire Stations – Current levels of service



2012 TriData Study: Figure 19

Arlington
Community Facilities Study
A resource and facilities plan for our future

We can improve response times with relocations and one additional station.

0-4 Minutes response time

4-6 Minutes response time



Arlington County Fire Trucks

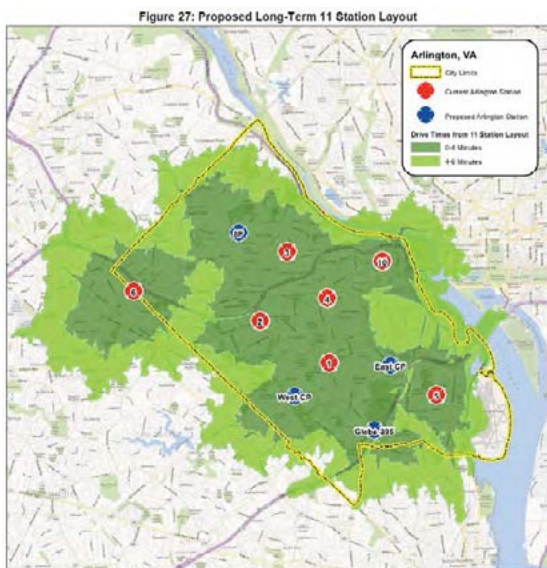


Fire Station 5



27

Fire Stations – Long Term Plan to Match Growth



2012 TriData Study: Figure 27

Arlington
Community Facilities Study
A resource and facilities plan for our future

- **1 New Station & 3 Relocated**
 - Improved response in North Arlington
 - Growth in Pentagon City/Crystal City
 - Growth and improved response along Columbia Pike corridor

New land will be required.



28

Increased Storage for County Operations



Police Equipment Storage



WSS Equipment Storage

Arlington
Community Facilities Study
A resource and facilities plan for our future

- Relocate 15,000 sq. ft. of temporary police storage in Jennie Dean Park expansion space
- Increased need for Trades Center storage
- Swing Space



29

Trades Center Demands



Aerial View of Trades Center Property



Trades Center Vehicle Storage

Arlington
Community Facilities Study
A resource and facilities plan for our future

- 42-acre site, principal site for County infrastructure services
- Site also supports Parks and Schools maintenance operations and County and APS fleet parking.

**To Improve Incident Response
Additional Storage is Needed.**

**Growth at the Site is Extremely
Constrained.**



30

Experience the Link Between Services, Land, and Facilities



The Department of Environmental Services
invites you to a walking tour of:

Arlington Trades Center

Facilities Subcommittee Meeting #2

Date: TBD

Time: TBD

Arlington
Community Facilities Study
A resource and facilities plan for our future



31

CONCLUSIONS

Arlington
Community Facilities Study
A resource and facilities plan for our future



32

No Easy Answers

- 32% population and job growth expected through 2040
- Facilities and operations will need to expand to support this growth
- 13-18 acres needed for County services:

	<u>Acres</u>	
ART Bus	2	3
New Transit	4	5
Relocated Fire Stations	4	6
Police Impound	1	1
Other Storage	<u>2</u>	<u>3</u>
Total:	13	18

Meeting Transit & Other Storage Needs

Preliminary Siting Considerations:

- M-1, M-2, CM or P-S zoning.
- Location adjacent to arterial street.
- Surrounding property with similar zoning.
- Contiguous sites ≥ 2 acres.

**Approximately 60 acres of industrial zoned
 privately owned land
 (not planned for other uses by County adopted policies)**

Options



Conclusions

- **Growth in service delivery is directly linked to facilities and land**
- **No natural constituency supports our need to grow core services**
- **Demands for land by County services, Schools, and Parks exceed supply**
- **Operational and Zoning choices may be required**

Arlington Community Facilities Study

A resource and facilities plan for our future

Arlington Public Spaces System Overview –
Department of Parks and Recreation

Study Committee Meeting #6



Presentation Outline

- Public Spaces System Overview
- Strategic Planning
- Inventory of Our Assets
- Who & How Uses DPR Facilities
- Opportunities For The Future

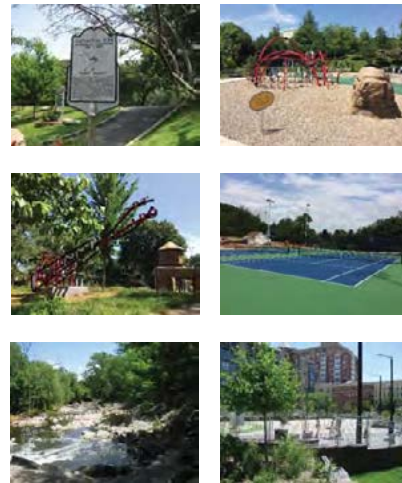
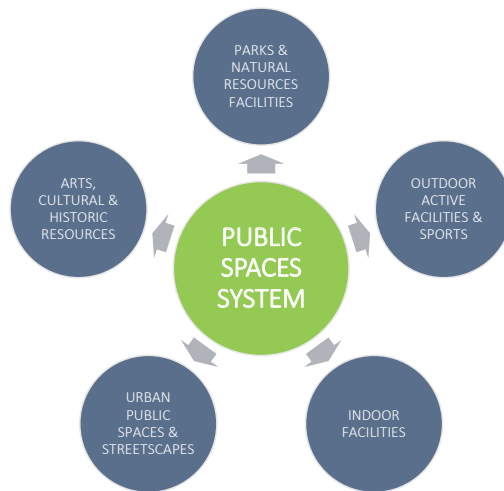


Arlington
Community Facilities Study
A resource and facilities plan for our future



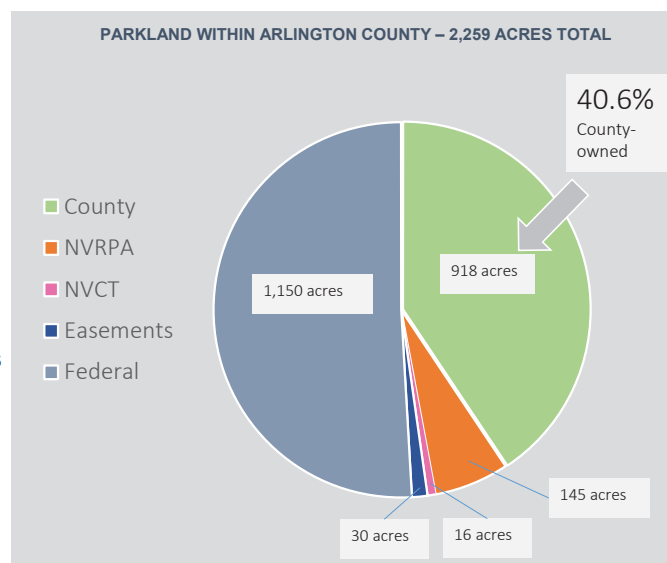
2

Public Spaces System Overview



Parkland in Arlington County By The Numbers

- County-owned parkland: 918 acres
- Northern Virginia Regional Park Authority (NVRPA)-owned: 145 acres
- Federally-owned: 1,150 acres
Includes:
 - Arlington Cemetery
 - George Washington Memorial Pkwy
 - Iwo Jima Memorial
 - Theodore Roosevelt Island
- Public Access Easements: 30 acres
- Northern Virginia Conservation Trust (NVCT) Easements: (16 acres)

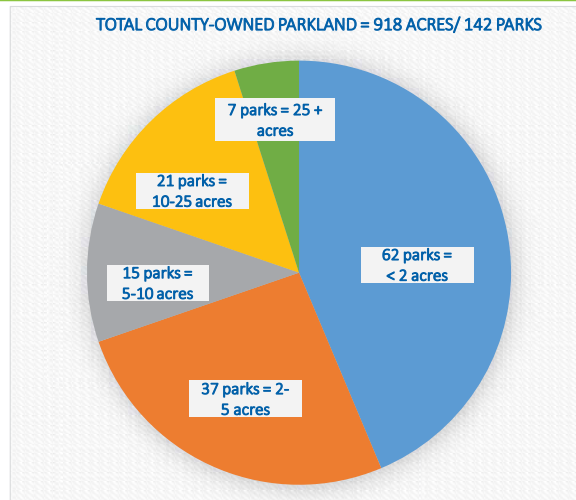


County-owned Parkland



Legend
■ Arlington Parks
■ Other Parks

- Natural Resource Conservation Areas: 130 acres (14 % of Total County-owned Parkland)
- Resource Protection Areas: 245 acres (27 % of Total County-owned Parkland)

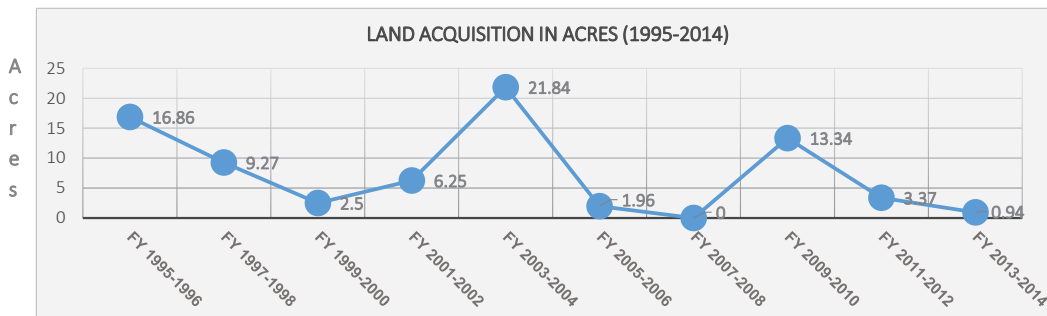


Arlington
Community Facilities Study
A resource and facilities plan for our future



5

Successful Public Spaces System Requires Strategic Planning



EXAMPLES :

FY 1995-1996 Total: 16.86 acres	FY 2003-2004 Total: 21.84 acres	FY 2009-2010 Total: 13.34 acres
<ul style="list-style-type: none"> ▪ 10.6 acres: Fort Bennett Park ▪ 4.8 acres: Fort C.F. Smith ▪ 0.9 acres: Douglas Park ▪ 0.1 acres Clarendon Triangle ▪ 0.06 acres Butler Holmes Park ▪ 0.4 acres Chestnut Hills Park 	<ul style="list-style-type: none"> ▪ 21.45 acres: Long Bridge Park ▪ 0.22 acres: Bluemont Junction Park ▪ 0.17 acres: Benjamin Banneker Park 	<ul style="list-style-type: none"> ▪ 0.08 acres: Drew Park ▪ 11.15 acres: Long Bridge Park ▪ 0.14 acres: Bon Air Park ▪ 1.00 acres: Henry Wright Park ▪ 0.6 acres: Mosaic Park ▪ 0.25 acres: Maury Park ▪ 0.12 acres: Mosaic Park

Arlington
Community Facilities Study
A resource and facilities plan for our future



6

Meeting Future Needs Through Strategic Acquisition

- Land Acquisition criteria and sites are identified in the PSMP

Douglas Park FY 1995-1996

- 0.9 acres (1602 S. Quincy Street)

FY 2013-2014

- 0.21 acres (1700 S. Quincy Street)



Public Spaces Identified In Sector Plans Example: Crystal City Sector Plan



TABLE 3.7.1 - OPEN SPACE DESIGN CONCEPTS				
PARK NUMBER*	NAME	SIZE (SQ. SF.)**	DEFINED BY BUILD-TO LINES	PARK DESIGN RECOMMENDATION
1	NORTH GATEWAY PLAZA	14,200	NO	OPEN SPACE WITH A PATH, BENCHES AND OTHER PARK ELEMENTS SUCH AS A WATER ELEMENT OR OTHER ATTRACTIVE FEATURE
2	GATEWAY PARK	54,500	YES	DESIGN CONCEPT PROVIDED, SEE PAGE 84
3	GARDEN PARK	33,500	YES	DESIGN CONCEPT PROVIDED, SEE PAGE 80
4	WATER PARK (IMPROVEMENT)	60,000	YES (EXISTING)	DESIGN CONCEPT PROVIDED, SEE PAGE 85
5	POCKET PARK	7,800	NO	LANDSCAPED SPACE WITH INTERACTIVE ELEMENTS (SEE DEFINITION BELOW) TO ACTIVATE THE SPACE, A PATH, AND SEATING
6	METRO MARKET SQUARE	43,900	YES	DESIGN CONCEPT PROVIDED, SEE PAGE 83
7	CENTER PARK	74,200	YES	DESIGN CONCEPT PROVIDED, SEE PAGE 81
8	PARK/PLAZA	9,700	NO	PARK WITH TREES, GARDENS AND BENCHES ALONG A PATH CONNECTING THE PARK TO CRYSTAL DRIVE
9	POCKET PARK	8,400	NO	LANDSCAPED SPACE WITH INTERACTIVE ELEMENTS TO ACTIVATE THE SPACE, A PATH, AND SEATING
10	23RD ST PLAZA	13,000	YES	DESIGN CONCEPT PROVIDED, SEE PAGE 82
11	PLAZA	3,300	NO	LANDSCAPED PLAZA WITH TABLES AND SEATING FOR OUTDOOR DINING

Crystal City Sector Plan

Projects Underway

CIP Projects:

- Lubber Run Community Center
- Virginia Highlands Park
- Dawson Terrace Community Center & Park
- Stratford Park
- Thomas Jefferson Park
- Three new synthetic field locations

Master Plans:

- Mosaic Park
- Long Bridge Park
- Bon Air Park
- Four Mile Run Park
- Jennie Dean Park

Jennie Dean Park and Area Map



Arlington
Community Facilities Study
A resource and facilities plan for our future



9

Arlington County Assets

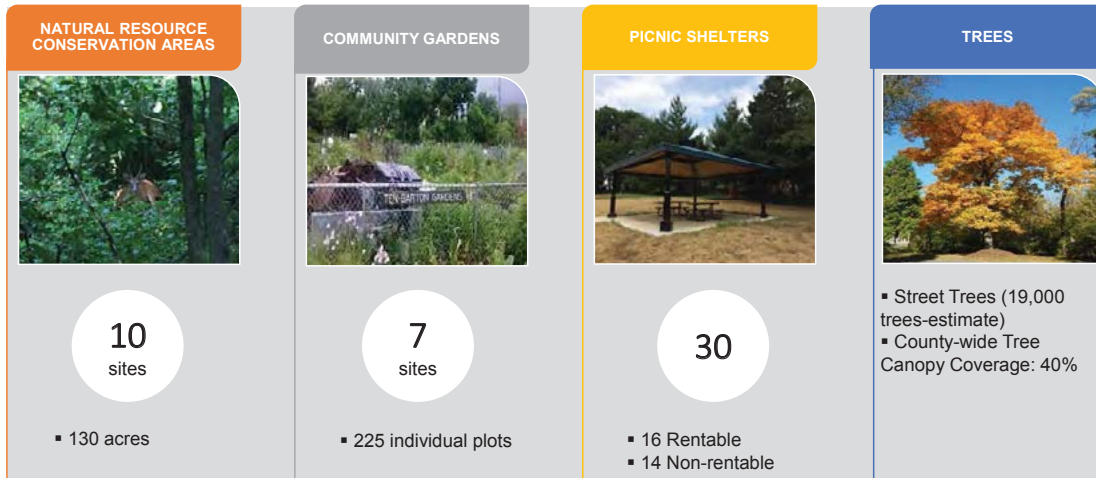


Arlington
Community Facilities Study
A resource and facilities plan for our future

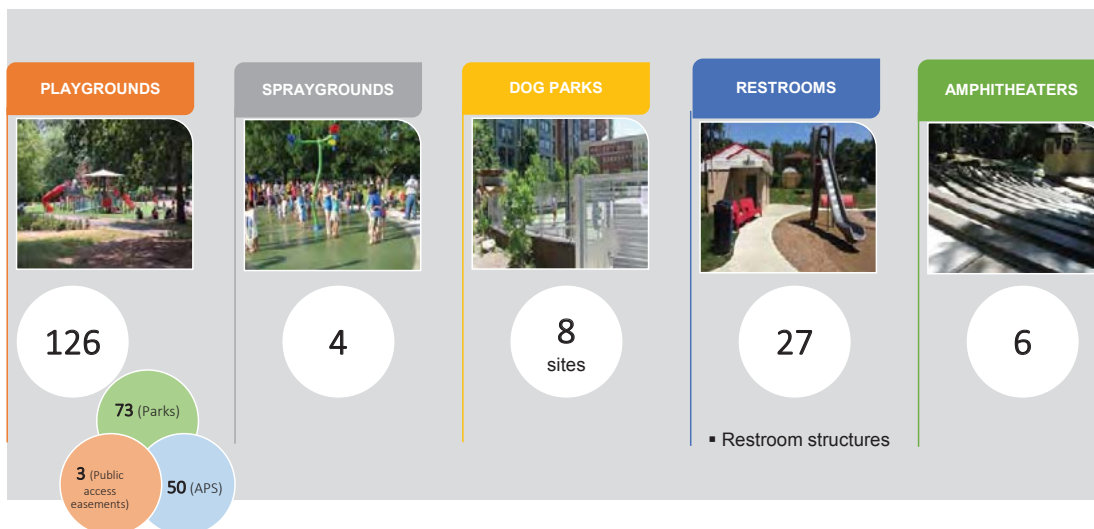


10

PARK & NATURAL RESOURCES FACILITIES



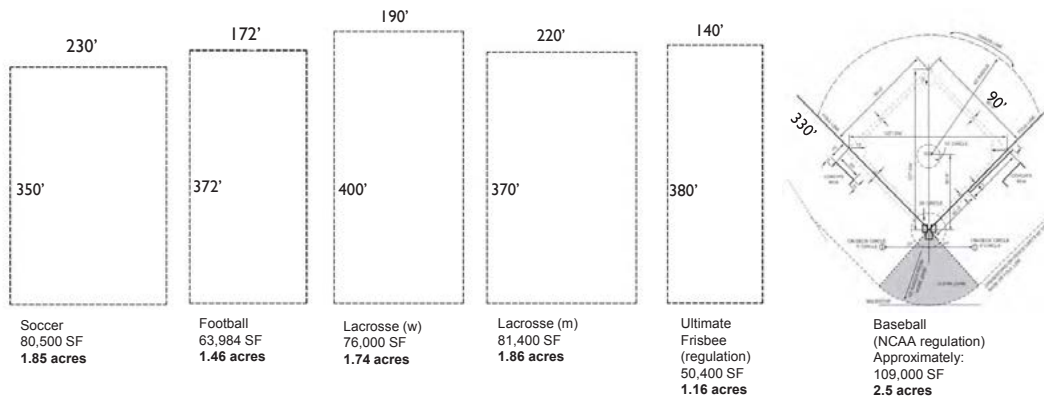
PARK & NATURAL RESOURCES FACILITIES



OUTDOOR ACTIVE FACILITIES & SPORTS Fields



OUTDOOR ACTIVE FACILITIES & SPORTS Standard Field Sizes & Amenities



- When renovated, fields are brought up to current standards
- Other amenities have to be included, such as parking, restrooms, etc.

Notes:
Dimensions include standard run-off space outside of playing field dimension.
These are interim design standards and are to be updated per working DPR park design standards.

OTHER OUTDOOR ACTIVE FACILITIES & SPORTS

OTHER FACILITIES	SKATEBOARD PARKS	COURTS
 <ul style="list-style-type: none"> ▪ Practice Tennis Courts (1/2 courts) 5 ▪ Bocce Courts 3 ▪ Handball Courts 2 ▪ Pétanque Courts 5 ▪ Pickelball Courts 2 	 <p style="text-align: center;">1</p> <p>Available for drop-in skate during open hours & special skate events</p>	 <ul style="list-style-type: none"> ▪ Basketball 91 <ul style="list-style-type: none"> 49 (Parks) 42 (APS) ▪ Tennis (full size) 87 <ul style="list-style-type: none"> 67 (Parks) 20 (APS) ▪ Volleyball 10 <ul style="list-style-type: none"> 10 (Parks) 0 (APS)

Arlington
Community Facilities Study
 A resource and facilities plan for our future

ARLINGTON VIRGINIA
 Arlington Public Schools

15

INDOOR FACILITIES

COMMUNITY CENTERS	SENIOR CENTERS	AQUATIC CENTERS	NATURE CENTERS
 <p style="text-align: center;">15</p> <p>15 Centers & Indoor Bubble</p> <ul style="list-style-type: none"> • 5 Joint Use • 7 DPR Stand Alone • 3 Smaller Facilities • Gunston Bubble 	 <p style="text-align: center;">6</p> <ul style="list-style-type: none"> ▪ 5 Within community centers ▪ 1 within senior residential living facility (Culpepper Gardens) 	 <p style="text-align: center;">4</p> <ul style="list-style-type: none"> 3 Indoor (APS) 1 Outdoor (NVRPA) 	 <p style="text-align: center;">3</p> <ul style="list-style-type: none"> 2 (County-owned) 1 (NVRPA)

Arlington
Community Facilities Study
 A resource and facilities plan for our future

ARLINGTON VIRGINIA
 Arlington Public Schools

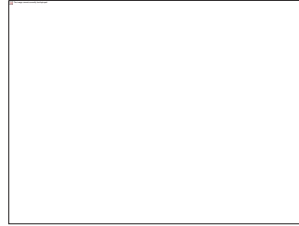
16

URBAN PUBLIC SPACES & STREETSCAPES

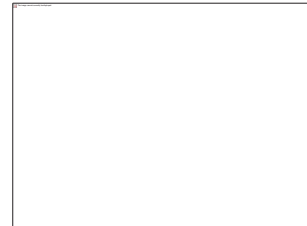
County (C) & Non-County (NC)
Owned Urban Public Spaces

Examples:

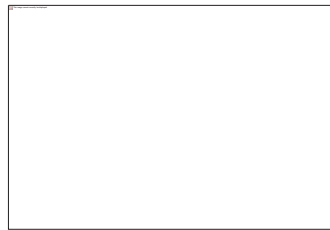
- Penrose Square (C)
- Clarendon-Barton Interim Open Space (NC)
- Gateway Park (NC)
- Arlington Mill Plaza (C)
- Pike Park (NC)
- Welburn Square (NC)
- Pentagon Row (NC)



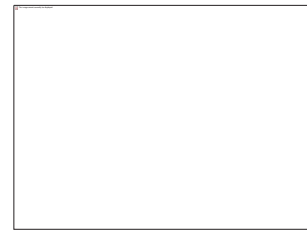
Penrose Square (C)



Clarendon-Barton Interim Open Space (NC)



Welburn Square (NC)



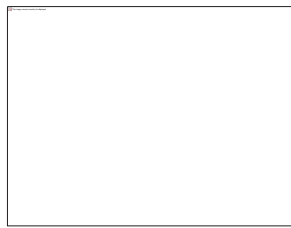
Gateway Park (NC)

HISTORIC RESOURCES

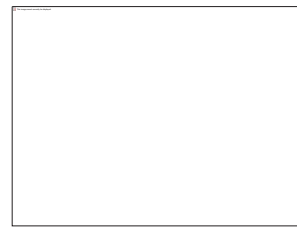
Historic resources located within
parks or used as community centers:

Examples:

- Fort C.F. Smith
- Fort Ethan Allen
- Dawson Bailey House (Dawson Terrace Community Center)
- Carlin Community Hall
- Reeves House
- Maury School
- Boundary Stones



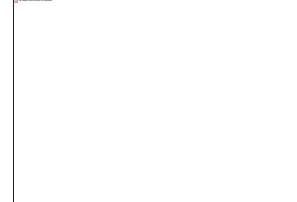
Fort Scott Park



Dawson Terrace Community Center



Benjamin Banneker Park: Boundary Stone



Maury School

Who & How Uses DPR Facilities?

- Sports
- Classes
- Camps
- Early Childhood
- Elementary Youth
- Teens
- Seniors
- Therapeutic Recreation
- Special Events

DPR & APS Partnership

Shared Use Facility – Priority use to APS and associated parties; typical use by DPR/community on some evenings, weekends, and summers

- DPR schedules classes and sports leagues in APS gyms, fields, and classrooms
- Summer camps operated in 25 DPR managed locations and 18 APS managed locations
- DPR schedules nearly 10,000 hours of activities in APS indoor locations



Hours in APS Facilities	FY11	FY12	FY13	FY14
Hours	7,638.94	8,479.11	9,936.20	9,900.32

APS uses 21 County Fields, 30 Courts, and Playgrounds for sports teams, recess, physical activity classes, and scholastic teams

Joint Use Facilities –Used by APS and DPR /community year-round; governed by a Memorandum of Agreement. (5 facilities)

DPR Coordinates Facility Schedules for Sports and Recreation Space (both County & APS)

Sports and Recreation Facility Usage

- Facility reservations have increased 11% from FY 2013 to FY 2014
- DPR Schedules fields to total capacity and **beyond recommended field use standards**
- County frequently turns down field requests due to space constraints
- DPR changes a field's purpose through combination fields (e.g.; soccer in the fall and baseball in the spring)
- Community Center hours continually increase as the demands from indoor programs and services grow

Scheduled Hours	FY11	FY12*	FY13*	FY14	% Increase (FY 11-14)
Combination	10,383	11,771	12,262	15,200	46%
Rectangular	20,303	17,785	16,966	20,717	2%
Diamond	21,243	19,678	19,509	26,759	26%
Community Spaces Hours	85,883	95,456	142,726	152,452	78%

* Numbers fluctuate due to dosing of facilities for capital projects and maintenance/renovations

Sports & Recreation Facility Demand

- DPR administers 22 seasonal youth & adult sport programs (often full or on waitlists due to space capacity)
- DPR had over 25,000 total registrations in *Enjoy Arlington* class programs in FY 2014 & nearly 4,000 seniors are registered in OSAP classes
- Camps operated in 25 DPR locations and 18 APS locations last year (~12,000 camp participations)
- APS uses 21 fields and 30 County Courts for recess and/or physical education and space for 70 high school and 16 middle school scholastic sports teams
- Bishop O'Connell uses County fields and courts for 10 sports teams



Sports & Recreation Facility Demand

- 18 County affiliate groups provide services to Arlington youth and adults
- Two universities (GW & Marymount) use DPR through Memorandums of Agreement
- Major special events
- External Sport Leagues (e.g., 7 Social Sport Leagues)
- Private organizations, colleges, and community members reserve fields, picnic shelters, multi-purpose rooms, gymnasiums, plazas, and courts

Arlington
Community Facilities Study
A resource and facilities plan for our future

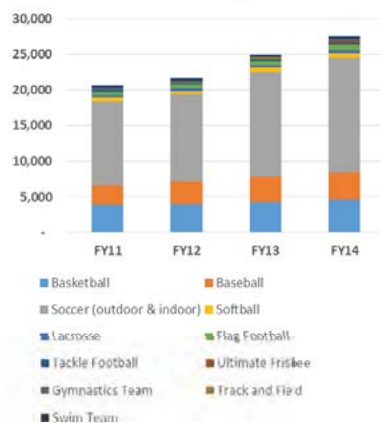


23

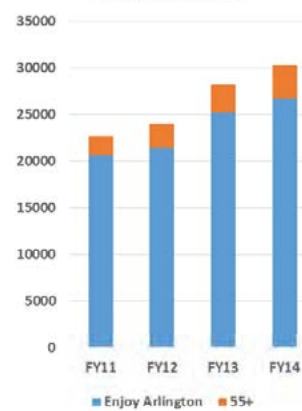
Constant Demand & Growth: Examples

- Classes experienced a 34% increase and youth sports a 33% growth from FY 2011 – FY 2014.
- Demand outpaces availability of space & time. DPR limits programming, implements undesirable start/finish times for youth programs, and reduces community drop-in
- Affiliate programs and other external groups also limit their program offerings/size
- DPR denies many individuals and organizations from reserving recreational space

Consistent Annual Youth Sports Growth - Participation



Registration Growth in Class Programs



24

Key Points

- Population increase has direct impact on park facility use and puts pressure on preserving open space
- County does not have enough indoor & outdoor park and recreation facilities to meet current or future needs
- Diverse community runs across of full spectrum of ages & needs
- Maximizing capacity through partnerships, building up, lighting, synthetic turf, etc., to meet demand
- Land acquisition needs to be strategic

Opportunities For The Future

- The PSMP Update will include land acquisition strategies & key parcels to be acquired
- Continue current partnerships with universities, non-profits, athletic groups, and promote additional ones
- Explore opportunities for temporary public spaces (BID's & Other partners)
- Develop strategies to increase public access easements on private properties
- Remain mindful of the changing needs of the community and find creative and sustainable ways to meet the growing demand (shared facilities; multi-purpose centers; rooftop parks, etc.)

Arlington **Community Facilities Study**

A resource and facilities plan for our future

APS Facility Inventory

John Chadwick, Assistant Superintendent Facilities & Operations



How the Community Facility Study relates to APS decisions

Short Term

APS must address urgent capacity needs immediately.



Long Term

Study will help guide APS decision-making to address long-term capacity needs.



Arlington
Community Facilities Study
A resource and facilities plan for our future

Agenda

- Facility inventory
- Vehicle inventory
- Addressing facility needs

Arlington
Community Facilities Study
A resource and facilities plan for our future



3



Facility Inventory - Owned Facilities

Arlington
Community Facilities Study
A resource and facilities plan for our future

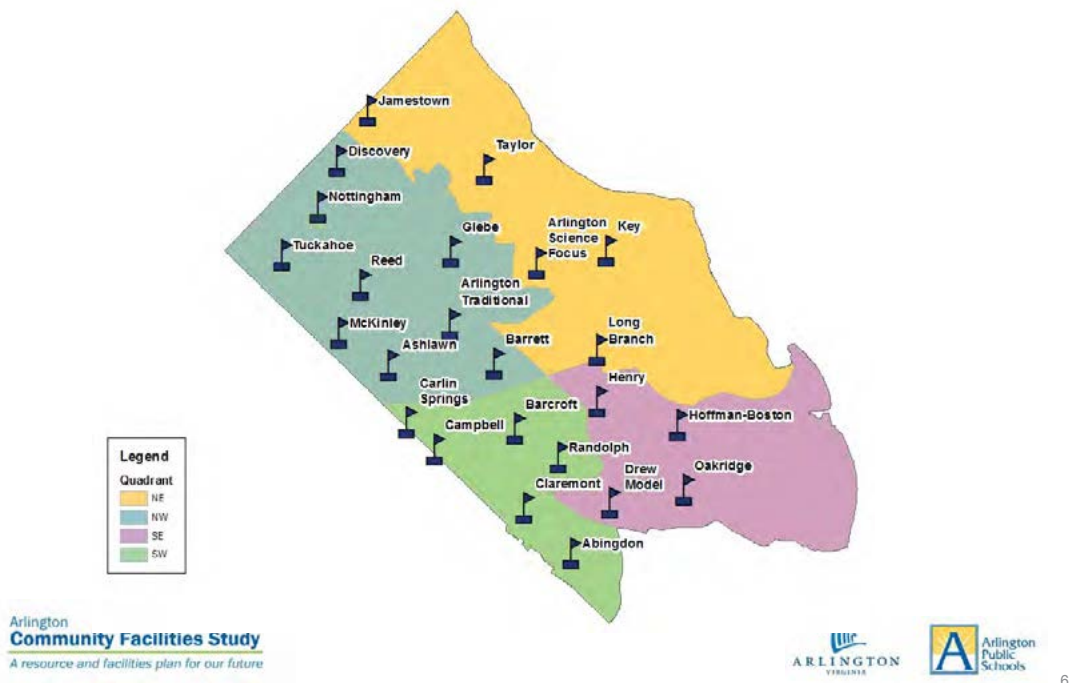


APS elementary school capacity

- School Board direction: maximum 700 students plus PreK



Elementary School Inventory



Elementary School Inventory - Northeast Quadrant

School	September 2015			September 2019	
	Capacity	Projected	Relocatables	Capacity	Projected
Arl. Science Focus	553	640	4	553	675
Jamestown	597	536	4	597	522
Key	653	752	4	653	782
Long Branch	533	569	2	533	633
Taylor	659	701	6	659	718
NE Total	2,995	3,198	20	2,995	3,330

Projected fall enrollment

- within existing capacity
- higher than capacity, within 10%
- more than 10% above capacity

Arlington
Community Facilities Study
A resource and facilities plan for our future



7

Elementary School Inventory - Northwest Quadrant

School	September 2015			September 2019	
	Capacity	Projected	Relocatables	Capacity	Projected
ATS	465	502	1	465	454
Ashlawn**	684	754	2	684	894
Barrett	576	532	4	576	534
Discovery	630	543	0	630	645
Glebe	510	618	6	510	581
McKinley* <i>Addition 2016</i>	443	532	14*	684	555
Nottingham**	513	568	10	513	636
Reed	0	60	0	0	60
Tuckahoe	545	568	10	545	602
NW Total	4,366	4,706	47	4,607	4,961

*Relocatables added to compensate for spaces unavailable during construction

**Boundary changes made for 2015/16 and 2016/17 are not reflected in this table

Arlington
Community Facilities Study
A resource and facilities plan for our future



8

Elementary School Inventory - Southeast Quadrant

School	September 2015			September 2019	
	Capacity	Projected	Relocatables	Capacity	Projected
Drew	674	705	0	674	759
Henry	463	553	4	463	641
Hoffman-Boston	566	548	0	566	630
Oakridge	674	789	6	674	875
SE Total	2,377	2,595	10	2,377	2,905

Elementary School Inventory - Southwest Quadrant

School	September 2015			September 2019	
	Capacity	Projected	Relocatables	Capacity	Projected
Abingdon <i>Addition 2017</i>	589	687	4	725	793
Barcroft	460	592	10	460	643
Campbell	436	421	2	436	432
Carlin Springs	585	568	4	585	542
Claremont	599	766	6	599	787
Randolph	484	501	2	484	563
SW Total	3,153	3,535	28	3,289	3,760

Elementary School – 2019 Projected Seat Deficit 1,685*

School	September 2015			September 2019	
	Capacity	Projected	Relocatables	Capacity	Projected
Northeast	2,995	3,198	20	2,995	3,330
Northwest	4,366	4,706	47	4,607	4,961
Southeast	2,377	2,595	10	2,377	2,905
Southwest	3,153	3,535	28	3,289	3,760
Elementary School Total	12,891	14,034	105	13,268	14,956

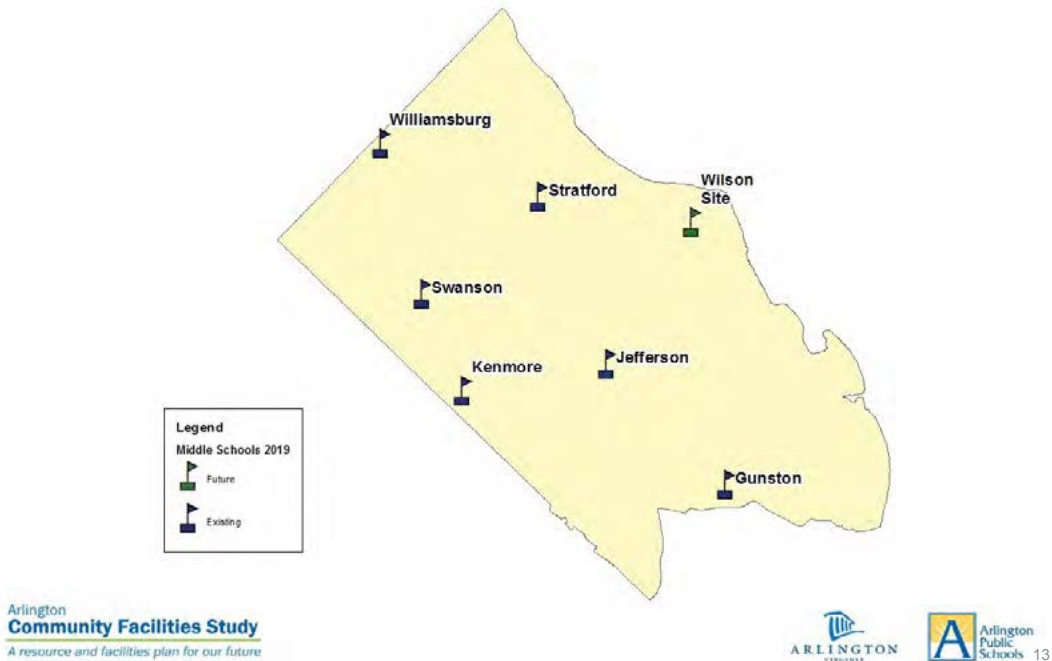
*Includes PreK Dual Enrollees

APS middle school capacity

- School Board direction: maximum 1,300 students



Middle School Inventory



Middle School - 2019 Projected Seat Deficit 224

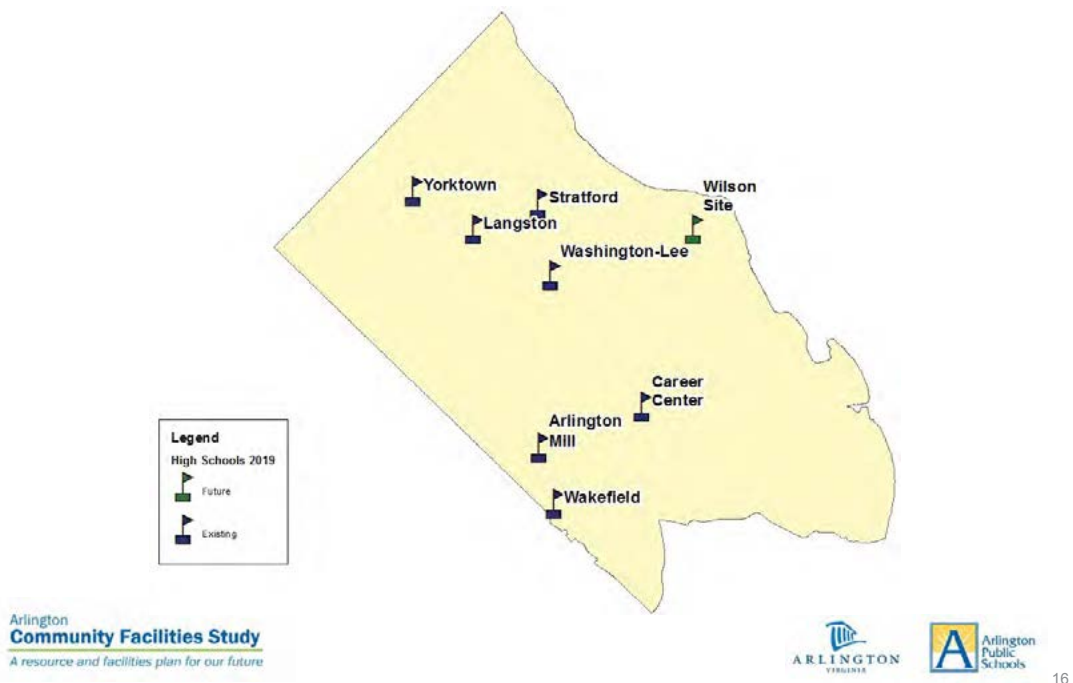
School	September 2015			September 2019	
	Capacity	Projected	Relocatable s	Capacity	Projected
Gunston	932	937	0	932	1,258
Jefferson	982	888	1	982	1,111
Kenmore	985	949	0	985	1,139
Stratford & H-B Woodlawn Renovation 2019, New M.S.	227	227	0	1,000	-
Swanson	948	1035	6	948	1,210
Williamsburg	997	1131	12	997	1,373
Wilson New facility 2019, new home for H-B Woodlawn and Stratford	-	-	-	250	227
Middle School Total	5,071	5,167	19	6,094	6,318

APS high school capacity

- School Board direction: maximum 2,200+/- students



High School Inventory



High School - 2019 Projected Seat Deficit 1,007

School	September 2015			September 2019	
	Capacity	Projected	Relocatables	Capacity	Projected
Stratford & H-B <i>Woodlawn, Renovation 2019, New M.S.</i>	390	397	0	-	-
Wakefield	1,903	1810	0	1,903	2,259
Washington-Lee	1,900	2213	8	2,200	2,637
Yorktown	1,879	1758	0	1,879	2,125
Wilson	-	-	-	429	397
High School Total	6,072	6178	8	6,411	7,418

Program Building Inventory

Site	Program	Currently	September Projection (fall)	
			2015	2019
Career Center	Career Center	459 students	-	-
	Arlington Mill	327 students* (includes 214 adult students)	152	324
Langston	Langston	64* (includes 3 adult students)	63	207
Total				

*Sept. 30 2014 membership

Other APS Facilities

Site	Purpose	Acres	Building Area (Sq.Ft. in Thousands)
Education Center	Office	22.6*	55
Planetarium	Education	22.6*	2.5
Trades Center	Facilities and Operations; Transportation Parking	5.96	75

*Collocated on the Washington-Lee High School campus

Arlington
Community Facilities Study
A resource and facilities plan for our future



19



Facility Inventory - Leased Facilities

Arlington
Community Facilities Study
A resource and facilities plan for our future



Leased Facilities

Site	Purpose	Location	Building Area	Lease Term
Syphax Education Center	Office	Sequoia Plaza	60,000 s.f.	2017
New Directions	Instruction	Wilson Blvd., Clarendon	11,217 s.f.	2025
Parking spaces	Staff Parking	Career Center Ashlawn	---	annual

Arlington
Community Facilities Study
A resource and facilities plan for our future



21



Facility Changes Currently Underway

Arlington
Community Facilities Study
A resource and facilities plan for our future



22

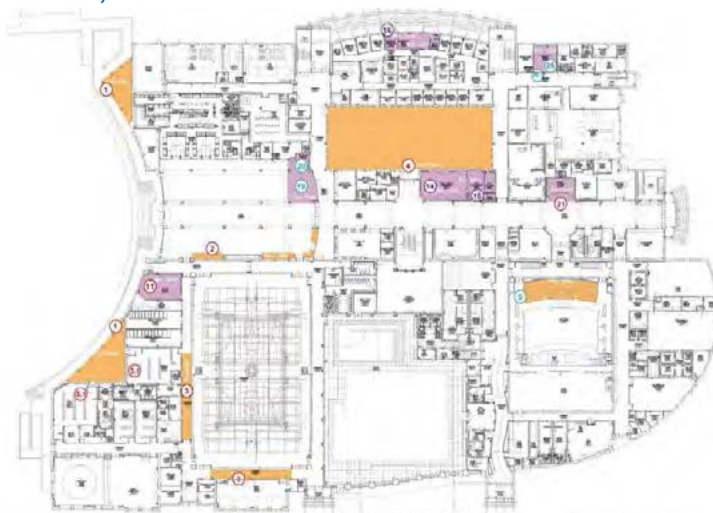
Discovery Elementary School: Completion September 2015

New net zero energy school providing 630 seats



Washington-Lee High School: Completion Fall 2015

Interior renovations, furniture & technology increasing capacity from 1,908 to 2,208 seats



McKinley Elementary School: Completion September 2016

27,000 SF addition, plus renovation providing 241 new seats



Arlington
Community Facilities Study
A resource and facilities plan for our future



25

Abingdon Elementary School: Completion September 2017

Additions, plus renovation providing 136 new seats



Arlington
Community Facilities Study
A resource and facilities plan for our future



26

Stratford Middle School: Completion September 2019

Addition, plus renovation creating new 1,000 seat Middle School



Arlington
Community Facilities Study
A resource and facilities plan for our future



27

Wilson School: Completion September 2019

New location for H-B Woodlawn & Stratford programs with 775 seats



Arlington
Community Facilities Study
A resource and facilities plan for our future



28

Key Takeaways – Facility Inventory

- Projections indicate a need for additional facilities
 - APS needs a new elementary in South Arlington
 - M.S. seats are addressed by changes to Stratford
 - Internal changes at neighborhood high schools will provide additional capacity
 - CIP includes funds to change the Career Center into a capacity generating high school
- Relocatable classrooms fill a short term need, not a long term solution
- Arlington has limited options for sites to construct new schools
- Enrollment growth exceeds debt capacity to add new seats

Arlington
Community Facilities Study
A resource and facilities plan for our future



29



Vehicle Inventory

Arlington
Community Facilities Study
A resource and facilities plan for our future



30

Transportation Services, Vehicles Providing Student Transport

- Parked at the Trades Center, Shirlington
- Fueled & maintained by Arlington County Equipment Bureau
- Current bus parking at the Trades Center is at capacity, if trends continue additional parking will be required
- Locating all vehicles at one place has advantages, but location in Southwest corner presents challenges for northern locations

Transportation Services, Vehicles Providing Student Transport

Vehicle Type	Passenger Capacity	Number of bus parking spaces	Fall Projections	
			2015	2017
Busses	77 Elementary 51 Middle/High	100	120	127
Special Needs (standard)	15 – 20 Wheel chair configuration	37	42	45
Special Needs (mini)	10 – 12 Wheel chair configuration	3 (white-fleet parking)	3	3
Special Needs (MV-1)	3 – 5 Wheel chair configuration	Will be in white-fleet parking 2015/16	3	5
			168	180

Transportation: Capacity and Bus Parking

- APS wants more eligible students to ride the bus
- APS GO! – division wide Transportation Demand Management is in motion to help increase bussing, walking, biking and reduce the use of family vehicles



Smart Routes, Smart Choices

Key Takeaways – Vehicle Inventory

- Enrollment increases have a direct impact on the number of busses and routes
- Trades Center
 - Current number of vehicles exceed number of parking spaces for APS vehicles
 - Not enough parking for bus drivers and attendants
- APS GO! Initiative underway to pursue comprehensive transportation improvements



Addressing Facility Needs

Arlington
Community Facilities Study
A resource and facilities plan for our future



Determining Future Needs

- **Projections** prepared annually in the Fall.
- **Progressive Planning Model** (adopted 2009) to increase utilization of existing spaces, consider class size increase, refine boundaries, add relocatables, and construct additions, renovations and new schools.
- **Arlington Facilities and Student Accommodation Plan (AFSAP)** analyzes capacity needs; prepared every other year in the uneven years.
- **Capital Improvement Plan** funds construction projects to address capacity; prepared every other year in the even years.

Arlington
Community Facilities Study
A resource and facilities plan for our future



36

Can vacant office buildings be used as schools?

- Limited suitable sites available
 - APS needs ground level space for Pre-K & K which require large floor area
 - Code requirements for stairs, fire rating and bathrooms are more stringent for schools
 - Gymnasium spaces compromised
- Schools often not favored by landlords in commercial office buildings
- Leases impact operating budget

As opportunities arise, APS continues to examine feasibility for new leases and acquisitions

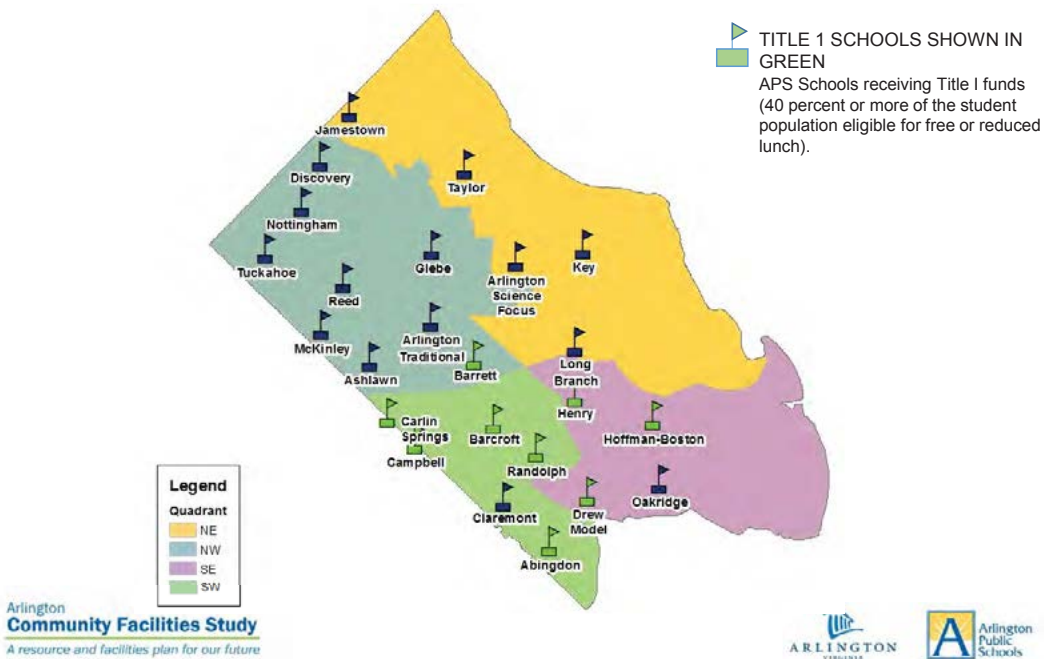


Arlington
Community Facilities Study
A resource and facilities plan for our future



37

Elementary School Inventory Fall 2015



38



Conclusions & Opportunities

Arlington
Community Facilities Study
A resource and facilities plan for our future



39

Conclusions and Opportunities

- Enrollment increases require additional facilities, transportation, parking, etc.
- AFSAP and CIP evaluate facility needs continuously.
- Currently planned projects do not completely address projected seat deficits.
- APS continues to provide sustainable development on its property and collaborate with County to evaluate alternative sites.
- We continue to collaborate with Arlington County to balance community needs.

Arlington
Community Facilities Study
A resource and facilities plan for our future



40

May 13, 2015

Arlington **Community Facilities Study**

A resource and facilities plan for our future

May 13, 2015
Study Committee Meeting #7– Opening Remarks



County Board and School Board Adopted Charge excerpts...

- *“Proposing criteria and a process for siting any new County or School facilities or adding new or expanded uses to existing facilities or sites”*

Key Questions posed in the Charge:

- *“What principles and criteria should we use to help us decide where to locate them?”*

Products of this Process

- *“In order to inform the development of the 2016-2026 CIPs, proposed criteria and a related process for siting any new County or School facilities or adding new uses to existing facilities or sites will be presenting in September 2015....”*

Arlington
Community Facilities Study
A resource and facilities plan for our future.



2

Meeting Recap

What have we heard so far?

Revenues and Economic Factors

- Arlington’s revenue balance is unique compared to neighboring jurisdictions
- Approx. a 50/50 percent revenue split between Residential uses and Commercial uses (compared to 75/25 Res/Comm in Fairfax Co.)
- Balance takes pressure off of tax burden on SF homes and condos
- The County holds triple-AAA bond ratings, strong reserve levels, a fully funded pension, funding plans in place for retiree healthcare and moderate debt limits
- Current challenges in the office market and high office vacancy rate

Meeting Recap

What have we heard so far?

Demographics & Future Trends

- Nationally, household growth and homeownership rates were in decline in past several years but are picking up
- First time homebuyers will be a key driver as the housing market picks up
- Growing demand for SF homes - - - some predict Millennials will choose similar path as Baby Boomer & Gen X generations
- Difficult to “forecast” what any specific age group will do over time, including whether the Millennials will remain in the Inner Core communities like Arlington
- Since 2010 in Arlington:
 - ✓ Millennials were dominant generation
 - ✓ 34-44; Over 65; and Under 5 cohorts have grown
 - ✓ Migration in/out is highest for 18-34 year olds

Meeting Recap

What have we heard so far?

Forecasting & School Enrollment Projections

- **County forecasts** future development based on County plans/policies; meets MWCOG requirement under Clean Air Act
- **APS projects** future student enrollment
 - ✓ Two distinct purposes for forecasts/projections needs to be retained
 - ✓ ACG & APS coordinate data for school enrollment
 - ✓ Opportunities for more collaboration in the future may result in more refined longer term forecasts; Consultant analysis will assess methodologies and identify potential improvements

Meeting Recap

What have we heard so far?

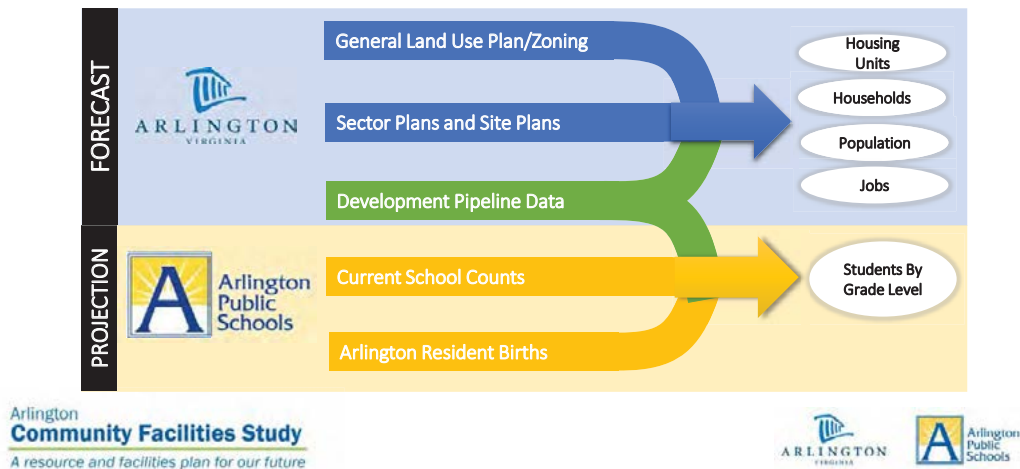
Forecasting & School Enrollment Projections

- 64% of housing supply is MF housing; 94% of net new housing is MF
- SF neighborhoods are changing; homes replaced (28 net new/year) and new additions are increasing home size
- Student generation rates are lower for MF housing, as compared to SF detached housing
- From 2005 – 2013, 57% of the **increase** in student enrollment came from single-family detached housing. 42% of the **increase** came from multi-family (remaining 1% from duplexes/townhouses)
- Over same time period student generation factors (student yield per housing unit) for single-family detached, townhouse, and multi-family housing have all increased

Meeting Recap What have we heard so far?

County Forecasting & School Enrollment Projections

- Consultants reinforce validity of County and School methodologies and confirm that two different data sets are necessary to meet different purposes



7

Meeting Recap What have we heard so far?

County Forecasting & School Enrollment Projections

- **Immediate/near term steps** could be taken to improve accuracy and transparency
 - ✓ annual reports & web improvements (APS); document methodologies (ACG)
- Data to help refine school enrollment projections:
 - ✓ **collect (ACG) & analyze (APS) more housing data:** renovations, unit type/bedroom, length of ownership, sales
 - ✓ leads to refinement of student generation rates
- **Monitoring emerging trends in MF housing** will be important (APS & ACG)
- **Launch Phase 2** to study proposed ideas in more detail and assess how ideas could be implemented in the future, including:
 - ✓ Cohort–component methodology
 - ✓ Demographic analysis

8

Meeting Recap

What have we heard so far?

Land & Facility Inventory & Needs Assessment

- **Planned growth** increases demands for public services, open space & recreational options, and schools within limited physical space and available resources
- Combined, the County and Schools own 2.2 square miles of the 26.2 square miles in the County.
- The County operates 105 facilities:
 - ✓ 87 are County-owned, including Courts & Detention Facility, Arlington Trades Center, Glencarlyn Library, fire stations
 - ✓ 18 are leased including Rosslyn Commuter Store, Courthouse Plaza offices
- **Facility Changes planned for in the current CIP** include North Arlington Salt Storage Facility, Fire Station 8 and OEM relocation, Lubber Run Community Center, ART House Facility, Trades Center Garage

Meeting Recap

What have we heard so far?

Land & Facility Inventory & Needs Assessment

- **Future County Facility needs** include parking & maintenance for transit vehicles, fire station relocations and additions, increased storage for operations, Trades Center services
- The County does not have adequate indoor and outdoor **park and recreation facilities** to meet current or future needs.
- **Strategic partnerships** between APS and the County have helped maximize current park and recreation uses.
- **The Public Spaces Master Plan Update** kicked off in February ongoing community process will engage stakeholders to understand current and future needs, develop a classification system and include land acquisition strategies and key parcels to be acquired.

Meeting Recap

What have we heard so far?

Land & Facility Inventory & Needs Assessment

- **Arlington Public Schools Facilities**
 - **Short Term:** APS must address urgent capacity needs immediately
 - **Long Term:** The Community Facilities Study will help guide APS decision-making to address long-term capacity needs.
- Arlington has limited options for sites to construct new schools.
- School enrollment projections indicate
 - APS needs a new elementary school in south Arlington.
 - Middle school seats are addressed by changes to Stratford.
 - Internal changes at high schools will provide additional capacity.
 - The APS CIP includes funds to change the Career Center into a capacity generating high school.
- Enrollment growth also increases the need for busses, and other vehicles, and parking for those vehicles.

Arlington **Community Facilities Study**

A resource and facilities plan for our future

May 13, 2015

Case Study: Fire Station #3 (Cherrydale) Relocation
Nancy Iacomini, Chair, Fire Station #3 Relocation Task Force

Presentation Outline

- Historical Context
- Early Relocation Efforts (1990s)
- Relocation Task Force Timeline
- Task Force Process
- Lessons Learned

Historical Context



1919:
Cherrydale
Volunteer Fire
Company erects
its first station on
Lee Hwy.

Historical Context

1940s:
County-paid
force works with
volunteers;
County houses
equipment in
Cherrydale
Station



Early Relocation Efforts

- 1989: County establishes Advisory Committee to the County Manager on Relocation of Fire Stations #3
- February 1990: Committee reported and listed 8 sites
- “Nichols site” next to the historic station ranked first

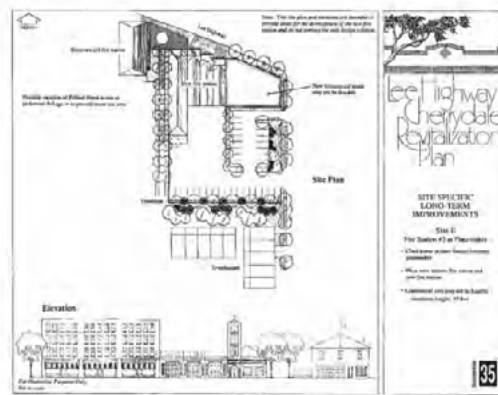


Early Relocation Efforts

- November 1990: Arlington residents approve \$2.5 million bond for land acquisition & design/construction of a new Fire Station #3
- 1993: County pursues acquisition of Nichols site
- May 1994: County Board votes unanimously to start the acquisition process of Nichols site.

Early Relocation Efforts

- June 1994: County Board adopts the Cherrydale/Lee Highway Revitalization Plan.
 - Includes a new Fire Station #3 on the Nichols site
 - Indicates the station would be a “placemaker” for the neighborhood
- November 1994: Voters approve another bond for \$2.76 million to acquire land and construct Fire Station #3



Early Relocation Efforts

- 1999 and 2000: County Fire Department commissions a fire station location analysis from Gordon Routley firm and a similar study from TriData Corporation
- 2002: Local developer Ed Peete Co. files Site Plan application to put a mixed use condo building/townhouses and single family houses on the Nichols site
 - County had been unable to purchase Nichols property
 - No alternative fire station location was given
- July 2002: Site Plan #360 approved for the “Bromptons at Cherrydale” development on the Nichols site

Early Relocation Efforts



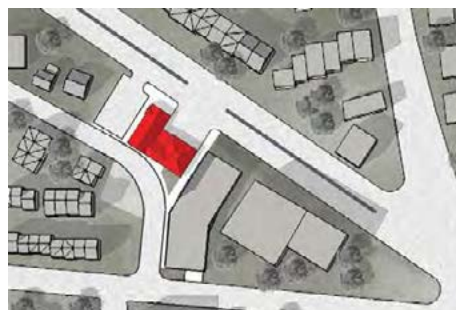
Photo Courtesy of Eric Dobson

Relocation Task Force Timeline

- Fall, 2002: County initiates public process to find alternative site for Fire Station #3
 - 3 meetings held through February 2003
- February 2003: County Board establishes Fire Station #3 Relocation Task Force
- August 2003: Task Force files its report
 - First choice remained the Nichols site
 - Second choice – Koons Toyota Dealership site
 - Third Choice – Brown's Honda site (Front)

Relocation Task Force Timeline

- August 2004: County announces fire station will be on the Koons Toyota Site but not on the Quincy Street frontage.
- County negotiates with Koons Toyota dealership for site on Old Dominion Drive – to the rear of the site.
- December 2004: County creates Design Working Group chaired by Planning Commissioner Eric Dobson and including Cherrydale residents and citizen commissioners



Relocation Task Force Timeline

- December 2005: County approves Site Plan #396, GLUP amendment and Rezoning
- 2007: County/community hold brief discussion of reverting location to Nichols site, now called Bromptons, because of structural issues with site plan building
- July 2008: County concludes land swap deal with Toyota to site Fire Station #3 on Old Dominion
- 2008: County begins parking garage construction
 - County builds garage for joint use by Toyota Dealership and fire station
 - Fire Station construction follows in 2009/2010



Photo Courtesy of Eric Dobson

2011: New Fire Station #3 opens

Relocation Task Force Timeline

- Fire station design receives multiple industry awards
- Historic Cherrydale Firehouse continues in use by Cherrydale Volunteer Fire Company



Task Force Process

- 21 citizens appointed to 2003 Task Force:
 - 16 from civic associations in first-due response area for Fire Station #3
 - 2 At-Large (one a fire fighter)
 - Representative from EMS council
 - Representative from Cherrydale Volunteer Fire Department
 - Chairman from Cherrydale
 - Staff from County Manager's Office, Fire Department, and Planning Division

Civic Associations

Cherrydale (6 reps)
Maywood
Old Glebe
Waverly Hills
Woodmont
Bellevue Forest
Chain Bridge Forest
Donaldson Run
Dover-Crystal
Ballston/Virginia Square
Gulf Branch

Task Force Process

- 13 meetings (2 / month) March - August 2003
- Decisions on Criteria and Sites made by **public balloting** of Task Force members
- Emphasis was given on **finding the best site** and not considering questions of land ownership or acquisition
- Members **carried back information** to their civic associations/groups using list serves as well as newsletters, etc.

Task Force Process

- Every meeting had a **public comment period** for citizens not on the Task Force
- Meetings held at the historic Cherrydale Fire Station and Central Library
- Meeting summaries and other information concerning the process were on the County's website

Task Force Process

- Criteria established collaboratively between Fire Department staff and Task Force members
 - Citizens and County staff used information from 1999 Routely report and focused on need to improve response time to areas North of Lee Highway
 - Routley had recommended a station within a ½ mile radius of Five Points Intersection
 - Task Force concurred with ½ mile recommendations as Cherrydale Station was in this area as well
 - Citizens added criteria that had to do with quality of life for surrounding uses of a station as well as impact on uses that might already be on a site

Task Force Process

Task Force applied 17 criteria to all sites, noted in order :

1. Not in residential neighborhood/not impact residential
2. Maintain or enhance response times/not negatively impact northern Arlington
3. Large enough site to accommodate a 3 bay station
4. Do not locate on or adjacent to park land
5. Size of site
6. Do not locate next to church
7. Minimize interaction with Five Points Intersection
8. Do not locate next to schools
9. Utilize traffic control system
10. Provide adequate space for front ramp
11. Maintain linkage with existing Fire Station #3
12. ISO rating [Not Impaired]
13. Road grade [issues]
14. Traffic impact
15. Distance from any intersection
16. Sight distance
17. Neighborhood buffer

Task Force Process

- Task Force considered 17 initial sites
- Site list informed by 1990 Advisory Committee work and public forums held in 2002-03
 - **Brown Honda Dealership** – Front (Lee Highway – sited on Lee Highway)
 - **Brown Honda Dealership** – Front/Middle (Lee Highway/Quincy Street/Pollard Street -- sited later approximately where the current repair garage is located)
 - **Brown Honda Dealership** – Rear (Quincy Street and North 20th Street)
 - **Carriage House** (Quincy Street and Lee Highway – later expanded to entire block to Quebec Street in order to have enough space for a station)

Task Force Process

- 17 initial sites, cont'd
 - **Cherrydale Library** (22nd Street and Military Road)
 - **Cherrydale Station Shopping Center** (Pollard Street and Lee Highway)
 - **Coldwell Banker** (Woodstock Street and Old Dominion Drive – later expanded to include One Stop Mini-Mart in order to have enough space for a station)
 - **Courembis Property** (Lee Highway and Taylor Street)
 - **Exxon Gas Station** (Lee Highway and Military Road)
 - **Lebanese Taverna** (Woodstock Street and Old Dominion Drive)
 - **Lee Heights Shops** (Lorcom Lane and Lee Highway)
 - **Miles Glass** (Utah Street and Lee Highway)

Task Force Process

- 17 initial sites, cont'd
 - **Nichols/Bromptons** (Oakland Street/Lee Highway/Pollard Street)
 - **7/11** (Lee Highway and North Pollard Street; later expanded to include adjacent Progressive Cleaners and Veterary Clinic)
 - **SPC/Old Bowling Alley** (Quincy Street – site REMOVED by close of April 14 because it was too far outside of the recommended ½ mile radius of current station #3)
 - **Toyota Dealership** (Lee Highway and Old Dominion Drive)
 - **Vacant House behind Horizon House** (Lee Highway)

Task Force Process

- Evaluation of Sites
 - Individual sites researched by individual Task Force members (or teams of members) who then made presentations to the full Task Force
 - Members assisted by staff in data collection and the production of graphics
 - Task Force members developed a standard template/questionnaire to be used in each presentation

Task Force Process

- Portion of Evaluation Criteria Questionnaire

EVALUATION CRITERIA QUESTIONNAIRE

1. Does the site have enough square footage to accommodate the site area for a new station?

a. The 3 bay – 1 story	Yes ___	No ___
b. The 3 bay – 2 story	Yes ___	No ___
c. The 4 bay – 1 story	Yes ___	No ___
d. The 4 bay – 2 story	Yes ___	No ___

2. Does the site have enough square footage to accommodate the footprint for a new station building?

a. The 3 bay – 1 story	Yes ___	No ___
b. The 3 bay – 2 story	Yes ___	No ___
c. The 4 bay – 1 story	Yes ___	No ___
d. The 4 bay – 2 story	Yes ___	No ___


3. If the site is not big enough for even the smallest station needs, is there adjacent land that could be added to the original site to meet even the minimal requirements? Yes ___ No ___


If yes, how is this additional land zoned? Commercial? Residential?
 How close is the nearest single family house? Townhouse? Apartment Building?
 Is it park land?
 Is it a church?
 Is it next to a school?

4. Would the station template accommodate:

a. Would it accommodate extra parking? How many spaces? _____	Yes ___ No ___
b. Would it be all surface parking?	Yes ___ No ___
c. Could the site support underground parking? How many spaces? _____ Cost a factor? _____	Yes ___ No ___ Yes ___ No ___

Arlington
Community Facilities Study
A resource and facilities plan for our future





24

Task Force Process

- Presentations on 16 sites were given in 2 meetings (Quincy Street Bowling Alley site had been removed as it was outside the ½ mile radius of the existing station)
- During presentations, 16 sites narrowed to 11 sites by unanimous consent of Task Force members
- Honda front and middle sites were combined into one site
- Balloting by Task Force at June meeting narrowed 10 potential sites to 6 sites

Task Force Process

- Task Force charge was to recommend 3-4 sites, so research and discussion continued
- Members requested further information and held discussions on
 - Traffic implications of the 6 sites
 - The exact placement (or as near as possible) of the station within site
 - Greater specificity of response times
 - Financial information on businesses currently occupying sites
 - Noise and other quality of life issues

Task Force Process

- Task Force hosted widely-attended (over 150 people) public forum on June 18
 - 25 members of the public spoke – mostly in support of retaining local small businesses
- In August, Task Force held another round of public balloting
- Task Force's Final Recommendation for 3 sites:
 - Nichols/Bromptons site
 - Koons Toyota Dealership (**ultimate site**)
 - Brown Honda Dealership Front

Lessons Learned

- Communication between the County and citizens is paramount
- Wide participation should be sought in any siting exercise
 - Inclusion of neighborhoods who would be affected by the siting decision
- Process should be collaborative and owned by all
 - Involving citizens directly with the process by aiding them in doing their own presentations and evaluations is helpful

Lessons Learned

- Good to separate the siting from the design process in this case – could be advantages to considering design in other siting cases
- Defined scope of work for siting task force
- Firm “deliverable” date for task force work
- Don’t presuppose or take sites off the table without comparing them to the agreed upon criteria
- Don’t limit sites artificially
- Use fact-based criteria to identify sites for facilities

Arlington **Community Facilities Study**

A resource and facilities plan for our future

May 13, 2015

Case Study: Arlington Mill Community Center
Jennifer Smith, Columbia Pike Revitalization Coordinator,
Department of Community Planning, Housing & Development



Presentation Outline

- Background
- Initial Development Proposal (2002 – 2005)
- Mixed Use Proposal (2005 – 2009)
- Final Project (2009 – 2013)
- Lessons Learned

Background

1996: County purchases vacant Safeway site at Dinwiddie Street and Columbia Pike

- Acquisition cost: \$2.35M
- Renovation cost: \$1.66M



1998: County leases 63% of building to APS

- APS programs intended to move to old Shirlington Library site after 5 years



Initial Development Proposal

- APS and County decide to jointly fund and build a shared facility at Arlington Mill
 - Community Center
 - Continuing education high school
 - Arlington Education and Employment Program (REEP)
- Allocation of space within facility approximately 50/50 County/School programs

Initial Development Proposal

- **March 2002:** County adopts *Columbia Pike Initiative – A Revitalization Plan*
 - Arlington Mill site designated for a “civic building”
- **2002 – 2003:** Work team consisting of County and APS staff, community members, and design team develop overall vision for building and programs
 - Included public forums and work sessions with program and service providers
 - More diverse set of services than typically offered at County community centers
 - Much larger facility than other County Community Centers

Initial Development Proposal

- **2004:** Arlington Mill Steering Committee established
 - Work with APS & County staff and architect to develop schematic design, using 2003 Community Process Report as benchmark
 - Provide input on materials, landscape, Four Mile Run buffers, parking strategies
- **Early 2005:** Design work begins on project
- **September 2005:** County and APS decide to proceed independently on respective programs
 - APS interest in moving ahead with a shorter timeline at an alternate site
 - County interest in pursuing public-private partnership to help finance community center
 - Columbia Pike Revitalization Plan and its 2005 update emphasized mixed-use development and affordable housing

Mixed Use Development Proposal

- **Winter 2005-06:** County finalizes community center program, including community preference for larger gym and flexible classrooms
- **Summer/Fall 2006:** County issues Request for Qualifications (RFQ) for private development partner
 - Responses indicate multi-family housing as an additional use



Mixed Use Development Proposal

- **November 2006:** Voters approve \$26M bond funding to construct community center
- **May 2007:** County selects Public Private Alliances as joint development partner
- **2007 – 2008:** Arlington Mill Review Committee meetings, and frequent Community Update meetings with Steering Committee allow for public input on development proposal

Mixed Use Development Proposal

- County/PPA Form-Based Code proposal:

- 6-story mixed use community center/retail/residential building
- 5-story residential building
- 3 stories of below-grade parking
- Public plaza
- Residential component: 192 apartments (131 market rate and 61 affordable)
- Affordable component financed in part by Low Income Housing Tax Credits (LIHTC)



Image source: PPA

Mixed Use Development Proposal

- **June 2008:** County Board approves use permit for project
- PPA unable to secure financing for market rate portion of development due to recession

Final Mixed Use Project

- **December 2009:** County Board directs staff to proceed with modified, phased plan for community center and plaza, including parking structure
 - Decision eliminates residential portion of community center building
 - Board commits to development of at least 61 affordable units on remainder of site
- **June 2010:** County gives initial consideration to relocating Columbia Pike Library to Arlington Mill site
 - County Manager withdraws proposal due to strong community support for keeping library at existing location

Final Mixed Use Project

- **June 2010:** County issues Request for Proposals for a new development partner for residential component
- **September 2010:** County Board approves Use Permit Amendment
 - Separates project into two phases for community center and residential building
 - Community center building height changes from approved 6 stories (3 community center + 3 housing) to 5 stories (all for community center uses with ground floor retail)
- **October 2010:** County selects Arlington Partnership for Affordable Housing (APAH) as new development partner

Final Mixed Use Project

- APAH Proposal for Arlington Mill Residences:
 - Approved residential building reduced to 122 units; height reduced to 4 stories
 - Addressed community concerns
 - Reduced construction costs per unit
 - Shortened construction time
 - 100% committed affordable units, including 13 permanent supportive housing units and units for lower-income households (30, 50, and 60% of the Area Median Income)
 - County offered below-market rate ground lease, built parking garage for entire site at one time (APAH purchased its share of common garage)
 - Co-location with community center reduced costs by \$75,000 per unit



2013: Community Center Opens



2014: Residences Completed

Arlington
Community Facilities Study
A resource and facilities plan for our future



Lessons Learned

- County seized the opportunity to acquire an available site without a definite long term program plan
- Later community engagement process and broader Columbia Pike planning led to vision of a mixed-use project to anchor revitalization efforts
- Form-Based Code anticipated civic buildings along corridor
 - Prescriptive set of design standards, allowed for more streamlined process
 - Community embraced code; helped build community support for mixed-use development

Arlington
Community Facilities Study
A resource and facilities plan for our future



16

Lessons Learned



Arlington
Community Facilities Study
A resource and facilities plan for our future

- Neighborhood Steering Committee was critical to site programming and design
- Persistence – keep working the deal
- County maximized height and building space of community center at time of construction
 - Portions of building left unfinished to allow for future program expansion as County grows
 - Less costly to build upfront than to add on later



17

Lessons Learned

- Constructing parking garage upfront saved on total project costs versus separate garages for each phase and caused less disruption to the neighborhood
- Community center retail space not yet occupied – difficulties of locating in a public building
- Form-Based Code approval process allowed housing to meet ambitious timeline without delaying community center construction



Arlington
Community Facilities Study
A resource and facilities plan for our future



18

Lessons Learned

- Affordable housing can be a good partner in public land
 - Reduced land costs allowed APAH to leverage LIHTC equity and provide housing at lower income tiers
 - Meets County goals of locating affordable housing near transit and providing community center programs and amenities to residents



Arlington **Community Facilities Study**

A resource and facilities plan for our future

May 13, 2015

Case Study: Thomas Jefferson Site Evaluation
Carrie Johnson, Chair, Thomas Jefferson Working Group



Thomas Jefferson Site Evaluation – Presentation Outline

- Background & APS Site Selection
- Thomas Jefferson Working Group Charter & Composition
- Site Evaluation Criteria & Process
- Findings & Recommendations
- Collaborative Process Pros & Cons
- Outcome & Next Steps

Full report and additional materials:

<http://projects.arlingtonva.us/plans-studies/land-use/thomas-jefferson-site-evaluation/>

Background: 2015 APS CIP

NEW 2015 CIP PROJECT	PROJECT HIGHLIGHTS
<p data-bbox="467 1293 745 1346">NEW ELEMENTARY SCHOOL Jefferson Site Preferred</p>  <p data-bbox="435 1696 505 1780"></p> <p data-bbox="532 1724 699 1766">Arlington County School Boundaries</p>	<ul data-bbox="829 1272 1170 1549" style="list-style-type: none">• Estimated additional seats: 725• Projected completion date: start of school, September 2018• Maximum estimated total project cost: \$50,250,000• 2014 bond funding: \$50,250,000• Joint process between Arlington Public Schools (APS) and Arlington County Government (ACG) to be developed to make a final determination by January 31, 2015 regarding locating the new elementary school at the Jefferson site. This process will include all stakeholders. <p data-bbox="824 1560 1179 1667">Note: If the Jefferson site is selected, a process to determine if the new elementary school will be a neighborhood school or a choice program school will commence. This determination will be made by April 30, 2015 and will include all stakeholders.</p> <p data-bbox="824 1686 1008 1703">OPERATING IMPACT</p> <ul data-bbox="829 1713 1166 1759" style="list-style-type: none">• Additional staffing, transportation and overhead costs will be required to operate the school.

Background: Parcel Ownership



Arlington
Community Facilities Study
A resource and facilities plan for our future



4

Working Group Charge

“... charged with evaluating the Thomas Jefferson site and making a recommendation on whether or not an elementary school should be built on any part of this site.

This site evaluation may result in one of two conclusions:

1. Recommendation for **siting a new school at a particular location within the TJ site**, in which case the TJWG would develop **general conditions and design principles** to address both the site context and neighborhood context and to mitigate impacts on existing public areas and uses.
2. Recommendation **not to site new school at TJ** based on specific findings.”

Arlington
Community Facilities Study
A resource and facilities plan for our future



5

Working Group Composition

County Board Liaison: Mary Hynes
School Board Liaison: Emma Violand-Sanchez
Chair: Carrie Johnson



Arlington
Community Facilities Study
A resource and facilities plan for our future

At-large
PFRC - Planning Commission
PFRC - Transportation Commission
PFRC - E2C2
PFRC - Parks & Rec Commission
Sports Commission
Urban Forestry Commission
Arlington Heights Civic Association
Alcovia Heights Civic Association
Ashton Heights Civic Association
Barcroft Civic Association
Douglas Park Civic Association
Lyon Park Civic Association
Penrose Civic Association
Arlington County Fair Board
APS Facilities Advisory Council (x2)
Friends of TJ Park
Thomas Jefferson PTA



6

Site Evaluation Criteria and Process

- Internal APS *site selection* had emphasized criteria for proposed new school (site size, proximity to another school, transportation, operational flexibility)
- *Site evaluation* started from existing community and APS uses
 - Criteria in 2011 County/APS MOU re cooperation include conformance with County plans and ability to continue or enhance existing County services
 - Also considered impact of new elementary school on Jefferson Middle School
 - Proposed new uses not given priority – question was what more could be accommodated

Arlington
Community Facilities Study
A resource and facilities plan for our future

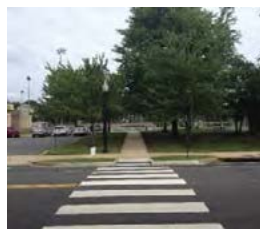


7

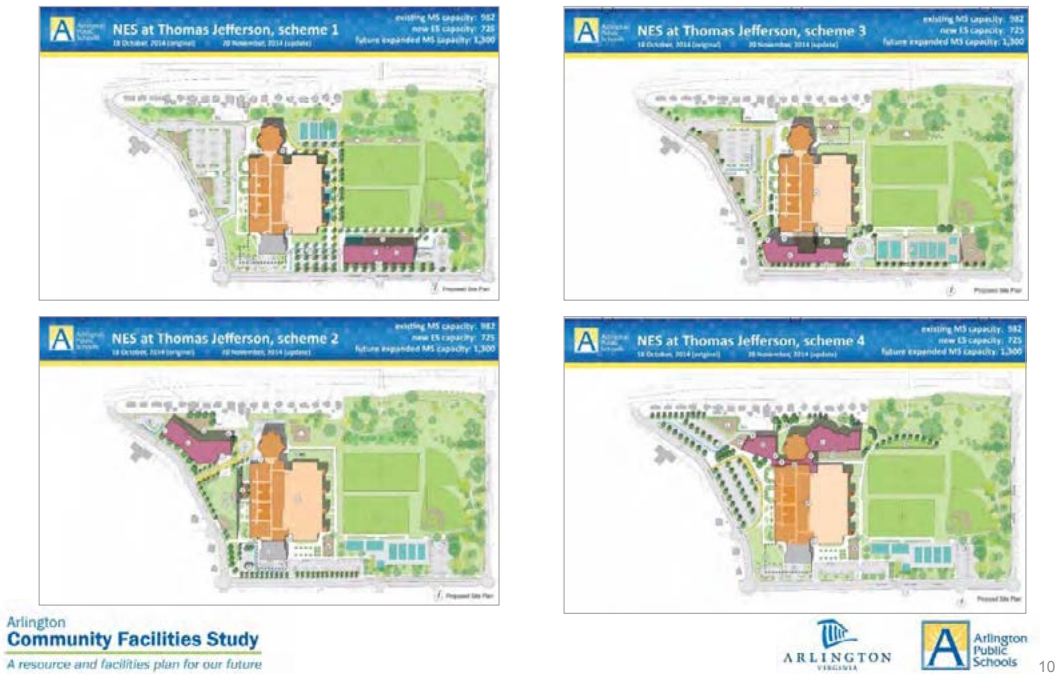
Site Evaluation Criteria and Process: Goals from Charge

- Retain the current wooded eastern end of “TJ Park” as is
- Ensure no significant loss of green space and no net loss of recreational programming
- Maintain a cohesive park
- Ensure adequate consideration is given to neighborhood impacts of traffic and parking
- Enhance safety on existing pedestrian walkways and bikeways
- Ensure community center remains available for use
- Ensure that building massing is compatible with the adjacent neighborhood

Site Evaluation Criteria and Process: Existing Conditions



Site Evaluation Criteria and Process: APS Concepts



10

Meetings and Community Outreach

Energetic outreach included open meetings, community surveys & updates by WG members, requests for comment via website.

Sept. 20
Walking Tour



Oct. 18
Open House



Arlington
Community Facilities Study
A resource and facilities plan for our future

11

Findings and Recommendations

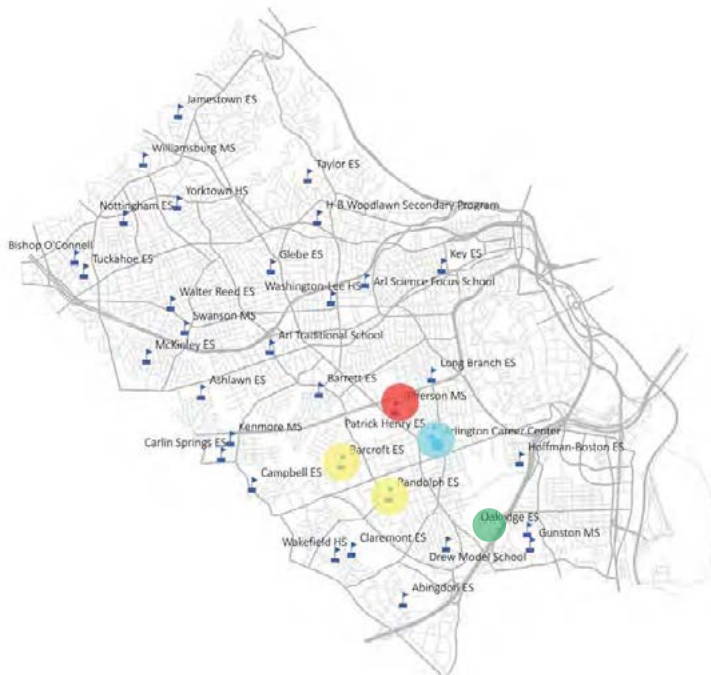


Arlington
Community Facilities Study
A resource and facilities plan for our future



12

Findings and Recommendations



13

Findings and Recommendations

- The Working Group generally agrees that a new elementary school could physically fit on the western side of the Jefferson campus, under certain conditions.
- The Working Group remains divided on the question of whether a new elementary school should be built at Jefferson right now.
- The Working Group is united in recommending the list of site-specific design principles for any school construction, as outlined at the end of the report.
- The Working Group agrees on the desirability of open, transparent, community-based, coordinated long-range planning for parks, school and other needed facilities.

Findings and Recommendations: *Should a New School Be Built at TJ Right Now?*

YES

- seats are urgently needed and this proposal is well vetted
- new school is more economical (and yields more seats) than additions at Barcroft and Randolph
- site is well located
- relatively low impact from an environmental standpoint
- co-location with middle school and park is advantageous and provides future flexibility
- larger study will take too long and likely to point to TJ anyway

NO

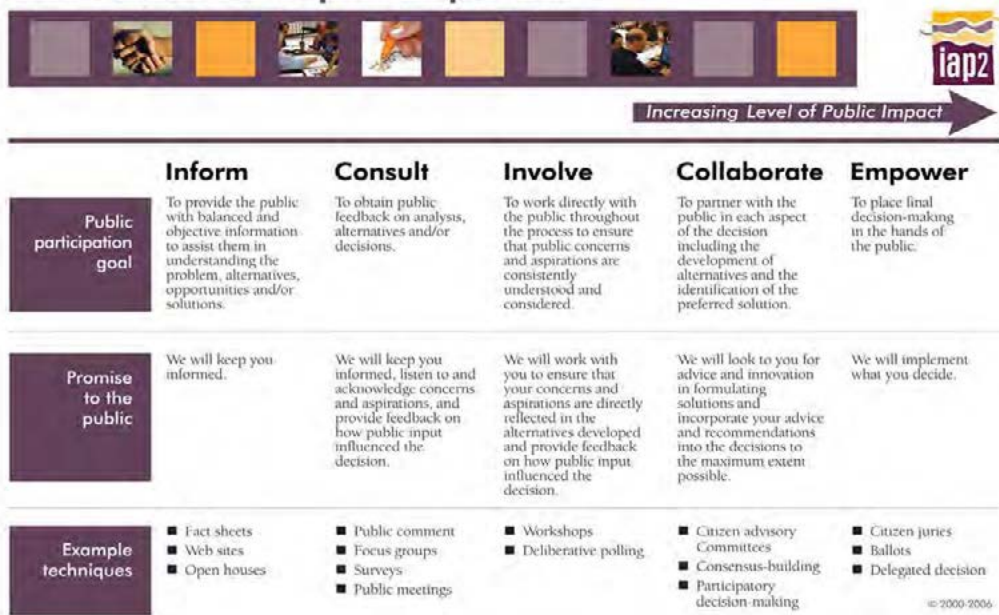
- building on west end of site would preclude future expansion of the park
- open discussion is needed about programming and planning of other sites (especially at Patrick Henry and the Career Center)
- decision should wait until Arlington Community Facilities Study is complete
- an in-depth alternatives analysis should be done
- allocated funds don't include structured parking
- construction needs to be coordinated with park/community center improvements

Findings and Recommendations: Guidelines, Conditions & Design Principles

- add, recover or improve green space
- maintain TJ Park and community programs
- anticipate and address construction impacts
- improve community amenities
- meet student recreation needs separately
- include structured parking
- address transportation issues fully
- provide early, open community process to decide school programming

Meetings and Community Outreach

IAP2's Public Participation Spectrum



Collaborative Process Pros & Cons

Essential elements of collaborative process:

- No surprises
- Openness & information sharing
- Opportunities for meaningful input for all participants
- Cooperative planning among staff and citizen managers of process
- Mutual respect
- Frequent check-ins to help stay on course and on schedule
- Group involvement in shaping recommendations & reports

Collaborative Process Pros & Cons

- Includes many participants & perspectives
 - Promotes broad input & diverse ideas
 - Requires strong support; resource-intensive
- Allows information to percolate through community
 - Builds public understanding of issues & options
 - Relatively slow & inefficient
- Engages many to help shape solutions
- Fosters community support for results
- Reduces decision-makers' autonomy
- Requires good management to stay on track
- Requires good will & flexibility to reach consensus

Outcome and Next Steps

- County Board action January 27, 2015:
 - Affirm that area east/north of APS property (“TJ Park”) shall remain essentially “as is” for open space and recreational uses
 - Not grant approval for new school now; willing to reconsider if/when School Board provides broader analysis of S. Arlington student needs, sites, non-construction strategies, and costs
 - Per TJWG conclusions, any new school at Jefferson should be on NW corner of site, with multi-storied compact building, structured parking, dedicated play areas and traffic improvements.
 - Commit to partner with School Board on interim & permanent facilities to gain 725+ elementary school seats in S. Arlington by fall 2018.
- School Board next steps

May 27, 2015

Arlington
Community Facilities Study

A resource and facilities plan for our future

May 27, 2015
Study Committee Meeting #8– Opening Remarks



Meeting Recap
What have we heard so far?

Revenues and Economic Factors

- Arlington's revenue balance is unique compared to neighboring jurisdictions
- Approx. a 50/50 percent revenue split between Residential uses and Commercial uses (compared to 75/25 Res/Comm in Fairfax Co.)
- Balance takes pressure off of tax burden on SF homes and condos
- The County holds triple-AAA bond ratings, strong reserve levels, a fully funded pension, funding plans in place for retiree healthcare and moderate debt limits
- Current challenges in the office market and high office vacancy rate

Meeting Recap

What have we heard so far?

Demographics & Future Trends

- Nationally, household growth and homeownership rates were in decline in past several years but are picking up
- First time homebuyers will be a key driver as the housing market picks up
- Growing demand for SF homes - - - some predict Millennials will choose similar path as Baby Boomer & Gen X generations
- Difficult to “forecast” what any specific age group will do over time, including whether the Millennials will remain in the Inner Core communities like Arlington
- Since 2010 in Arlington:
 - ✓ Millennials were dominant generation
 - ✓ 34-44; Over 65; and Under 5 cohorts have grown
 - ✓ Migration in/out is highest for 18-34 year olds

Meeting Recap

What have we heard so far?

Forecasting & School Enrollment Projections

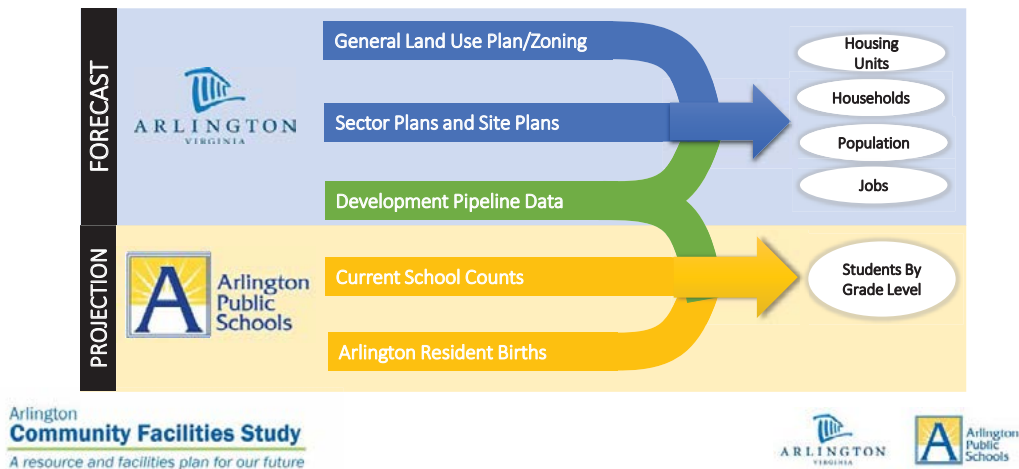
- **County forecasts** future development based on County plans/policies; meets MWCOG requirement under Clean Air Act
- **APS projects** future student enrollment
 - ✓ Two distinct purposes for forecasts/projections needs to be retained
 - ✓ ACG & APS coordinate data for school enrollment
 - ✓ Opportunities for more collaboration in the future may result in more refined longer term forecasts
- SF neighborhoods are changing; SF houses replaced (28 net new/year) and new additions are increasing house size
- 2005 – 2013 - 57% of the **increase** in student enrollment came from SF housing. 42% of the **increase** came from MF; student generation factors (student yield per housing unit) for SF detached, townhouse, and multi-family housing have all increased

Meeting Recap

What have we heard so far?

County Forecasting & School Enrollment Projections

- Consultants reinforce validity of County and School methodologies and confirm that two different data sets are necessary to meet different purposes



11

Meeting Recap

What have we heard so far?

County Forecasting & School Enrollment Projections

- **Immediate/near term steps** could be taken to improve accuracy and transparency
 - ✓ annual reports & web improvements (APS); document methodologies (ACG)
- Data to help refine school enrollment projections:
 - ✓ **collect (ACG) & analyze (APS) more housing data:** renovations, unit type/bedroom, length of ownership, sales
 - ✓ leads to refinement of student generation rates
- **Monitoring emerging trends in MF housing** will be important (APS & ACG)
- **Launch Phase 2** to study proposed ideas in more detail and assess how ideas could be implemented in the future, including:
 - ✓ Cohort–component methodology
 - ✓ Demographic analysis

12

Meeting Recap

What have we heard so far?

Land & Facility Inventory & Needs Assessment

- **Planned growth** increases demands for public services, open space & recreational options, and schools within limited physical space and available resources
- Combined, the County and Schools own 2.2 square miles of the 26.2 square miles in the County.
- The County operates 105 facilities:
 - ✓ 87 are County-owned, including Courts & Detention Facility, Arlington Trades Center, Glencarlyn Library, fire stations
 - ✓ 18 are leased including Rosslyn Commuter Store, Courthouse Plaza offices
- **Facility Changes planned for in the current CIP** include North Arlington Salt Storage Facility, Fire Station 8 and OEM relocation, Lubber Run Community Center, ART House Facility, Trades Center Garage

Meeting Recap

What have we heard so far?

Land & Facility Inventory & Needs Assessment

- **Future County Facility needs** include parking & maintenance for transit vehicles, fire station relocations and additions, increased storage for operations, Trades Center services
- The County does not have adequate indoor and outdoor **park and recreation facilities** to meet current or future needs.
- **Strategic partnerships** between APS and the County have helped maximize current park and recreation uses.
- **The Public Spaces Master Plan Update** kicked off in February ongoing community process will engage stakeholders to understand current and future needs, develop a classification system and include land acquisition strategies and key parcels to be acquired.

Meeting Recap

What have we heard so far?

Land & Facility Inventory & Needs Assessment

- **Arlington Public Schools Facilities**
 - **Short Term:** APS must address urgent capacity needs immediately
 - **Long Term:** The Community Facilities Study will help guide APS decision-making to address long-term capacity needs.
- Arlington has limited options for sites to construct new schools.
- School enrollment projections indicate
 - APS needs a new elementary school in south Arlington.
 - Middle school seats are addressed by changes to Stratford.
 - Internal changes at high schools will provide additional capacity.
 - The APS CIP includes funds to change the Career Center into a capacity generating high school.
- Enrollment growth also increases the need for busses, and other vehicles, and parking for those vehicles.

Case Studies

Lessons Learned:

Cherrydale Fire Station

- **Communication** between the County and citizens is paramount
- **Wide participation** should be sought in any siting exercise
- Process should be **collaborative** and owned by all.
- **Defined scope of work** for the task force with **firm “deliverable” due date.**
- **Don’t** presuppose or **take sites off the table without comparing them to agreed upon criteria**
- **Don’t** limit sites artificially
- **Use fact-based criteria** to identify sites for facilities

Case Studies

Lessons Learned

Arlington Mill Community Center

- County acquisition of the site without a definite long-term plan, followed by community engagement process and broader Columbia Pike planning, led to **vision** of a mixed-use project to anchor revitalization efforts.
- **Neighborhood Steering Committee** critical to site programming and design.
- **Persistence is essential** – keep working the deal
- **Constructed with height and building space maximized for future expansion**
- **Constructing entire garage at once** saved \$ and time, less disruption to community
- Prescriptive nature of Form-Based Code and **streamlined approval process** allowed the housing portion of the project to meet ambitious schedule
- Affordable housing can be a good partner; meets County goals of locating affordable housing near transit, community center programs to residents

Case Studies

Lessons Learned

Thomas Jefferson Site Evaluation

Essential elements of collaborative process:

- No surprises
- Openness and information sharing
- Opportunities for meaningful input for all participants
- Cooperative planning among staff and citizen managers of process
- Mutual respect
- Frequent check-ins help stay on course and on schedule
- Group involvement in shaping recommendations and reports
- Includes many participants, perspectives
- Allows information to percolate through the community

Case Studies

Lessons Learned

Thomas Jefferson Site Evaluation

Essential elements of collaborative process:

- Engages many to help shape solutions
- Fosters community support for results
- Reduces decision-makers' autonomy
- Requires good management to stay on track
- Requires good will and flexibility to reach consensus

Arlington Community Facilities Study

A resource and facilities plan for our future

May 27, 2015
CIP Overview

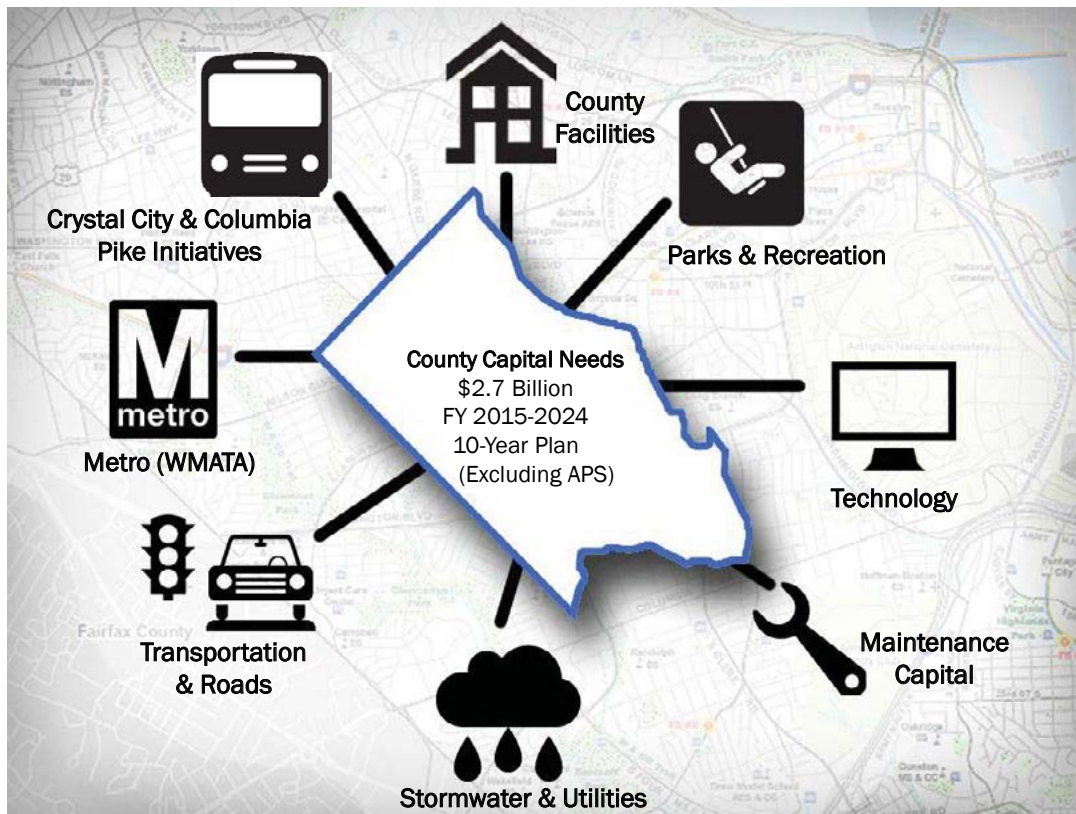


What is the Arlington County CIP?

- Ten year plan for investment in Arlington’s physical assets totaling \$2.7 billion
 - Capital investments generally have useful life of three or more years, minimum \$100k value, and extend the usability of an asset
- Covers all areas of infrastructure
 - Largely driven by service delivery demands
- Balanced between “maintaining what we have” and new investments
- CIP is flexible and can be adjusted based on changing circumstances
 - Bond referenda authorization is firm
- Financially sustainable & maintain County’s triple-AAA bond ratings

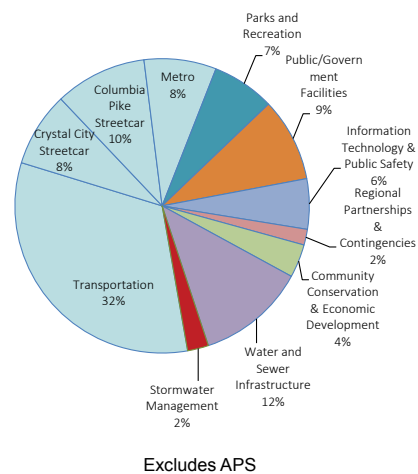
Arlington
Community Facilities Study
A resource and facilities plan for our future





Where Do We Spend CIP Dollars?

<u>Program</u>	<u>FY 15 - FY</u>	<u>% of Total</u>
Transportation	863,353	33%
Crystal City Streetcar	217,431	8%
Columbia Pike Streetcar	268,121	10%
Metro	210,650	8%
Parks and Recreation	183,182	7%
Public/Government Facilities	243,648	9%
Information Technology & Public Safety	146,665	6%
Regional Partnerships & Contingencies	45,942	2%
Development	97,148	4%
Subtotal County Capital	2,276,140	
Water and Sewer Infrastructure	317,734	12%
Stormwater Management	61,280	2%
Total County Capital	2,655,154	100%



CIP Funds Investments In Service Delivery

- Livable neighborhoods
- Safe community
- Helping those in need
- Environmental sustainability
- Core infrastructure
- Economic competitiveness
- Robust quality of life

Arlington
Community Facilities Study
A resource and facilities plan for our future



Investments in Livable Neighborhoods Proposed New Investments

Neighborhood Conservation - \$93.5 M



Before



After

N. Piedmont Street – 5th St N. to 6th St North

Arlington
Community Facilities Study
A resource and facilities plan for our future



Investments in Livable Neighborhoods Proposed New Investments



Paving Program - \$128 M



Neighborhood Complete Streets - \$9.7 M



WalkArlington - \$12.8 M



Safe Routes to School - \$1.1 M
Arlington
Community Facilities Study
A resource and facilities plan for our future



BikeArlington - \$14.2 M



Investments in A Safe Community Historical Investments



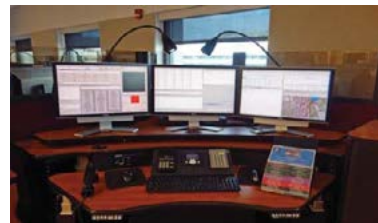
Fire Station 3 (2011)



Fire Apparatus Replacements (5 in 10 years)



Police & Sheriff Mobile Computers (2012, 2013)



Computer Aided Dispatch work stations (2012)

Arlington
Community Facilities Study
A resource and facilities plan for our future



Investments in a Safe Community

Proposed New Investments



New North Side Fire Station

- Planning begins in next year
- Based on response time/coverage study



Public Safety Technology - \$69.0 M over 10 years

- Radios and Systems - \$15.9 M
- Fire Station Alerting System - \$3.2 M
- Records Management Systems



Investments to Help Those in Need

Historical Investments



Homeless Services Center



Mary Marshall Assisted Living Center

Investments to Help Those in Need Proposed New Investments



Sullivan House- \$0.45 M
Replace roof, FFE, and flooring.



Residential Program Center - \$1.6 M
HVAC, FFE, building automation



DHS Consolidation, \$11.6 M

Arlington
Community Facilities Study
A resource and facilities plan for our future



Investments in Arlington's Core Infrastructure Proposed New Investments



Sanitary Sewer System - \$26.5 M

Water/Sewer Infrastructure

\$318 M over 10 years



W/S Maintenance Capital - \$170.0 M



Water Pollution Control Plant - \$86.7 M



Water Distribution - \$34.7 M

Arlington
Community Facilities Study
A resource and facilities plan for our future



Investments in Service Delivery Proposed New Investments

Investments in Enterprise IT - \$72.2 M over 10 years

- IT infrastructure - \$44.7 M
 - Incl. Wireless Sustainment and Expansion
- System maintenance/improvements – \$16.8 M
 - ACE/CAPP (Payment System)
- Security - \$5.5 M

Investments in Operations

- Trades Center parking structure



Investments to Support Our Economic Competitiveness



WMATA - \$226 M



ART - \$80 M

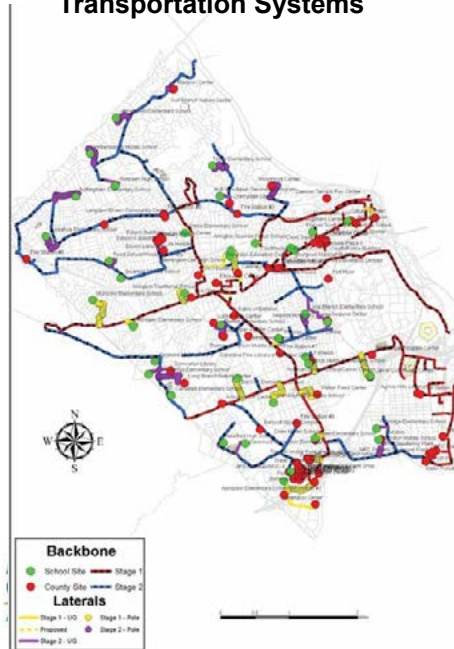


**Metro Stations
Access
Improvements
- \$178 M**



Investments to Support Economic Competitiveness

ConnectArlington / Intelligent Transportation Systems



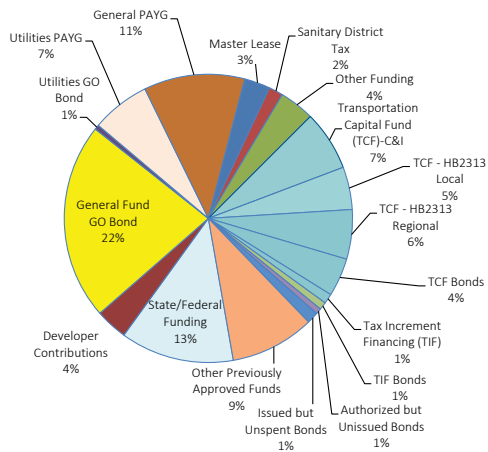
How Do We Pay for the CIP?

Arlington
Community Facilities Study
A resource and facilities plan for our future



Funding Sources

<u>Fund Sources</u>	<u>FY15-24</u>	<u>% of Total</u>
New Funding		
State/Federal Funding	338,584	13%
Developer Contributions	95,502	4%
General Fund GO Bond	586,090	22%
Utilities GO Bond	14,000	1%
Utilities PAYG	174,494	7%
General PAYG	300,930	11%
Master Lease	76,938	3%
Sanitary District Tax	42,440	2%
Other Funding	104,346	4%
Transportation Capital Fund (TCF)-C&I	178,959	7%
TCF - HB2313 Local	126,711	5%
TCF - HB2313 Regional	147,504	6%
TCF Bonds	114,123	4%
Tax Increment Financing (TIF)	29,282	1%
TIF Bonds	22,616	1%
Subtotal New Funding	2,352,519	
Previously Approved Funding		
Authorized but Unissued Bonds	17,064	1%
Issued but Unspent Bonds	34,534	1%
Other Previously Approved Funds	251,037	9%
Subtotal Previously Approved Funding	302,635	
Total Funding Sources	2,655,154	100%



Arlington
Community Facilities Study
A resource and facilities plan for our future

Excludes APS
ARLINGTON VIRGINIA
Arlington Public Schools

How can CIP funding sources be used?

Bonds

- Any capital asset with governmental purposes – some state / fed limitations
- Longer useful life assets – must at least be equal to average life of bonds
- GO bonds require voter approval
- Examples – facilities, paving, parks, WMATA

PAYG

- Any capital asset with governmental purpose
- Financed by General Fund cash contributions
- More flexible in useful life limits
- Examples – technology, maintenance capital, planning studies

Master Lease

- Capital assets with useful life of 3-10 years
- Bank has security interest in asset
- Examples – technology, rolling stock (fleet, fire trucks)

Dedicated / Restricted Funding

- Legally restricted in use for specific purposes
- Examples include Transportation (only enhancements); Utilities; Stormwater; Ballston Garage
- Federal / state grants for specific purpose of grant

Arlington
Community Facilities Study
A resource and facilities plan for our future

ARLINGTON VIRGINIA
Arlington Public Schools

ABC's of General Obligation (GO) Bonds

- Primary financing source used by County for major general government infrastructure
- In Virginia, GO bonds issued by counties require voter approval
 - Cannot reallocate between referenda questions
- Carry full faith and credit of Arlington County
- Lowest cost of capital available, especially given Arlington's bond ratings
 - Generally interest is tax-exempt to the investor
- Arlington's GO bonds typically have 20 year maturity
- Limited by debt capacity guidelines

Debt Capacity Guidelines & Best Practices

- Formally in place since 2002; re-confirmed by the County Board in July 2014
- Serve as guidance for debt affordability
- Considered best practice in public finance and an essential practice by the bond rating agencies
- County's debt capacity guidelines are very similar to other triple-Aaa's in the region and in line with rating agency criteria
- All ratios measure affordability against key "wealth" indicators of the County
- Rating agencies consider County & Schools as "one" for debt capacity & guideline compliance

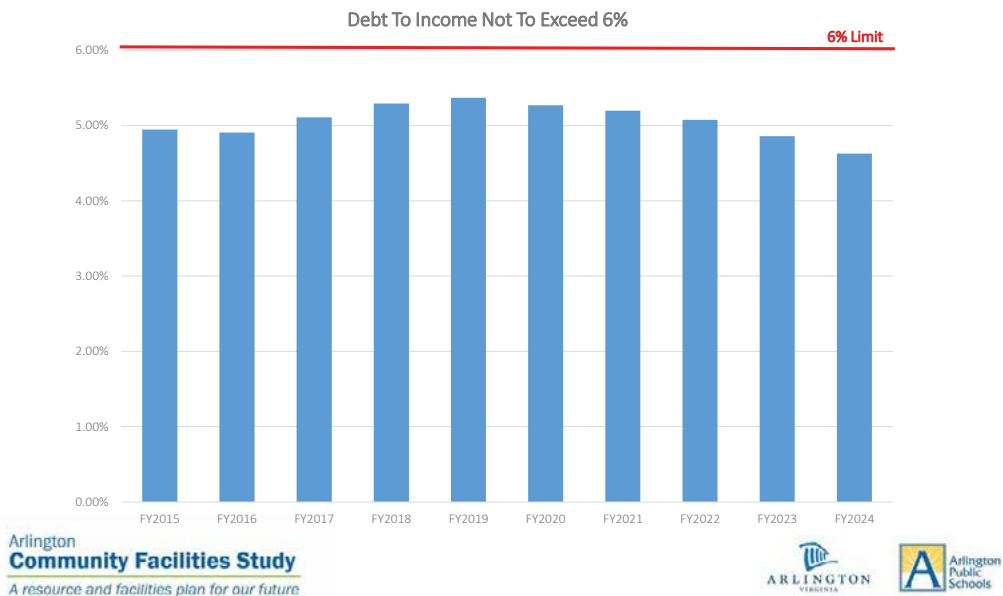
Outstanding Debt As % of Market Value of Real Property

- Key measure of debt burden given budgetary reliance on real property taxes



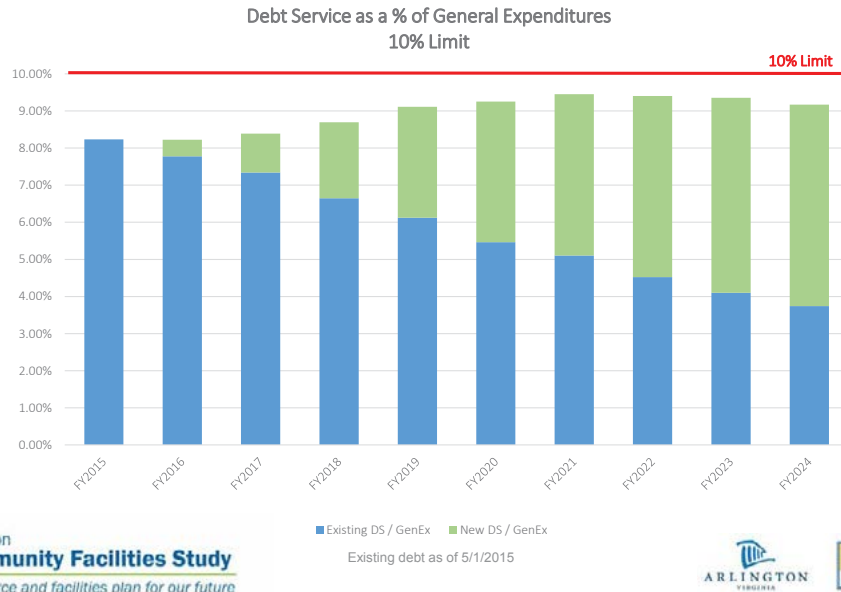
Debt Per Capita As % of Per Capita Income

- Measures debt burden relative to income / wealth levels

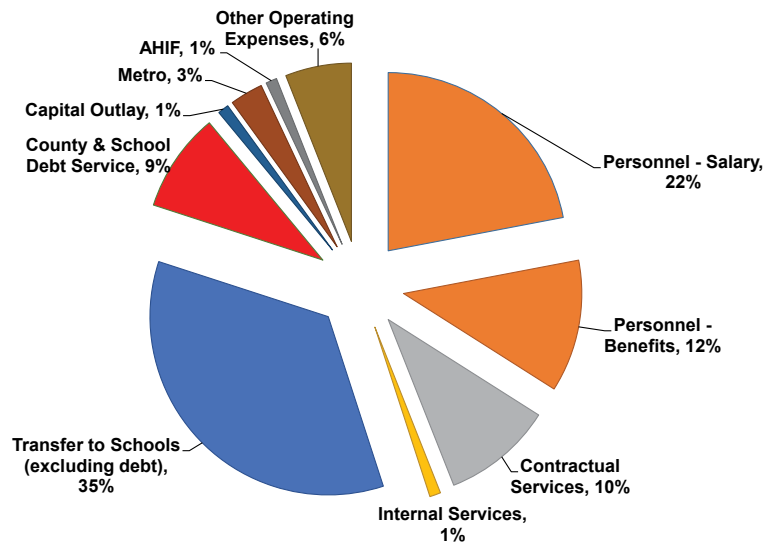


Debt Service as % of General Government Expenditures

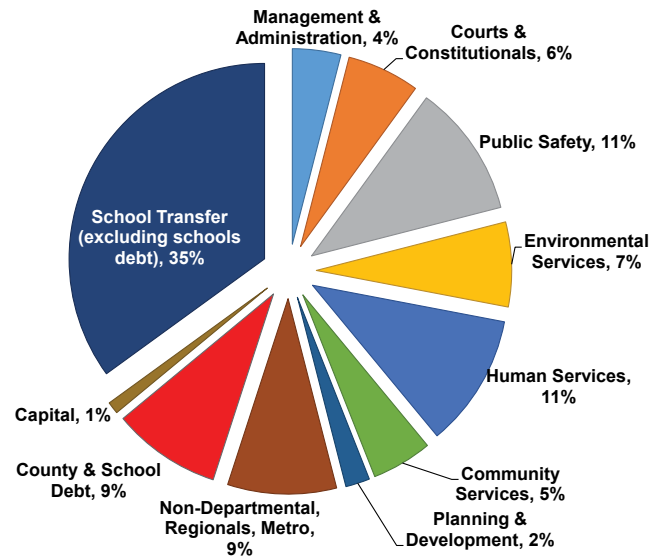
- How much of budget is consumed by FIXED debt service costs



Where Do County Budget Dollars Get Spent?



Where Do County Budget Dollars Get Spent?



Future County Budget Pressures In Addition to Debt / Capital Reinvestment

- WMATA's needs – both operating & capital
- Health care
- Compensation competitiveness
- Impacts of population growth on services
- Specific service delivery needs:
 - Public safety staffing
 - Economic development
 - New innovations and services – technology; environmental sustainability

Other Public Finance Best Practices

- Formal debt management policies – in addition to debt affordability measures
 - Variable rate debt & derivatives guidance
 - Amortization guidance
- Reserve and pension policies
- Multi-year financial plans that integrate CIP, operating impacts of new projects, and other operating budget pressures
- Capital project budget & scope management practices

Other Public Finance Tools

- Revenue Bonds
 - Lower bond ratings than GO bonds and thus higher interest rates
 - Issued for specific projects
 - Often require a conduit issuer (Industrial Development Authority, state entity)
 - Typically paid for and secured by project revenues (e.g., water-sewer revenues; parking revenues)
 - Occasionally County has issued for general government purposes with repayment from General Fund
 - Where GO bonds are not permitted or when timing does not allow for referendum
 - Will count against debt capacity in this case
- Moral obligation bonds – where County provides credit support to a project
- Tax increment financing & special district tools

CIP Inputs and Process

Arlington
Community Facilities Study
A resource and facilities plan for our future



CIP Process Background

- Biennial process
 - Aligns with schedule of bond referenda for even-numbered calendar years which corresponds to the bond sale in odd-number fiscal years.
- Ten year time horizon
 - Reflects longer-term nature of major infrastructure projects
 - Shifted from six year horizon in 2013
- Planning document – can and will change based on changing conditions

Arlington
Community Facilities Study
A resource and facilities plan for our future



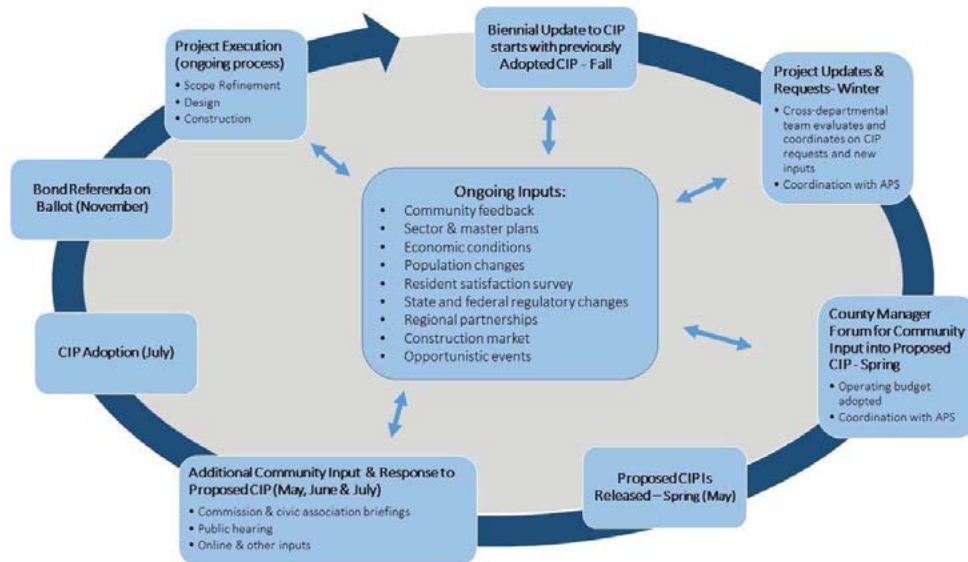
CIP Inputs & Development Process

- Starting point is most recent adopted CIP
- Factors in CIP update – results in an iterative process:
 - Updated economic and revenue projections impacting debt capacity
 - Commercial development activity
 - Construction market conditions impacting cost estimates
 - Project cost estimates change due to natural discovery of design process, community process, site conditions, etc.
 - Board direction on specific projects or initiatives
 - External impacts of regional partnerships (e.g., WMATA)
 - Federal and state regulatory changes
 - Population changes (e.g., enrollment) or service delivery demands
 - Opportunistic events (land acquisition)

Other Inputs into CIP

- Reinvestment projects:
- Maintenance capital condition / inventory assessments
 - Paving condition index
- Residential Satisfaction Survey
- Near-Term Impacts of Various Plans:
- Master Transportation Plan
 - Transit Development Plan
 - Public Spaces Master Plan
 - Various Sector Plans
 - Project-Specific Plans – Long Bridge
 - Stormwater Master Plan
 - Chesapeake Bay Preservation Plan
 - Water Master Plan
 - Water Pollution Control Plant Master Plan (“MP01”)
 - Sanitary Sewer Master Plan
 - Community Energy Plan
- Special service delivery studies – public safety
 - Economic development

CIP Process & Timeline



Arlington
Community Facilities Study
A resource and facilities plan for our future



Key Takeaways

- The CIP strives to balance between reinvestment vs. new projects
- The CIP covers the entire spectrum of County infrastructure, facilities, and technology and is largely based on service delivery demands
- The CIP is flexible, responding to changing priorities & external factors
- The CIP is financially sustainable
 - Debt ratios are moderate and consistent with triple-AAA bond rating standards
 - Debt levels are balanced against other operating budget needs

Arlington
Community Facilities Study
A resource and facilities plan for our future



Arlington **Community Facilities Study**

A resource and facilities plan for our future

Arlington Public Schools - CIP Process

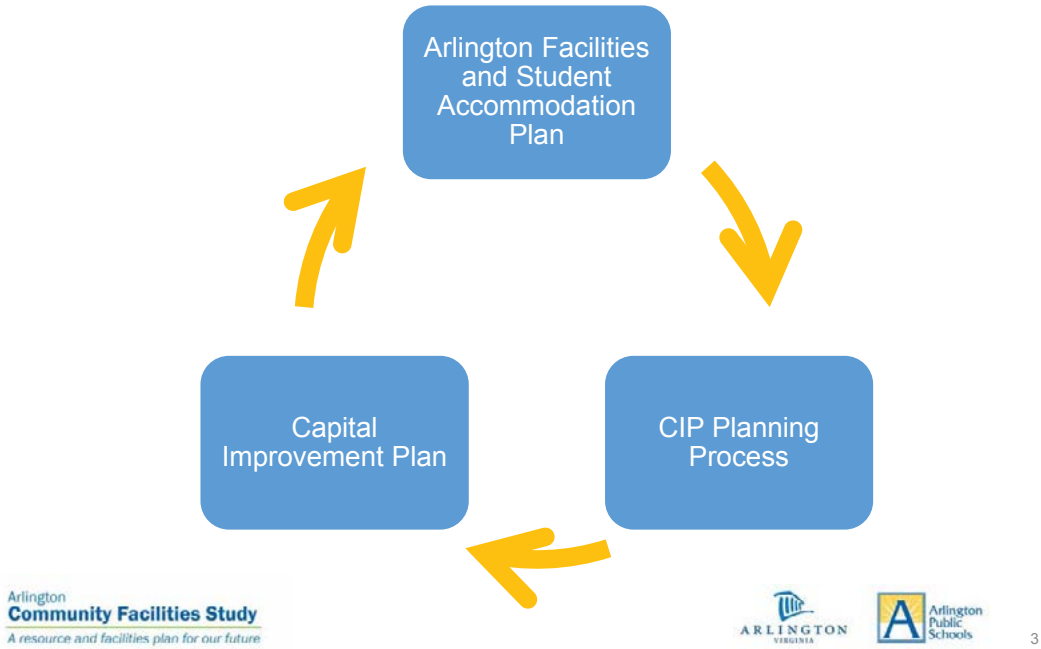
John Chadwick, Assistant Superintendent, Facilities and Operations



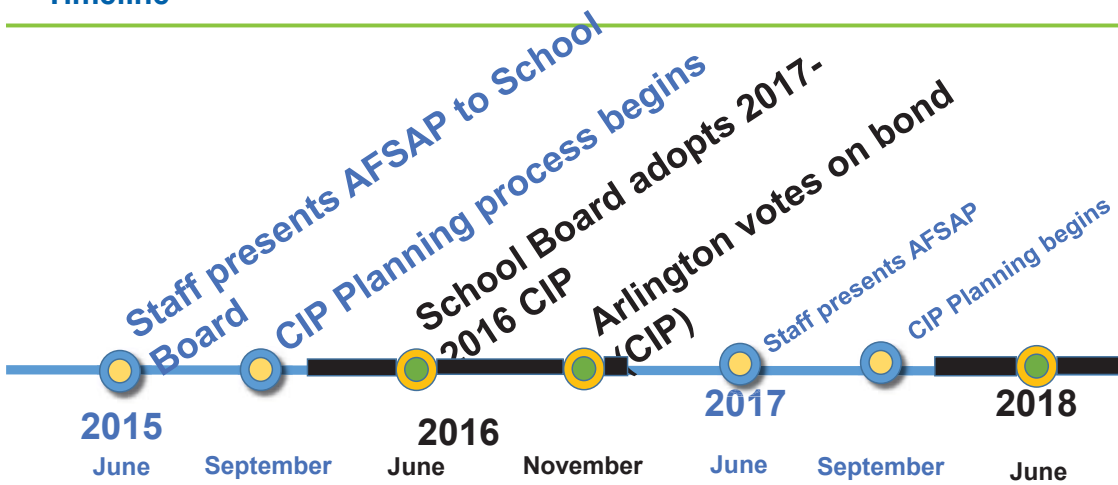
Cooperation and coordination with Arlington County

- In 2012 APS switched from a 6 year to a 10 year CIP cycle, aligning with County's CIP cycle.
- Example from the 2015-24 CIP
 - Arlington County shared some of its debt capacity with APS, while staying under the 10% overall ratio
 - Collaboration to identify potential sites for new schools

CIP development cycle Three components



CIP development cycle Timeline



Cycle begins with presenting the AFSAP Arlington Facilities and Student Accommodation Plan



Arlington Facilities
and Student
Accommodation
Plan

Capital
Improvement
Plan

CIP Planning
Process



5

Conducted in odd years (2013, 2015, etc.)
The AFSAP is a comprehensive review of the following:

- Enrollment and capacity
- Current and projected enrollments by
 - School
 - Grade

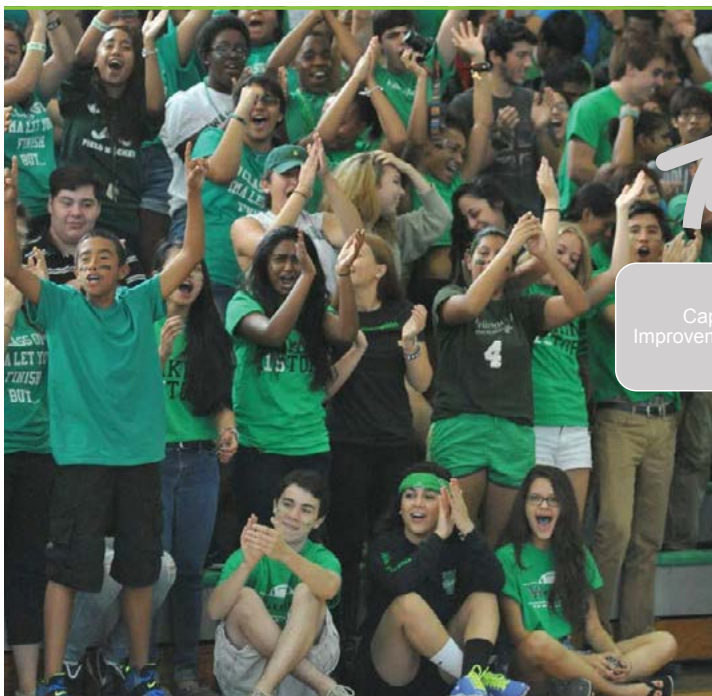
AFSAP identifies decision points around:

- The need and location for new seats
- Redistribution of students or programs

Examples of needs identified by the AFSAP June 2015

- Confirm the need for a new neighborhood elementary school in South Arlington
- Confirm the need for high school seats

Staff presents the AFSAP to the School Board Initiates the CIP planning process

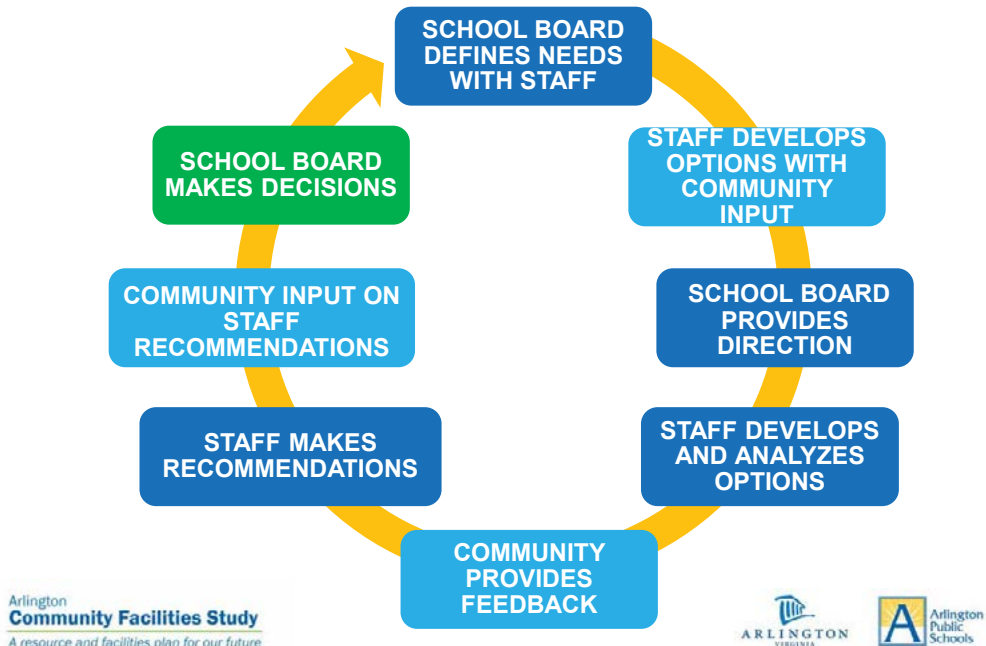


Arlington Facilities and Student Accommodation Plan

Capital Improvement Plan

CIP Planning Process

CIP planning process Involved community, School Board and staff



- The School Board uses the AFSAP to develop a framework for the CIP, and affirms or adjusts the recommendations in the AFSAP
- Examples from the 2015-24 CIP
 - Consider alternatives to a new comprehensive high school to provide needed seats
 - Consider non-boundary options to balance capacity among 3 high schools
 - Reevaluate second new elementary school proposed in 2012 on Kenmore/Carlin Springs campus



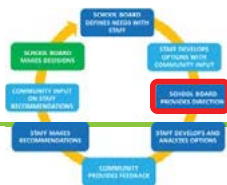
CIP planning process Staff develops options with community input

- Using the CIP framework, staff explore options with community input
- Examples from the 2015-24 CIP
 - Potential locations for projects generated
 - Themes identified
 - Walkable neighborhood elementary schools
 - Alignment between County and Schools on planning & site selection
 - New schools and additions should not reduce green space and outdoor amenities
- Concurrently, APS develops debt capacity projections for 10 year planning horizons

Arlington
Community Facilities Study
A resource and facilities plan for our future



11



CIP planning process School Board provides direction

- Staff presents to the School Board with
 - Preliminary options and feedback from community
 - Debt capacity projections
- The School Board provides directions on next steps



Arlington
Community Facilities Study
A resource and facilities plan for our future



CIP planning process Staff develops options

- Staff develops options based on the School Board’s direction
- Site analysis studies address
 - Costs and impact on debt capacity
 - Timeline
 - Number of seats provided
 - Opportunities and challenges
 - Alignment with design principles



CIP planning process Community provides feedback

- Staff presents site analysis studies to the community for feedback
- Examples from the 2015-24 CIP
 - Advisory Council on School Facilities and Capital Programs (FAC) ambassadors push out information at school and community meetings
 - Online feedback forms
 - Community meetings
 - Twitter town halls
 - Stakeholder meetings (civic associations)



CIP planning process Staff makes recommendations

- Staff analyzes feedback and develops recommendations
- The Superintendent proposes CIP to the School Board



CIP planning process Community input on staff recommendations

- The School Board holds public hearings to obtain community input on Superintendent’s proposed CIP



CIP planning process School Board makes decisions

- The School Board adopts its CIP



CIP planning process

Groups engaged throughout the CIP planning process

- Advisory Council on School Facilities and Capital Programs (FAC)
- Individual school communities
- Citizen groups
- Civic associations
- Broader community
- County staff
- APS teaching and administrative staff

The last stage in the CIP Development Cycle

Arlington residents vote on the bond referendum



After vote on the referendum Staff begins preparation of next AFSAP



Arlington Facilities
and Student
Accommodation
Plan

Capital
Improvement
Plan

CIP Planning
Process



19

June 10, 2015

Arlington
Community Facilities Study

A resource and facilities plan for our future

June 10, 2015
Study Committee Meeting #9: Revenue Projections

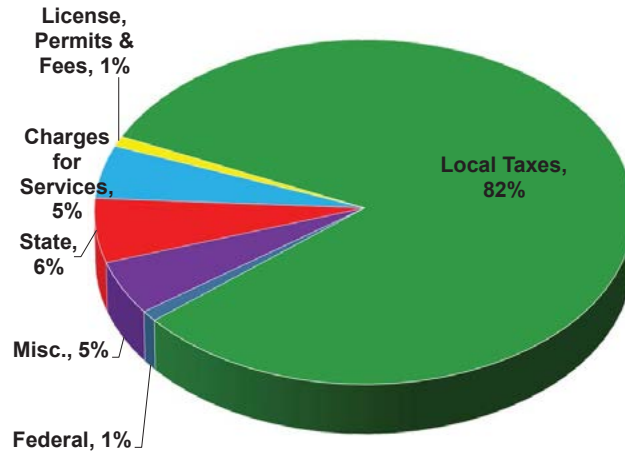


Refresher on Key Takeaways from Revenue Overview

- **Arlington's balance between residential and commercial assessments is unique and provides fiscal and service delivery benefits**
- Legal and policy limitations impact taxing capacity
- Arlington's sound financial practices facilitate service delivery and provide taxpayer benefits

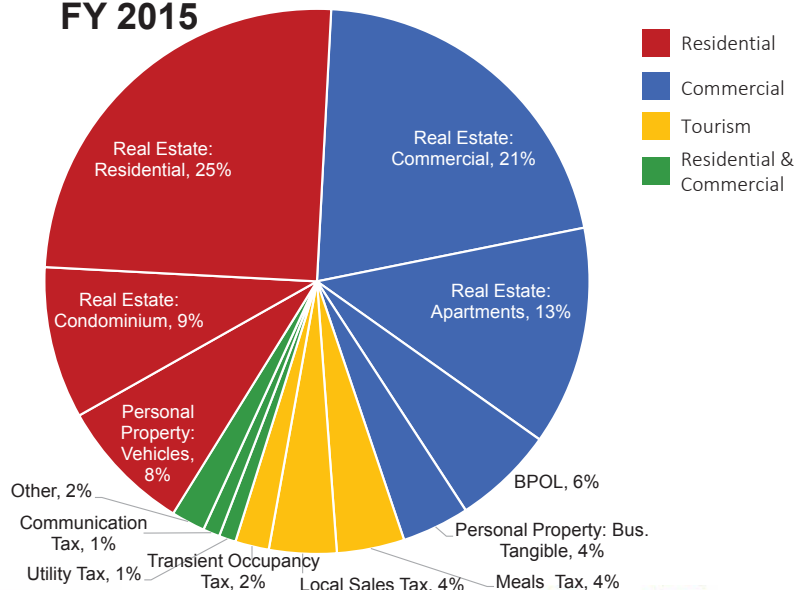
General Fund Revenue By Source

FY 2015: \$1.15 billion



Local Tax Revenue by Source (General Fund)

FY 2015



Five Year Financial Forecasts

Arlington
Community Facilities Study
A resource and facilities plan for our future



Planning Horizon

- County's five year forecast updated every budget & CIP cycle
 - Typically present two or more scenarios based on economic growth assumptions

Other Jurisdictions

- City of Alexandria – 5 years
- Montgomery County, MD – 5 years
- Fairfax County – two year budget

- U.S. Office of Management & Budget – 3 years

Arlington
Community Facilities Study
A resource and facilities plan for our future



6

Five Year Financial Forecast Scenarios

Medium / Baseline:

- Stable residential market – averaging 3% growth
- Office and related tax sources (BPOL) – flat or declining through FY 2019 as vacancy rates are worked through; then begin steady recovery
- Other tax sources (sales, meals) – slow, steady growth – 1.5-3.0%
- **Average tax revenue growth over five year period = 2.5%**

Other Assumptions – Same For All Scenarios

- No growth in state / federal
- Inflationary growth in other non-tax sources

Five Year Financial Forecast Scenarios

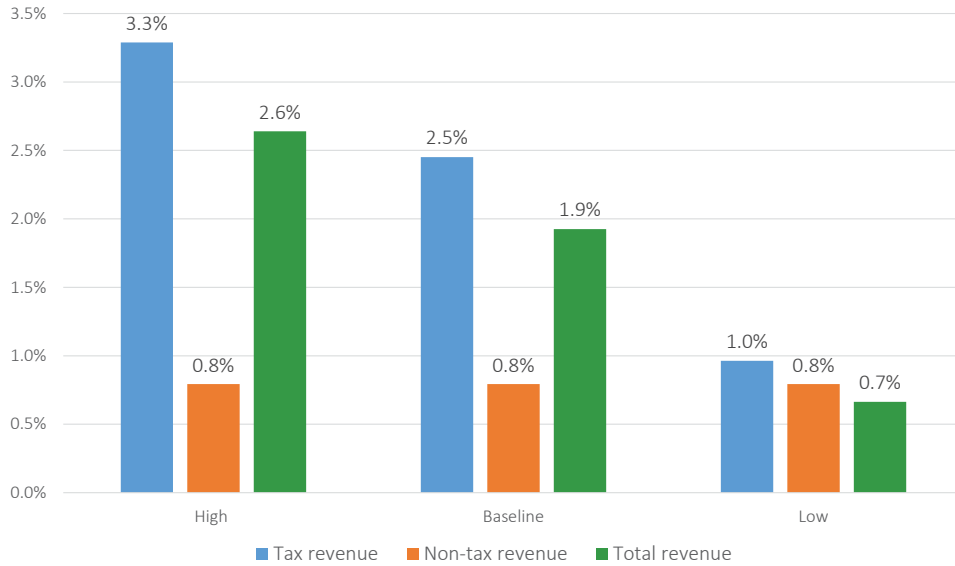
High:

- Continued strong residential market for next 2-3 years (4-6%), then stabilizing to 3%
- Office and related tax sources (BPOL) – Recovery occurs more quickly – stabilized without further losses by FY 2018
- Other tax sources (sales, meals) – accelerated growth – 2-3%
- **Average tax revenue growth over five year period = 3.3%**

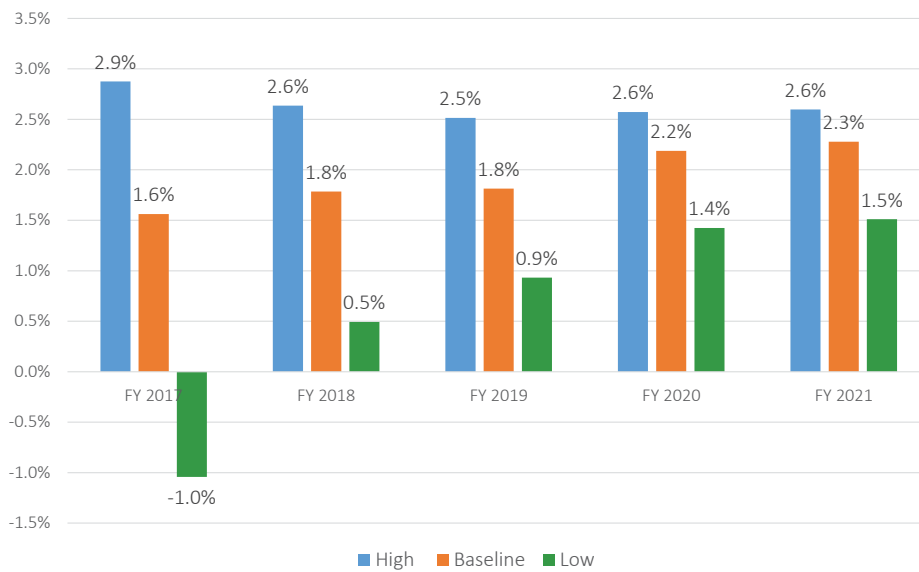
Low:

- Rapid slowdown in residential market – 1.5 – 2.0%
- Office and related tax sources (BPOL) – Protracted recovery with additional losses
- Other tax sources (sales, meals) – no growth or slight declines
- **Average tax revenue growth over five year period = 1.0%**

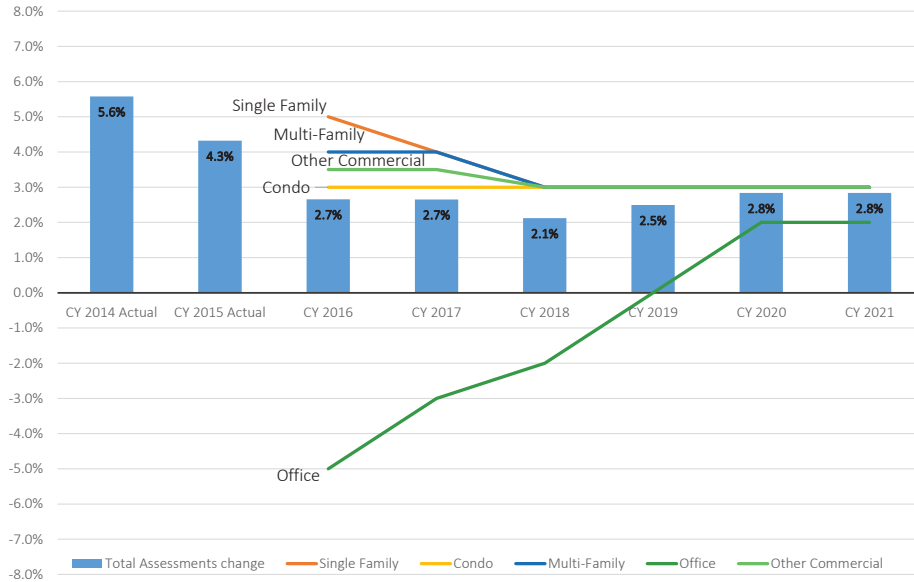
Five Year Average Revenue Growth by Scenario



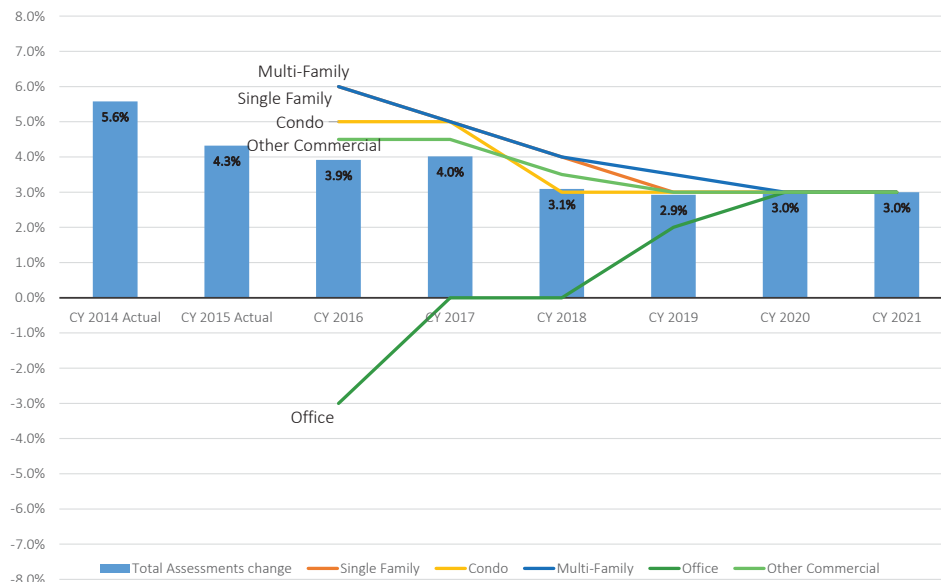
Average Annual Revenue Growth by Scenario



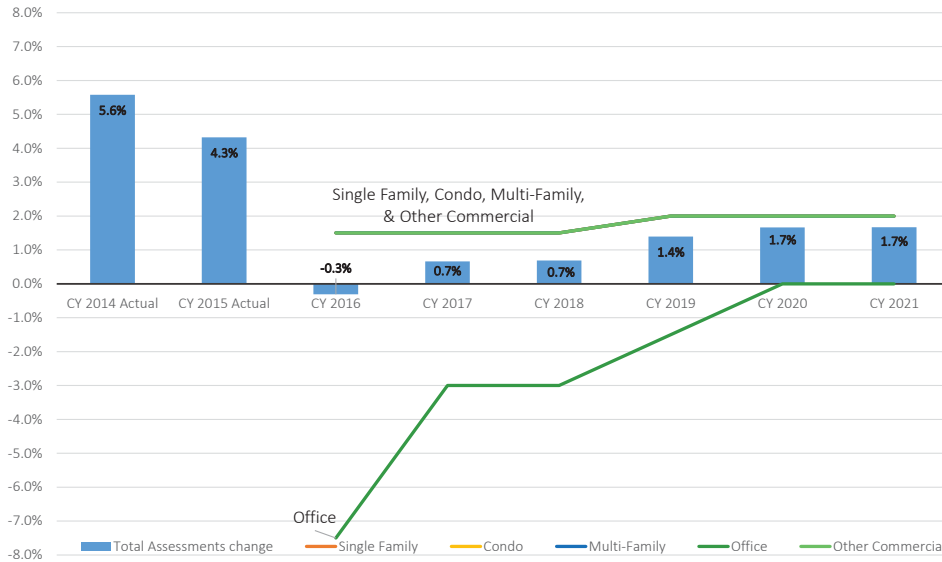
Baseline Scenario: Real Estate Assessments



High Scenario: Real Estate Assessments



Low Scenario: Real Estate Assessments



Expenditure Growth Assumptions

Schools

- Consistent with APS latest forecast through FY 2019; beyond that projections based on expense and revenue growth continuing at the FY 2019 levels
- Revenue sharing based on the current 46.5%
- Enrollment growth and compensation are two significant pressures

County

- Expense assumptions are consistent across all three scenarios
- Budget pressures include:
 - Compensation
 - Health Care
 - Pension & retiree health care
 - Metro
 - Debt service – consistent with adopted CIP levels

Capital Funding In Five Year Forecast

- General Fund only
- Debt Service as % of Governmental Expenditures ranges from 8.2% to 9.5%

Five-Year Schedule of Bond Issuance June 9, 2015

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Metro	24,600,000	25,000,000	18,000,000	20,000,000	11,295,000	98,895,000
Transportation	2,970,000	2,750,000	1,880,000	1,650,000	3,000,000	12,250,000
Paving	8,900,000	9,400,000	9,500,000	10,000,000	10,100,000	47,900,000
Parks/Facilities Maintenance Capital	8,555,000	8,700,000	9,000,000	8,900,000	9,100,000	44,255,000
Parks & Recreation	1,670,000	15,670,000	16,430,000	20,200,000	4,600,000	58,570,000
Community Infrastructure / NC / Fire Stations	15,936,000	10,330,000	21,500,000	23,300,000	9,250,000	80,316,000
Lubber Run	1,400,000	13,000,000	13,600,000			28,000,000
	64,031,000	84,850,000	89,910,000	84,050,000	47,345,000	370,186,000
Schools	38,680,000	77,280,000	74,980,000	33,970,000	63,535,000	288,445,000
Total General Fund Issuance	102,711,000	162,130,000	164,890,000	118,020,000	110,880,000	658,631,000

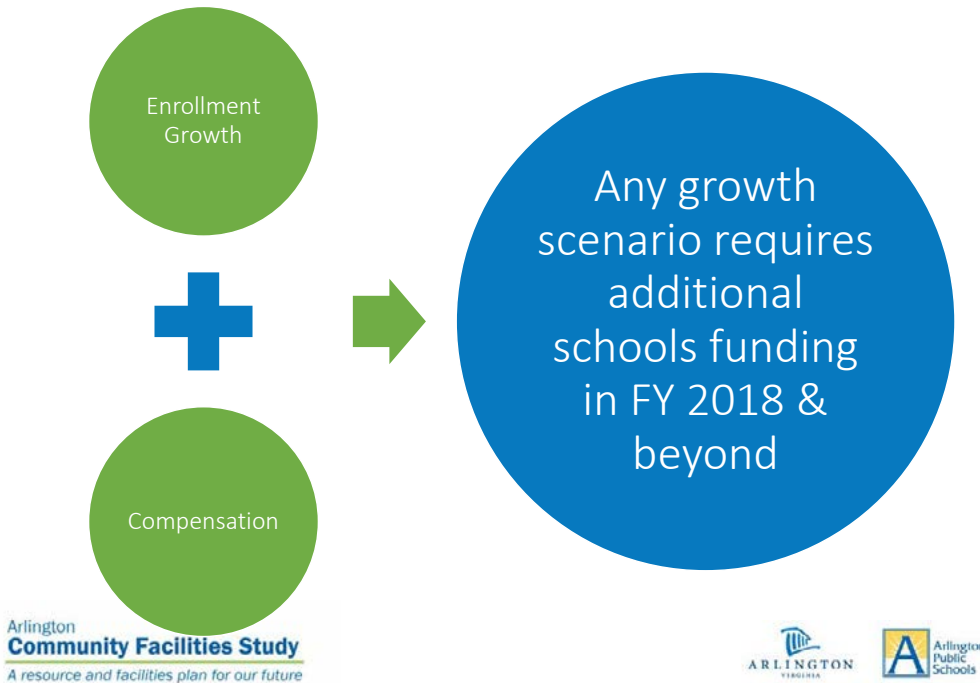
1. Metro assumes an additional \$12.6 million of subject to appropriation bonds in FY 18 & FY 19 due to WMATA's purchase of 220 railcars and power upgrades
2. Includes prior year bond referenda that have not been issued yet

Forecast - Continuing Services Projections

Forecast Does Not Include:

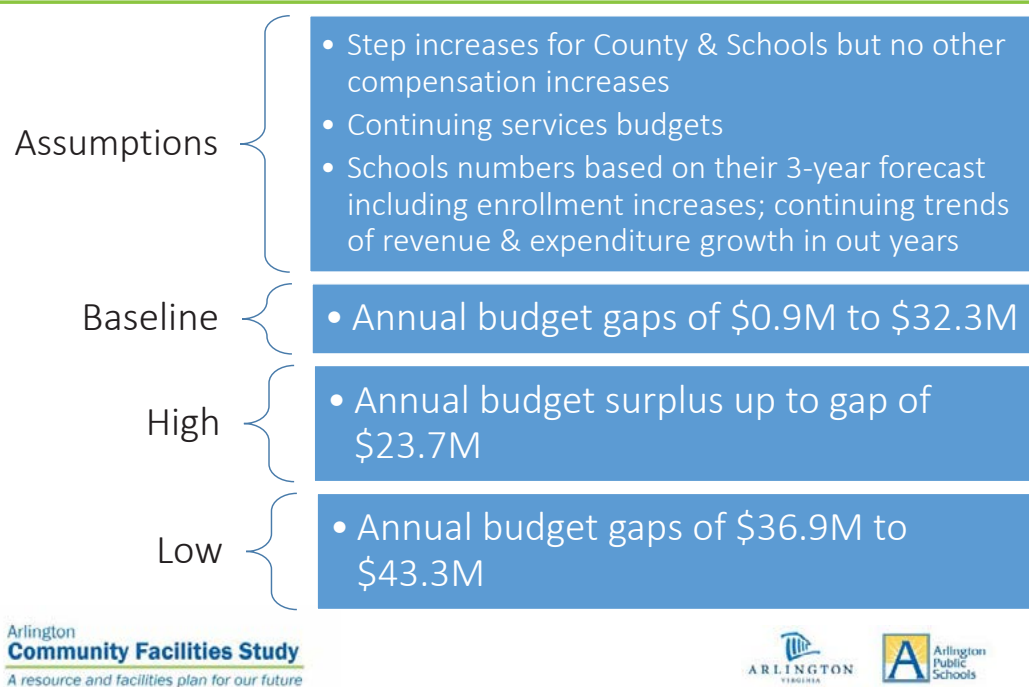
- Public Safety
 - Detention Center staffing
 - Emergency Communication staffing
 - Police & Fire demands due to population increases
- Additional Affordable Housing Funding
- Social Service Program Expansions
- New Facility Operating Costs (out years)
- Unanticipated State and Federal Funding Uncertainties

Schools Impact



17

The Bottom Line: Combined County & Schools



18

Key Takeaways

- Expectation that real estate assessments will see some growth with residential growth normalizing as office assessments recover.
- Revenue growth is not expected to be robust enough to fully fund County and Schools expenditure pressures.
- Under baseline scenario, near term budget gaps are expected to be manageable for continuing services.
- Forecasts will change ...

June 24, 2015

Arlington **Community Facilities Study**

A resource and facilities plan for our future

ConnectArlington
Jack Belcher, Chief Information Officer, DTS

Study Committee Meeting #10 – June 24, 2015



ConnectArlington

- Stimulus
 - Expiration of the Comcast Cable Franchise resulting in loss of free unlimited use of County/Schools Network Services
- Purpose
 - Build a County Owned telecommunications network for Voice, Data and Video for Government and School
- Built by Leveraging Planned Initiatives (*Dig Once – Build Twice*)
 - Refreshment of the Traffic Management System
 - Continuity of operations for the Public Safety Radio System (911)
 - Upgraded Power Grid Enhancements – Dominion
 - New Construction
- Financing
 - Federal Grants
 - Bonds
 - PayGo / Capital Expenditures – (ACG and APS)

Arlington
Community Facilities Study
A resource and facilities plan for our future



2

ConnectArlington

- **Two Varieties of ConnectArlington**
 - Government and Education Network
 - Economic Development

ConnectArlington

- 1. Government and Education Network**
 - 59 miles network
 - Connection 95 County and School facilities
 - Benefits
 - Security – (County Managed infrastructure)
 - Resiliency – (92% underground)
 - Scalability – (Speed and Capacity limited only the electronics)
 - Cost Avoidance – (no intra county phone or data charges)
 - Expected Completion – Fall of 2017

ConnectArlington: Government & Education – 59 miles



- Major Business Districts
- Community Facilities
- Education Facilities
- Emergency Services
- Hospital

ConnectArlington

2. Economic Development

- 22 miles – running through Commercial corridors
 - Stage I – 10 miles (Crystal City, Rosslyn, Ballston)
 - Stage II – 12 miles (Completion dependent on future funding)
- County Managed infrastructure
- Services provided through licensing of infrastructure by 3rd Parties
- Benefits
 - Choice and Competition – (increase number of providers available)
 - Security – (County Managed Infrastructure)
 - Resiliency – (100 per cent underground)
 - Scalability – (limited only by the electronics)
 - Intelligent City – (many new communities amenities possible)
- Expected Availability – November 2015

ConnectArlington: Economic Development – 22 miles



Arlington
Community Facilities Study
A resource and facilities plan for our future



7

ConnectArlington

- Take Away Messages
 - Proven Model used across the nation and the world
- Facility Siting should consider footprint of network
 - Cost of connecting significant
 - \$50 a foot if underground which is preferred
 - \$20 a foot if on poles with recurring annual cost which is not preferred
- ConnectArlington has already had demonstrated impact on attracting and retention of businesses and institutions
- It is a distinguishing factor for the Community as evidenced by consecutive Intelligent Community Foundation Top 7 Awards

Arlington
Community Facilities Study
A resource and facilities plan for our future



8

2

Demographics, Forecasts and Projections

Arlington
Community Facilities Study

A resource and facilities plan for our future

DEMOGRAPHICS, FORECASTS, AND
PROJECTIONS

COMPANION DOCUMENT TO MARCH 11, 2015 PRESENTATION



PREPARED BY: ARLINGTON COUNTY AND APS

MARCH 19, 2015, UPDATED 10.27.15

TABLE OF CONTENTS

Introduction.....	3
Demographic Overview	4
Population	4
Brief History.....	4
2010 Census	6
Race and Ethnicity	6
Age	6
Household Size	7
Housing Units	8
2015 Population Estimates	9
Method.....	9
Factors	9
2015 Estimates	10
Planning Division Forecast.....	11
Background.....	11
Methodology	11
Assumptions	12
Forecast and bonus Density	13
Forecast	15
Forecast Resources:.....	15
Data Sources:.....	15
Resources:	15
Arlington Public Schools	17
APS student Enrollment and Demographics	17
Student Projections	18
Methodology.....	19
APS Reference Documents	22
Glossary of Terms Used in Presentation	23

LIST OF FIGURES

Figure 1: Population 1910-2010 5
Figure 2: 2000 - 2010 Census: Race and Ethnicity 6
Figure 3: 2000 - 2010 Census: Age 7
Figure 4: 1960-2010: Average Household Size 8
Figure 5: 2000 - 2010 Census: Housing Units by Tenure..... 8
Figure 6: 2015 Housing Unit Type..... 10
Figure 7: Forecast Methods Flow Chart..... 14
Figure 8: round 8.4 Forecast..... 15
Figure 9: Enrollment 2001-2014..... 17
Figure 10: Enrollment by Race..... 18

INTRODUCTION

This document is a companion piece to the Arlington County, CPHD, Planning Division and Arlington Public Schools presentation to the Community Facilities Study on March 11, 2015. This document provides additional information that corresponds to the presentation topics of demographics, Arlington County's Forecast and Arlington Public Schools Student Projections.

A copy of the complete presentations can be found at:

http://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/5/2015/03/CFS_SC3_County_Forecasts.pdf

http://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/5/2015/03/CFS_SC3_APS_Projections.pdf

DEMOGRAPHIC OVERVIEW

POPULATION

BRIEF HISTORY

Over the last 100 years, Arlington County's population has increased by almost 200,000 people. Originally part of the District of Columbia, Arlington County's borders continued to shift during the first half of the 20th Century. In the 1940s, the Potomac River was dredged, adding 400 acres to the county for Nation Airport at Gravelly Point.

The 1940s was the fastest growing decade in the county's history, with population growing by 137%. Prior to this time, the majority of Arlington was farmland. The construction of the Pentagon and National Airport, which added 400 acres to the county by dredging the Potomac River, created a huge demand for workforce housing. In response, over 24,600 new housing units were added during this decade.

Arlington's rapid growth continued into the 1950s adding almost 28,000 people and over 17,000 housing units. The majority of these housing units were single family detached houses and garden style. The number of multi-family housing units increased by 53%, causing the average household size declined.

In the late 1960s economic conditions resulted in a declining construction levels for single family housing. During this decade, interest rates increased for mortgages. There was also significant inflation in the cost of land, materials, and labor. This shifted the type of housing being built to multi-family (mid and high rise) and townhomes. The limited supply of suitable land for residential development, condo construction and conversions were perceived as profitable alternatives to investment. Condos were also attractive to buyers as investments and provided a means of acquiring tax and equity benefits of home ownership at a cost lower than single family housing. Again, this continued to drop the average household size and is reflected in the slower population growth during the 1960s.

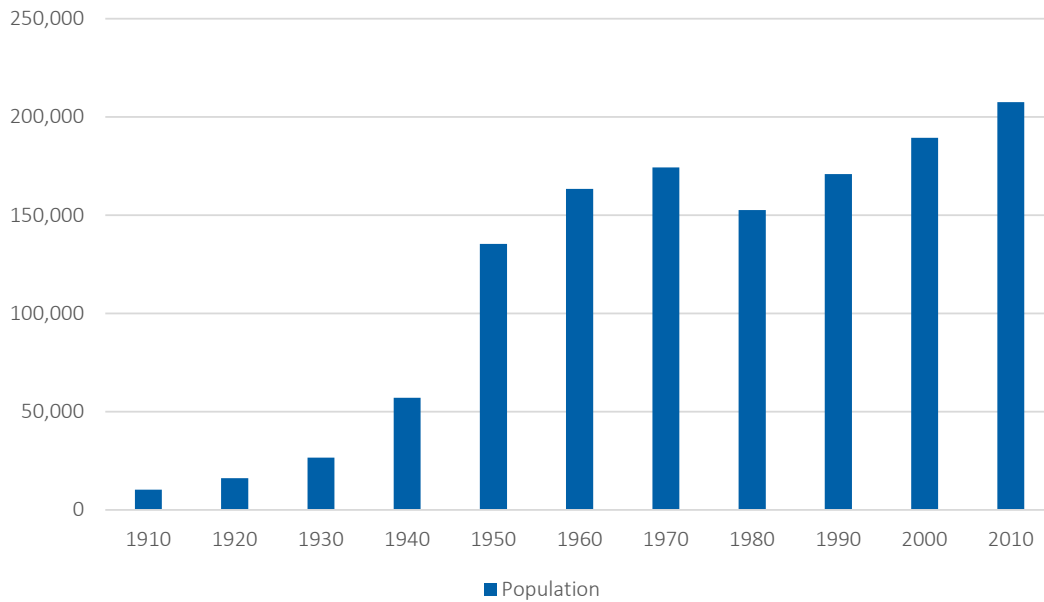
In the 1970s, Arlington saw a decline in the population by 12.4%, losing over 21,000 people. The change in housing supply had a dramatic effect on the population. Households that were renting apartments could not afford to buy a condo and therefore were displaced from their rental units. The household type moving into these condo units were changing and this resulted in a decline in average household size to 2.07 persons per household. There were population declines in those under the age of 25 and those between ages 45-64. At the same time, those aged 25-44 and 65 and up increased.

With the opening of the Blue and Orange Metrorail lines in 1977 and 1979, respectively, the County has seen a steady growth in housing units with the majority of this growth being in multi-family units. While more units are being added each decade, the owner/renter mix in the county has also begun to normalize at around a 45% Owner to 55% renter split.

Since 1980, Arlington has experienced a steady increase in population. This population growth is a result of development and planning practices that were instituted in the 1970's, starting with the development of the underground Metrorail and the adoption of major land use changes around the Rosslyn-Ballston and Jefferson Davis Metro corridors. Since the integration of the Corridors, population continued to flourish in the county, growing by 12.0 percent from 1980 to 1990, and by 10.8 percent

from 1990-2000. The population growth rate of 9.6 percent, occurring between 2000 and 2010, is slightly less than the two previous decades. This could be due to national economic factors that caused development in the county to slow after 2007. However, substantial residential, multi-family development occurred prior to 2007. In fact, between 2000 and 2010 over 90 percent of housing units added to the housing stock were multi-family.

Figure 1: Population 1910-2010



2010 CENSUS

The 2010 Census occurred in April 2010. The results of the Census provides a snapshot of Arlington’s population in regards to age, race and ethnicity, household size and type, housing units, and tenure. For more information see: [2010 Census Highlights Report](#).

RACE AND ETHNICITY

Arlington County is a diverse community with residents from various ethnic backgrounds. Over the last decade (2000-2010), Arlington’s White population increased by 16.1 percent while the non-White population increased by less than 1.0 percent. Figure 2 below shows the change in the population by race and Hispanic or Latino origin from 2000 to 2010.

Figure 2: 2000 - 2010 Census: Race and Ethnicity

	2000		2010		Change	
	Number	Percent	Number	Percent	Number	Percent
Total Population	189,453	100.0%	207,627	100.0%	18,174	9.6%
Population of One Race	149,084	78.7%	170,949	82.3%	21,865	14.7%
White	114,489	60.4%	132,961	64.0%	18,472	16.1%
Black or African American	17,244	9.1%	17,088	8.2%	-156	-0.9%
American Indian & Alaska Native	418	0.2%	394	0.2%	-24	-5.7%
Asian	16,232	8.6%	19,762	9.5%	3,530	21.7%
Native Hawaiian & Other Pacific Islander	114	0.1%	133	0.1%	19	16.7%
Some Other Race	587	0.3%	611	0.3%	24	4.1%
Two or More Races	5,101	2.7%	5,296	2.6%	195	3.8%
Hispanic or Latino (All Races)	35,268	18.6%	31,382	15.1%	-3,886	-11.0%

AGE

From 2000 to 2010, Arlington experienced increases in those under the age of 10, ages 20 to 34, 40 to 49, 55 to 69, and those over the age of 85. Decreases occurred for the 10 to 19, and 70 to 84 age cohorts, while those ages 35 to 54 remained relatively stable. Even though there has been fluctuation among the age cohorts, Arlington is growing younger with a median age of 33.4 years compared to 34.0 years in 2000.

The under 5 population grew by 13.3 percent or 1,385 children since 2000. Those age 5 to 9 also increased by 4.9 percent. The growth in those under the age of 10 will most likely have an impact on the school system, requiring more room for additional students. Even though there was an increase in children under the age of 10, the age cohorts of 10 to 14 and 15 to 19 years decreased by 4.3 percent and 8.7 percent, respectively. The age cohorts of 20 to 24, 25 to 29, and 30 to 34, all experienced an increase in population over the last decade.

Those in the 25 to 29 age cohort increased by 30.5 percent or 7,791 persons. The residents of this age cohort are attracted to the lifestyle of the Rosslyn-Ballston and Jefferson Davis Corridors. In fact, almost half, 49.8 percent, of those ages 25 to 29 live in one of the Metro Corridors.

The other age cohorts that experienced exceptional growth were those 55 to 59, 60 to 64, and 65 to 69 years. These cohorts correspond to the ages of the “Baby Boomer” generation. These three cohorts account for 12.9 percent of Arlington’s total population. Those ages 60 to 64 experienced the most growth of any age cohort at 63.9 percent or 3,670 persons.

The number of residents ages 70 to 74, 75 to 79, and 80 to 84 years declined by 2.1 percent, 24.4 percent, and 26.9 percent, respectively. Combined, these age groups lost 1,844 persons since 2000. However, those ages 85 to 89 and 90 and over, both saw increases of 3.9 percent and 27.7 percent.

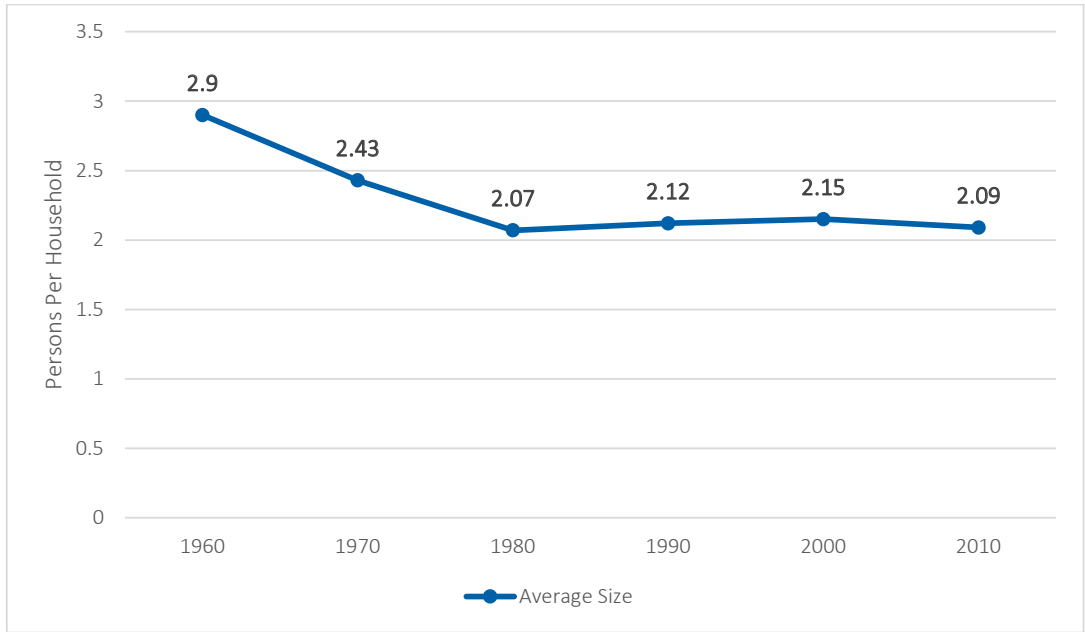
Figure 3: 2000 - 2010 Census: Age

	2000		2010		Change	
	Number	Percent	Number	Percent	Number	Percent
Total population	189,453	100.0%	207,627	100.0%	18,174	9.6%
Under 5	10,397	5.5%	11,782	5.7%	1,385	13.3%
5 to 9	8,741	4.6%	9,173	4.4%	432	4.9%
10 to 14	7,635	4.0%	7,307	3.5%	-328	-4.3%
15 to 19	7,640	4.0%	6,975	3.4%	-665	-8.7%
20 to 24	16,535	8.7%	17,704	8.5%	1,169	7.1%
25 to 29	25,581	13.5%	33,372	16.1%	7,791	30.5%
30 to 34	22,094	11.7%	24,030	11.6%	1,936	8.8%
35 to 39	17,911	9.5%	17,848	8.6%	-63	-0.4%
40 to 44	14,753	7.8%	15,020	7.2%	267	1.8%
45 to 49	13,387	7.1%	13,608	6.6%	221	1.7%
50 to 54	12,454	6.6%	12,109	5.8%	-345	-2.8%
55 to 59	8,816	4.7%	11,228	5.4%	2,412	27.4%
60 to 64	5,747	3.0%	9,417	4.5%	3,670	63.9%
65 to 69	4,355	2.3%	6,194	3.0%	1,839	42.2%
70 to 74	3,975	2.1%	3,892	1.9%	-83	-2.1%
75 to 79	3,842	2.0%	2,906	1.4%	-936	-24.4%
80 to 84	3,072	1.6%	2,247	1.1%	-825	-26.9%
85 to 89	1,679	0.9%	1,744	0.8%	65	3.9%
90 and over	839	0.4%	1,071	0.5%	232	27.7%

HOUSEHOLD SIZE

Arlington County had a total of 98,050 households according to the 2010 Census. This was a 13.5 percent increase since 2000. The number of households had a higher growth rate than the population, reflecting a decrease in the average household size to 2.09 persons per household in 2010.

Figure 4: 1960-2010: Average Household Size



HOUSING UNITS

In 2010, Arlington County had a housing stock of 105,404 units, an increase of 16.6 percent since 2000. Even though the total number of owner occupied housing units increased over the last decade, the rate of homeownership for all housing units continues to decline in the County. In 1990, 44.6 percent of units were owner occupied. In 2000, owner occupancy decreased to 43.3 percent and in 2010, it decreased again to 40.3 percent.

Renter occupied units increased by 6,611 to 55,893 units in 2010. The overall share of renter occupied units decreased from 54.2 percent in 2000 to 52.7 percent in 2010. However, rental occupied units represent more than half of the housing stock and reflects the strong rental market and the development of high-rise apartment buildings in the County’s Metro Corridors.

Figure 5: 2000 – 2010 Census: Housing Units by Tenure

	2000		2010		Change	
	Number	Percent	Number	Percent	Number	Percent
Total housing units	90,426	100.0%	105,404	100.0%	14,978	16.6%
Occupied Housing Units	86,352	95.5%	98,050	93.0%	11,698	13.5%
Owner occupied	37,370	41.3%	42,457	40.3%	5,087	13.6%
Renter occupied	48,982	54.2%	55,593	52.7%	6,611	13.5%
Vacant housing units	4,074	4.5%	7,354	7.0%	3,280	80.5%

2015 POPULATION ESTIMATES

METHOD

CPHD's Planning Division produces population estimates twice a year. Estimates are based on the 2010 Census count of housing units, households, and population. Development which has occurred since the 2010 Census is added to this base to estimate the current number of housing units. The net new housing units (new construction minus demolitions) from the 2010 Census to the current year are used to calculate the growth in households and population. Below are the formulas used to calculate current year estimates:

Housing Units

Net New Housing Units = Units Constructed – Units Demolished Between April 2010 and Current Year

Estimated Housing Units = 2010 Housing Units + Net New Housing Units

Households

New Households = Net New Housing Units X Occupancy Factor (2010 Census and New Construction Adjustment)

Estimated Housing Units = 2010 Census Households + New Households

Population

New Population = New Households X Average Household Size (2010 Census)

Estimated Population = 2010 Census Population + New Population

FACTORS

Housing unit occupancy factors and average household size are based on the 2010 Census and vary by sub area geographies. The geographies include Ballston, Virginia Square, Clarendon, Courthouse, Rosslyn, Crystal City, Pentagon City, Columbia Pike, Shirlington, Nauck, Lee Highway, East Falls Church, and the remaining (predominantly single family) areas of the county.

2015 ESTIMATES

Below are the 2015 Housing Units, Household and Population estimates.

January 1, 2015 Estimated Housing Units = **110,300**

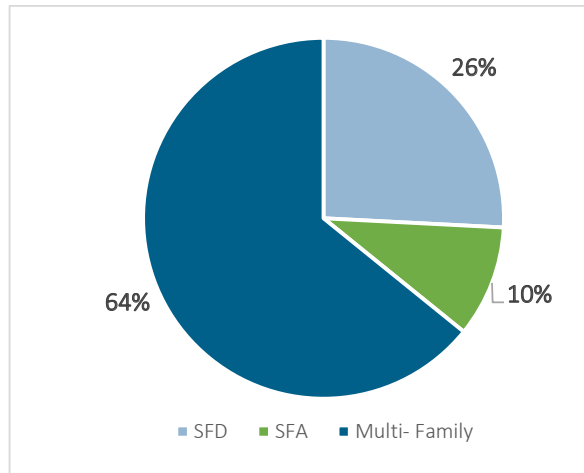
January 1, 2015 Estimated Households = **102,100**

January 1, 2015 Estimated Population = **216,700**

For previous year estimates see annual Profile update available at:

<http://projects.arlingtonva.us/data-research/>

Figure 6: 2015 Housing Unit Type



PLANNING DIVISION FORECAST

CPHD's Planning Division, Urban Design and Research Section produces Arlington County's population and employment forecast. Below is a brief explanation of the forecast and assumptions used to prepare forecast Round 8.4.

BACKGROUND

Metropolitan Washington Council of Governments (MWCOG) requests jurisdictional participation in the preparation of the Regional Cooperative Forecast. Jurisdictions provide population, household, and employment forecast that are used in the regional transportation model for determining air quality conformity. Data for forecast Round 8.4 was submitted to MWCOG in January 2014. Participation is not mandatory. However, Arlington County last submitted forecast updates to MWCOG 2012, and typically submits updated forecast information whenever major land use plans are approved by the County Board.

COG requests that forecasts are submitted at the County and Traffic Analysis Zone (TAZ) geographic level. The forecast uses 2010 as the base year, and forecasts conditions in 5-year intervals from 2015 to 2040).

METHODOLOGY

Similar to housing unit, households, and population estimate discussed in a previous section, the Planning Division's forecast uses the 2010 Census as a base and estimate households and population based on the addition of housing units. Below is a step by step outline of the methodology used to forecast population and employment. See figure 7 for a flow chart of the methodology.

Step 1: Calculate current net new construction

- The development tracking database is used to calculate the net new construction since April 2010. Net new construction refers to new construction minus demolished structures.
- Net new construction is calculated for housing units, office square footage, retail square footage, other square footage, and hotel rooms.

Step 2: Determine development potential

- The General Land Use Plan (GLUP), County Board approved site plans, phased development site plans, sector plans, small area plans, and the zoning ordinance are used to determine the development potential at a parcel or combined parcel level.
- Development potential is the difference between what currently exists and what could be built based on current GLUP and either existing or relevant future zoning designations. Most sites with significant development potential are actually re-development sites.
- This process takes several months through meetings with planners and Arlington Economic Development staff.
- Development potential is determined in measurements of housing units, office square footage, retail square footage, other square footage, and hotel rooms.

- The primary use (hotel, office, or residential) of the potential development is determined through appropriate plan guidance, the zoning ordinance, the general land use plan, parcel configuration, and lastly, market conditions.

Step 3: Calibration

- Historic absorptions rates are calculated for multifamily housing units, office square footage and retail square footage. These rates are used to calibrate the timing of development over the forecast period.
- A range of acceptable housing units and commercial square footage is determined from the historic rates. Development in the 5-year intervals should not be lower or higher than this range.
- Research staff have meetings with planners and AED staff to determine development timing. This is based on known pipeline development, block structure, parcel ownership, market absorption, and other factors.

Step 4: Calculate Net New Development

- Total net new development is determined for each 5-year interval for the following categories: housing units, office square footage, retail square footage, other square footage, and hotel rooms.

Step 5: Calculate Population and Employment

- Population is calculated by applying occupancy and average household size factors to the net new housing units. These factors are derived by data reported by the 2010 Census.
- Employment is calculated by applying occupancy and an employment-space conversion factor (occupied square feet per employee) to the net new commercial space. The result is the number of jobs by the following uses: office, retail, other, and industrial.
- All factors applied to population and employment are based on the designated planning area. See assumptions below for more details.

ASSUMPTIONS

The following are assumptions applied to the most recent forecast, Round 8.4, which was submitted to MWCOG in January 2015.

1. Include all projects that were completed, under construction, or approved as of July 1, 2014.
2. Include parcels with anticipated growth from approved plans.
3. The model takes into account Arlington's most current planning assumptions through documents approved by the Arlington County Board such as the General Land Use Plan (GLUP), sector plans, small area plans, and the zoning ordinance.

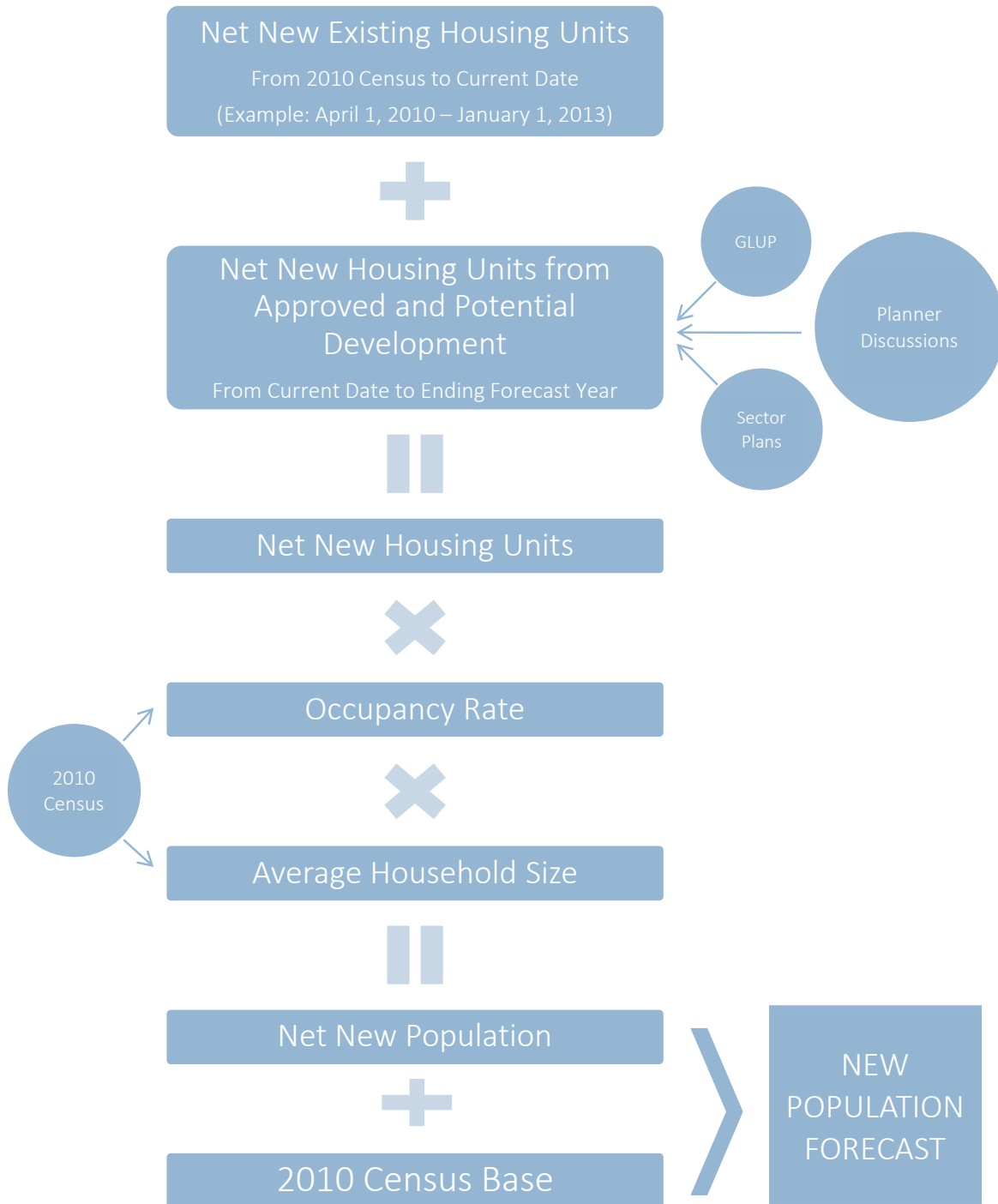
4. Residential unit occupancy and household size are based on 2010 Census rates. These rates vary by planning areas.
5. Office vacancy rates are based on Second Quarter 2014 CoStar data.
 - a. Vacancy rates are adjusted for the remaining leases in BRAC affected buildings.
 - b. Vacancy rates vary based on Arlington submarket area and are normalized to each submarket's 20-year average by 2040.
 - c. Vacancy rates for existing office space in the Coordinated Redevelopment Districts (CRD) in Rosslyn and Crystal City are normalized to vacancy rates higher than the 20-year averages. This is to account for the period of time in which sizeable, vintage office buildings are taken off the market due to demolition and or redevelopment into denser mixed-use developments.
 - d. Vacancy rates for forecasted office space are kept at a constant 10% throughout the 30-year forecast. This is to demonstrate that new office construction will be Class A space and will be occupied at different rates than existing office space
6. The timing of forecasted residential and office development is informed by property ownership patterns, developer activity, and plan assumptions. This timing is then further calibrated using historic countywide and submarket residential and office absorption rates to ensure that forecasted countywide residential and commercial office growth is consistent with previously established growth rates.

FORECAST AND BONUS DENSITY

Through Arlington's special exception process, there are opportunities for a proposed development to achieve bonus density. This can be achieved through green building, additional contributions to affordable housing, transferable development rights, and other community benefits. The forecast model includes bonus density only under two conditions: 1) where it is explicitly called out in specific zoning districts or in relevant plan guidance or 2) where it is already included in a county board approved special exception project.

Since the forecast model calibrates net new development based on historic absorption rates, bonus density is accounted for on a countywide level. For example, the forecast model assumes that the historic absorption rate, which includes projects containing bonus density, will likely continue in future years.

Figure 7: Forecast Methods Flow Chart



FORECAST

The following is data produced from Round 8.4 Forecast

Figure 8: round 8.4 Forecast

	2010	2015	2020	2025	2030	2035	2040
Housing Units	105,404	111,200	116,700	124,000	129,400	134,900	140,400
Households	98,050	104,300	109,400	116,600	122,200	127,600	133,300
Population	207,627	222,200	232,700	247,400	259,800	271,200	283,000
Employment	222,300	219,100	228,900	243,600	265,700	280,700	301,300

FORECAST RESOURCES:

The following lists are data sources and resources used in the Planning Divisions Population and Jobs Forecast.

DATA SOURCES:

1. 2010 Census Population and Housing Unit Counts
2. Residential Occupancy Rate (2010 Census)
3. Average Household Size (2010 Census)
4. Permits Database (Arlington County - Current Year)
5. Office Occupancy Rates (CoStar – Current Quarter)
6. Employment to Space Conversion Factor (Planning Division Research)
7. Historic Development and Absorption Rates
 - a. Planning Division Development Tracking Database
 - b. CoStar
8. Pipeline Data (Development Tracking Database)

RESOURCES:

1. General Land Use Plans
2. Zoning Ordinance
3. Policy Guidance for Transfer of Development Rights, beyond the Arlington County Zoning Ordinance Section 36.H.5.b.
4. BRAC Information (Arlington Economic Development)
5. Federal and DOD Installation Master Plans (NCPC)
6. MWCOG-Employment-Industrial Classification-Land Use 6-3-85

7. Sector and Small Area Plans:

- Ballston Sector Plan (1980)
- Virginia Square Sector Plan (2002)
- Clarendon Sector Plan (2006)
- Courthouse Sector Plan Addendum (1993)
- Rosslyn Area Plan Addendum (1992)
- The Rosslyn to Courthouse Urban Design Study (2003)
- Columbia Pike Revitalization Plan-Update (2005)
- Columbia Pike Neighborhoods Area Plan (2012)
- Crystal City Sector Plan (2010)
- Fort Myer Heights North Area Plan (2008)
- East Falls Church Area Plan (2011)
- Lee Highway/Cherrydale Revitalization Plan (1994)
- North Quincy Street Plan (1995)
- North Quincy Street Plan Addendum (2013)
- Nauck Village Center Action Plan (2004)

ARLINGTON PUBLIC SCHOOLS

APS STUDENT ENROLLMENT AND DEMOGRAPHICS

Enrollment

APS captures and reports monthly on enrollment. The first report each year is capture on September 30, and aligns with information that districts across Virginia report to the Department of Education (VDOE) for the fall Student Record Collection. Enrollment reports for the last 15 years are posted on APS website <http://www.apsva.us/Page/1110>.

September 30 enrollment is used in calculating projections. APS enrollment has increased consistently since 2006. January 30 enrollment is used to update projections, and to more accurately reflect current enrollment in the following school years budget and staffing allocations

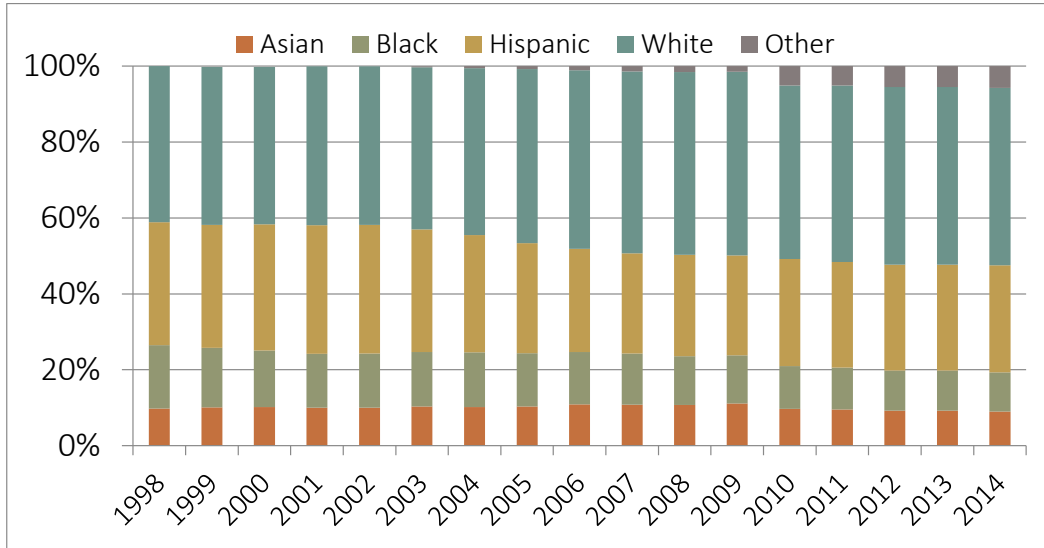
Figure 9: Enrollment 2001-2014

Annual Changes in Enrollment as of September 30		
Year	PreK-12	% Change over Previous Year
September 2014	24,529	+5.2%
September 2013	23,316	+3.1%
September 2012	22,613	+3.5%
September 2011	21,845	+2.8%
September 2010	21,241	+5.0%
September 2009	20,233	+3.6%
September 2008	19,534	+4.5%
September 2007	18,684	+1.3%
September 2006	18,451	+0.2%
September 2005	18,411	-1.8%
September 2004	18,744	-2.0%
September 2003	19,120	-0.1%
September 2002	19,140	+0.2%
September 2001	19,097	+1.1%

Race and Ethnicity

Student race is reported annually in October, and information is posted on APS website <http://www.apsva.us/site/Default.aspx?PageID=1116>

Figure 10: Enrollment by Race



STUDENT PROJECTIONS

Estimating the number of students that will enroll a future year is important because it helps:

- Generate budget costs for the expected number of students
- Determine how many teachers we need each year in each school and grade
- Predict if we need new or expanded schools

Projections are produced twice a year. Fall projections are used for addressing capacity issues. Spring projections are run a second time using January 30 membership. The updated projections are used to plan for the upcoming school year budget and staffing allocations.

Fall projections are calculated annually once September 30 enrollment is reported. Projections begin with the following fall, and anticipate enrollment 10 years out. Below are the one year projections for 2015 based on September 30, 2014 enrollment. Additional tables showing projections through 2024 are posted on the APS website under statistical reports, web page <http://www.apsva.us/Page/25094#reports>.

Example: The table below shows how the cohort survival rate is calculated for each grade.

	September 30 Membership							1 Year Cohort Survival Rate					3 Year Cohort Survival Rate				
	K	1	2	3	4	5	K-5 Total	K-1	1-2	2-3	3-4	4-5	K-1	1-2	2-3	3-4	4-5
2000	74	111	103	92	76	100	556										
2001	83	80	116	105	92	79	555	1.08	1.05	1.02	1.00	1.04					
2002	92	84	78	119	100	88	561	1.01	0.98	1.03	0.95	0.96					
2003	63	96	83	75	115	95	527	1.04	0.99	0.96	0.97	0.95	1.05	1.00	1.00	0.97	0.98
2004	98	67	100	85	79	116	545	1.06	1.04	1.02	1.05	1.01	1.04	1.00	1.00	0.99	0.97
2005	82	96	68	102	87	75	510	0.98	1.01	1.02	1.02	0.95	1.03	1.01	1.00	1.01	0.97
2006	65	82	101	71	99	82	500	1.00	1.05	1.04	0.97	0.94	1.01	1.04	1.03	1.02	0.97
2007	83	71	90	105	71	103	523	1.09	1.10	1.04	1.00	1.04	1.02	1.05	1.03	1.00	0.98
2008	99	100	73	89	102	71	534	1.20	1.03	0.99	0.97	1.00	1.10	1.06	1.02	0.98	0.99
2009	95	104	99	73	88	95	554	1.05	0.99	1.00	0.99	0.93	1.12	1.04	1.01	0.99	0.99
2010	87	102	97	98	71	96	551	1.07	0.93	0.99	0.97	1.09	1.11	0.98	0.99	0.98	1.01
2011	100	100	99	105	94	69	567	1.15	0.97	1.08	0.96	0.97	1.09	0.96	1.02	0.97	1.00
2012	91	100	101	98	108	95	593	1.00	1.01	0.99	1.03	1.01	1.07	0.97	1.02	0.99	1.02
2013	85	90	102	104	92	106	579	0.99	1.02	1.03	0.94	0.98	1.05	1.00	1.03	0.98	0.99
2014	112	90	93	99	107	99	600	1.06	1.03	0.97	1.03	1.08	1.02	1.02	1.00	1.00	1.02

Resident Live Births

Resident live births are used to anticipate future kindergarten enrollment. APS compares birth data five years prior with more current kindergarten enrollment to estimate future enrollment.

Data Sources

- Virginia Department of Health "live" birth data
- APS Kindergarten enrollment data from September 30th membership report.

Example: Arlington's KG Capture Rate

Birth Year	Kindergarten School Year	Resident Live Births	Kindergarten Cohort	% Change Birth to KG Ratio
2000	2005	2,715	1,501	55%
2001	2006	2,814	1,627	58%
2002	2007	2,686	1,610	60%
2003	2008	2,659	1,697	64%
2004	2009	2,810	1,924	68%
2005	2010	2,809	2,003	71%
2006	2011	2,561	1,968	77%
2007	2012	2,778	2,179	78%
2008	2013	2,924	2,139	73%
2009	2014 (Today)	2,935	2,196	75%

Student Generation Factor

The student generation factor shows the number of students APS expects by Arlington housing types. It represents the mathematical relationship between the number of housing units in Arlington County and the number of students enrolled at APS on September 30th for a given year.

Data Sources

- Housing unit data from Arlington County.
- Student data from APS' September 30th official count.

Example: County-wide Student Generation Factor by School Level and Housing Unit Type



School Year 2013-2014 County-wide Student Generation Factor by School Level and Housing Unit Type

Elementary School Level (K-5)					
Housing Type	APS Elementary Students	% Students by Housing Type	Housing Units Countywide	% of County Housing Type	Student Generation Factor
Single Family Detached	6,435	55.0%	28,909	27.2%	0.22
Apartment - Garden	2,443	20.9%	16,236	15.3%	0.15
Apartment - Elevator	1,259	10.8%	28,024	26.4%	0.04
Duplex	421	3.6%	2,261	2.1%	0.19
Condo - Garden	566	4.8%	11,134	10.5%	0.05
Condo - Elevator	270	2.3%	15,690	14.8%	0.02
Townhouse	305	2.6%	4,063	3.8%	0.08
TOTAL*	11,699	100%	106,317	100%	0.11

Middle School Level (6-8)					
Housing Type	APS Middle Students	% Students by Housing Type	Housing Units Countywide	% of County Housing Type	Student Generation Factor
Single Family Detached	2,667	57.5%	28,909	27.2%	0.09
Apartment - Garden	976	21.0%	16,236	15.3%	0.06
Apartment - Elevator	409	8.8%	28,024	26.4%	0.01
Duplex	169	3.6%	2,261	2.1%	0.07
Condo - Garden	196	4.2%	11,134	10.5%	0.02
Condo - Elevator	97	2.0%	15,690	14.8%	0.01
Townhouse	130	2.8%	4,063	3.8%	0.03
TOTAL*	4,639	100.0%	106,317	100.0%	0.04

High School Level (9-12)					
Housing Type	APS High School Students	% Students by Housing Type	Housing Units Countywide	% of County Housing Type	Student Generation Factor
Single Family Detached	3,154	54.4%	28,909	27.2%	0.11
Apartment - Garden	1,332	23.0%	16,236	15.3%	0.08
Apartment - Elevator	544	9.4%	28,024	26.4%	0.02
Duplex	269	4.6%	2,261	2.1%	0.12
Condo - Garden	238	4.1%	11,134	10.5%	0.02
Condo - Elevator	159	2.7%	15,690	14.8%	0.01
Townhouse	102	1.8%	4,063	3.8%	0.03
TOTAL*	5,798	100.0%	106,317	100.0%	0.05

All Grade Levels (K-12)					
Housing Type	APS K-12 Students	% Students by Housing Type	Housing Units Countywide	% of County Housing Type	Student Generation Factor
Single Family Detached	12,256	55.4%	28,909	27.2%	0.42
Apartment - Garden	4,751	21.5%	16,236	15.3%	0.29
Apartment - Elevator	2,212	10.0%	28,024	26.4%	0.08
Duplex	859	3.9%	2,261	2.1%	0.38
Condo - Garden	1,000	4.5%	11,134	10.5%	0.09
Condo - Elevator	521	2.4%	15,690	14.8%	0.03
Townhouse	537	2.4%	4,063	3.8%	0.13
TOTAL*	22,136	100.0%	106,317	100.0%	0.21

* One hundred and forty (140) K-12 students could not be geocoded because they are either (i) non-resident employees children that live outside of Arlington County thus we could not geolocate them in Arlington County; (ii) the student resides in Fort Myer (federal jurisdiction) which is technically not in Arlington County.

Projected housing growth

Projected housing growth is used to improve the accuracy of long term projections by accounting for known “future” residential development projects by school attendance area. Projecting housing growth is multiplied by student generation factor to estimate the future student yield from a particular residential development project when completed.

Data Sources:

- Future housing unit data from Arlington CPHD.
- Student generation factor data from APS.

APS REFERENCE DOCUMENTS

Enrollment: <http://www.apsva.us/Page/1110>

Race and Ethnicity: <http://www.apsva.us/site/Default.aspx?PageID=1116>

Free and Reduced-Price Meal Statistics: <http://www.apsva.us/Page/1113>

Survey of Limited English Proficient Students 2013-14: <http://www.apsva.us/Page/1761>

Enrollment Projections and Capacity Utilization: <http://www.apsva.us/Page/1106>

Maps of School Attendance Areas: <http://www.apsva.us/page/3001>

The APS website includes a number of statistical reports on the More Seats for More Students resource page. The information is updated annually, and the documents listed below were used in the development of the 2014-15 CIP. <http://www.apsva.us/Page/25094#background>

- Fall Enrollment Projections 2015-2024
- Enrollment Projections & Capacity Utilization Chart 2014-2024
- Housing Unit Type by Planning Unit 3/20/14
- Elementary School Student Generation Factor by Planning Unit 3/20/14
- Middle School Student Generation Factor by Planning Unit 3/20/14
- High School Student Generation Factor by Planning Unit 3/20/14
- Student Generation Factor by School Level & Housing Type 3/10/14
- Futures Planning Report [Historical Document] 11/18/1993

GLOSSARY OF TERMS USED IN PRESENTATION

Term	Acronym	Definition
Affordable Housing		Housing is considered affordable when rent or mortgage, plus utilities, is no more than 30% of a household's gross income.
Age Cohort		A cohort is a group of people who share a common characteristic or experience within a defined period.
American Community Survey	ACS	A monthly sample household survey conducted by the Census Bureau to obtain information similar to the long-form census questionnaire. It was first tested in 1995, and is expected to replace the long form for the 2010 Census. Beginning in 2004, the nationwide survey will provide annual data for social and economic characteristics for many geographic entities and population groups.
Area Median Income	AMI	The income at which half of the families of a particular household size have incomes higher and half have incomes lower. The U.S. Department of Housing and Urban Development estimated the median family income for a family of four for the Washington Metropolitan Area for 2014 was \$107,000.
Assumptions		Fundamental known variables applied to a forecast.
Average Household Size		A measure obtained by dividing the number of people in households by the total number of households (or householders).
Constrained Long Range Transportation Plan	CLRP	The CLRP identifies all regionally significant transportation projects and programs that are planned in the Washington metropolitan area between 2014 and 2040.
Committed Affordable Units	CAFs	Housing units that – 1) are wholly owned by nonprofits, excepting any units planned to serve households with incomes above 80% of median family income; or 2) are guaranteed by agreement with the federal, state, or county government to remain affordable to low and moderate income households for a specified period of time; or 3) received government subsidy to assist with the purchase.

Comprehensive Plan		The Code of Virginia requires all governing bodies in the Commonwealth to have an adopted Comprehensive Plan and for the local Planning Commission to review the plan at least once every five years. The Comprehensive Plan guides coordinated development in the County, serving as a decision-making tool for the County Board, the Planning Commission and County Departments. Arlington’s Comprehensive Plan was established on August 27, 1960, and includes 10 elements that cover land use, economic development, community character, natural resources, parks and recreation, transportation, housing and historic preservation.
Count		Determines a total number (e.g., Decennial Census)
Decennial Census		The census of population and housing, taken by the Census Bureau in years ending in 0 (zero). Article I of the Constitution requires that a census be taken every ten years for the purpose of reapportioning the U.S. House of Representatives.
Econometric Model		A regional model based on local and national economic factors.
Educational Attainment		Refers to the highest level of education completed in terms of the highest degree or the highest level of schooling completed. (U.S. Census Bureau)
Employment - Space Conversion Factor		Conversion factor representing the average square feet per employee that is applied to occupied square footage to obtain an estimated number of jobs.
Estimate		Calculations of past or present conditions, utilizing counts and known statistics
Forecast		Projections, modified by policy, work to resolve trends (past and current) with future policy ---- (see Projection)
Forecast Round		Version of regional forecast.
General Land Use Plan	GLUP	The General Land Use Plan (GLUP) is one of Arlington’s 10 Comprehensive Plan elements and is the primary policy guide for future development in Arlington. The GLUP establishes the overall character, extent and location of various land uses. It balances residential, shopping, office and mixed-use development, focuses development around Metro Station Areas and encourages construction of a variety of housing types.
Generations		Pre 1946: born before 1946 Baby-Boomers: Born 1946 - 1964 Generation X: Born 1965 - 1981 Millennials: Born 1982 - 2000 Next Generation: Born after 2000
General Services Administration	GSA	An independent agency of the United States government, established in 1949 to help manage and support the basic functioning of federal agencies.

Householder		The person, or one of the people, in whose name the home is owned, being bought, or rented.
Households		A household includes all the people who occupy a housing unit (such as a house or apartment) as their usual place of residence. (U.S. Census Bureau)
Housing Units		A house, an apartment, a mobile home or trailer, a group of rooms, or a single room occupied as separate living quarters, or if vacant, intended for occupancy as separate living quarters. (U.S. Census Bureau)
Market Absorption		Refers to the change in occupancy over a given time period.
Market-Rate Affordable Units	MARKs	Housing units that have market rents that are affordable to low- and moderate-income households by virtue of the age, location, condition and/or amenities of the property. These units are not regulated by the County or any other public agency, so there is no assurance that lower-income households live in these lower-rent housing units. In addition, there is no guarantee that these homes will remain affordable to lower-income households.
Median Age		The median age is the age at the midpoint of the population. Half of the population is older than the median age and half of the population is younger.
Median Household Income		The income amount that is midpoint for all household - half having income above that amount, and half having income below that amount.
Metropolitan Washington Council of Governments	MWCOG or COG	The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland and Northern Virginia. COG's membership is comprised of 300 elected officials from 22 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.
Migration		Migration includes all changes of residence including moving into, out of, or within a given area.
Multi-Family housing		Housing with 3 or more units per structure.
Occupancy Rate (residential and office)		Residential Occupancy Rate – the ratio livable housing units that are occupied in a geographic area. Office Occupancy Rate – the ratio of total office square feet that is leased in a geographic area.
Population		All people, male and female, child and adult, living in a given geographic area. (U.S. Census Bureau)
Projection		Measures future growth by extrapolating current trends and applying statistical techniques. ----- (see Forecast)

Race and Ethnicity		<p>Race is group of people who share similar and distinct physical characteristics.</p> <p>Ethnicity is a defined category of people who identify with each other based on common ancestry.</p>
Sector Plan / Small Area Plan / Revitalization Plan		<p>Sector, Area, and Revitalization Plans are supporting documents to the Comprehensive Plan.</p> <p>Sector Plans guide the vision and future development of Metro Station Areas.</p> <p>Small Area Plans are similar to sector plans but are typically smaller in geographic boundaries and are located within and outside of Metro Station Areas.</p> <p>Revitalization Plans typically emphasize economic revitalization needs of an area.</p>
Single Family Attached	SFA	A dwelling that shares a common wall with another unit. Examples include townhomes and duplexes.
Single Family Detached	SFD	A single free-standing residential dwelling that is occupied by one household or family and does not share an inside wall with any other house or dwelling.
Transportation Analysis Zone (TAZ)	TAZ	A unit of geography used in transportation planning modeling.
Tenure		Refers to the distinction between owner-occupied and renter-occupied housing units.
Unit Type		The type of residential housing unit. This is typically categorized by single family detached, single family attached, and multi-family. These may be split into additional categories.
Units per Structure		A structure is a separate building that either has open spaces on all sides or is separated from other structures by dividing walls that extend from ground to roof. In determining the number of units in a structure, all housing units, both occupied and vacant, are counted.
Zoning Ordinance		Written regulations and laws that define how property in specific geographic zones can be used. Zoning ordinances specify whether zones can be used for residential or commercial purposes, and may also regulate lot size, placement, bulk (or density) and the height of structures.

3

Resident Forum Discussion Notes

TABLE 1

Facilitator & Recorder: Tyra Baker & Kelly King

Attendees: Kathy Mimberg, Deborah Candeub, Michael Thomas, Bruce Wiljanen

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

Questions:

- Wonder if renters have the same investment into community. Can we find a way to keep them here?
- Is there a fundamental vision? Are we proposing making actions where things could get worse
- Can we better utilize space? Using it the day for office and at night for housing. Are we better served pulling/attracting businesses than housing?
- What is the future groups that will come in behind millennials?
- Discussion about the two new complexes approved today and the load that it puts on things like schools.
- There's a cost of attracting millennials - they meet up, have kids, that puts burden on schools, community services.

Answers:

- Arlington has no vision of its future - without that vision it has no way to control that 51%
- Are we going down a slippery slope of attracting millennials - seems to put too much reliance on other things
- Worry that without that 50% we have to put more burden on our residential rate
- Have they over built?

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- How does teleworking impact future businesses we may have or want to attract?
- Get a vision!!
- Can we try to keep our neighborhood distinctiveness?
- Feel that Arlington has been looking at growth and not looking at keeping one edge and character! Was that one competitive advantage
- Feel like they are knocking down "affordable housing" for subsidized housing that is no longer truly affordable for the people that lived there.
- Need to consider the neighborhoods and their distinctiveness!!
- How do you limit growth while you strive to keep neighborhoods from being over developed?
- Keep true low income housing!

Question 3: What constraints or barriers exist to taking those steps or solutions?

- What is our quality of life going to be if we bring in more businesses?
- How can small businesses continue to thrive?
- We have limited land - how can we keep green space?

- Look at multi-purpose building (buildings can no longer have single purpose)
- Talk is grow, grow, grow... but it is the talk of the government. Citizens may not have the same desire to grow, grow, grow!
- Is there a vision for max population of Arlington should be?
- Is there a vision/number for ratio of homeowners to renters to office space?
- Need to look at impact of emergency services, schools, community centers, traffic, social services what is the tipping point?
- Threat to 50/50 model - if our schools lose their edge it really spirals of other things
- People move here and stay for schools
- Worry about our weaknesses coming on the residential side

Facilitator & Recorder: Hans Bauman & Ginger Brown

Attendees: Jim Burke, Elizabeth Wirick, Gregory Lloyd, Alice Hogan, Stacy Snyder, Matt Ladd

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

Changing – Competitive Environment, Transportation, Old Office Space

- We've seen Arlington has been compared to locally, what about nationally?
- Who are they and what are they doing?
 - Ex. Montgomery county
- Are we comparable?
 - Ex. Pittsburgh
- Interfaith
- Economic clusters
 - Quality states? Answer: maybe we take it for granted
- Schools issue - would class education; your child's education and yet they can't come back to live here
- D.C. has this incredible group of young people - they will come

- Focus on commercial
 - Density is... ?
 - must plan
 - can't cram more into neighborhoods; feeling pressure from growth

- How do we fill up those existing buildings?
- How well are the BIDs in coordination with AED?
- Devastated not doing streetcar
 - What are we going to do? Transit allowance?
- Filling Spaces
 - Section 8 Housing
 - Incubators
 - Affordable small business? A lot of culture

- **Do we separate retail and commercial?**
- Aging in place
- **Expedited permitting**
 - Do we support??
- Transit
 - Tysons: Fairfax doesn't understand It
 - Undercutting the cost; will it undercut?
 - Uber
 - Support startup tech corner
- **Infrastructure** – putting it in and maintaining it

- Tax base diversifying? Reposition
- Not just a dip: go after new technologies in 3D/3D printing; What kind of zoning do we need to allow?
- Attract new technologies; energy
- Create partnerships
- What is in the healthcare sector?
- Niche Training or retooling
- 100 Cites re-sublet Rockefeller
- Re-Tooling: looking For different types of industries – Tech, Healthcare, Big Data, 3D Printing, and more manufacturing
- Business want the new office space: have empty older building and need to incentivize
- Create Partnerships: work with the BIDs and AED

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- New Partnerships – BIDs and AED
- Incentives To Re-Hab. Building
- Improve Permitting
- Be Competitive With Incentives
- Hunt New Industries – Tech, Manufacturing like 3D (zoning should allow)
- Streetscape And Environment
- Diversify Mixture

Question 3: What constraints or barriers exist to taking those steps or solutions?

- County Culture
- \$\$\$



Facilitator & Recorder: Gabriela Uro & Lynn Pollock

Attendees: Evan Thomas—Drew Model PTA, Joshua Waldman—Barcroft Elementary PTA, Michael Polovina, WHCA President, Lisa Maher—Arlington County

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Overreliance on Federal government activity
- Challenge of filling the commercial space so we can at least be at 50% or go higher
- Is 50% a given? How can we do this if we don’t have the workforce and we need to attract business away from others. E.g. 86% of workers in APS don’t live in Arlington. Can we envision a different tax revenue ratio?
- The presentations focused on commercial tax base and left out the discussion of how to grow the residential tax base. It’s important to know what are the possibilities regarding growing the residential tax base to mitigate the overreliance on commercial real estate.
- One challenge is to think about how part of that tax equation can be improved given that it is a large category
- The discussion related to increasing commercial real estate tax income failed to include the portion that is related to apartment rentals. The discussion of attracting business focused on the business office space challenges. For e.g., do we know what are the vacancy rates on the multi-family residential, how do we address this and the shortage of affordable housing.
- Shortage of affordable housing which affects whether a range of employees can afford to live here, thus creating a challenge to attract businesses.
- Inability to control ‘by-right’ development that is bringing in expensive rental units and sometimes unanticipated number of school children.
 - differential assessment of commercial tax could drive business out of Arlington
- Need to increase general awareness of the benefits of having business in Arlington is that they generate real estate tax and pump money into the economy (Arlington cannot local income tax and sales tax goes to the states)
 - income disparities, disparities in real estate values and ‘perceived’ different quality of schools in Arlington pose a challenge for cohesive community solutions.
- With shrinking tax base, what is the Arlington’s will to address correlation between income, affluence and certain educational needs?
- Schools in the northern county schools with low % of poverty, affected by housing policies that is ignored by the county and affordable housing is not geographically distributed. This creates a pattern of low-income patterns of attendance to certain school. Resident from N. Arlington indicated that there is no space in north Arlington to build affordable housing.
- Question—what is the overall impact of employee mobility on business and resident: the movement of workers across jurisdictions as they go to places of employment. When Arlington residents go out, are they spending in those other jurisdictions? How can we get people to and from where they work more efficiently so they live, spend, and maybe work in Arlington?
- --how does commercial real estate stay competitive (affordable, attractive) given the development in other jurisdictions (Reston)?

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Lowering rents, incentive programs from the county to attract more business
- Balance between more incentives and less revenue-need to find the optimization
- Developers have to recoup investment
- Leveraging more from new construction—for services, other space needs
- Options to address the differential property values in the county and the perceived different quality of schools:
- Invest more in schools in the schools in South Arlington to help bring up property values
- Address the poverty issues related to families of many children who attend South Arlington schools.
- Two choices—rents have to come down (commercial rent) or ensure that the proximity to the capital has enough value to serve government, and thus, attract more business. A third one would be attract more millennials.
- Add incentive to work in Arlington, incentives to hire residents, incentives to keep people out of cars or attract local expenditures—mix of retails. What do we get out of low unemployment rate?
- Also have ideas on the residential side—flat rate for all. Could we get leeway for variable rate from the state? Could have some type of surcharge, or taxing for additions.

Question 3: What constraints or barriers exist to taking those steps or solutions?

- How do the different solutions affect residents—
- Analysis that highlight one age group, type of household, or another as an ‘economic drag’ are too one-dimensional. For e.g., identifying children or the elderly as having a negative fiscal impact.
 - the rules of zoning, what can be built what controls does the county have not have, limitation and possibilities for imposing new ones
- Look at multi-family residential projects as overall drags or economic drags. Single family homes is where kids are coming from

Facilitator & Recorder: Kathleen McSweeney & Sandra Green

Attendees: Pat Findikoglu, Lida Anestidon, Sarah Mckinley, Melissa Merson, Laura Simpson, Nora Palmatier, Andrew D'huyvetter

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Concerned that business sector of real estate might change
- Concerned that the discussion is more concerned about money rather than quality of life. What relevance does this discussion have to the charge (two persons)
- Concerned about what kinds of businesses people want in the new spaces. Many people want businesses that serve their everyday needs. Not just high-tech, it community or restaurants) → like shoe shops, grocery stores

Consensus:

- we need a vision that includes opportunities for new businesses (high-tech, restaurants) and small businesses that meets the everyday needs of people (especially older residents)
- we need vision for future of county

Barriers:

- buildings torn down and small business
- need more flexibility so that small businesses can move back into county

Commitment to plan that is decided on by group

- are we defining success by growth?
- are rents too high for businesses?
- make commitment to carry out plans that have been developed by citizens (like this group)

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

Question 3: What constraints or barriers exist to taking those steps or solutions?

Question - why did National Science Foundation leave the Ballston area? Why are businesses leaving Arlington? Question answered by CPHD staff

Would it be feasible to use empty buildings as schools?

Barriers

- inability to bring to the table for discussion some people in South Arlington who are not able to attend meetings because of jobs, etc. They need to...
- inability to interact with people in high-rise. They are often not included
- large populations of people are under-represented in decision making process on many...
- County staff can be barriers - not open-minded

Facilitator & Recorder: Jackie Snelling & Moira Forbes

Attendees: Barbara Selfridge, Carrie Johnson, Miles Mason, Bill Stoderman, Greg Morse

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

Challenges

- Proportion of apartments increasing? (Asked at last meeting; still no answer)
- Rail to Dulles drawing commercial
- DC more competitive with commercial
- Gentrification - too expensive to live here
- If more reliant on residential/retail buildings, not offices/retail, suggests a problem; residents are more services
- Also, timing of Residential vs. Commercial reinvestment/development
- Are we unbalancing long term plans for immediate benefit of developers
- Too much focus on development near metros
- Mixed use corridors - it doesn’t have office workers, lose daytime business for retail nighttime/daytime balance generally Often demand weak - telework etc.
- Need to refit older buildings
- Need spaces for commuter buses to stop
- Where will jobs be geographically for millennials; we want jobs here, if they live here
- Can we be clearer at each meeting, how the work we’re working on at each meeting relates to the Charge (Charge is pretty high level)

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Good idea to solicit businesses/ economic development/ diversity
- Think about building ecologically sound/ smaller spaces for housing and offices or sharable spaces; maybe with tax credits
- Invest in fiber/tech support to attract businesses, make available to small businesses
- Focus on smaller companies
- Need to rethink about some things

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Diverse community
 - some people want urban/walkable
 - some people want suburban
- No one size fits all
- County needs a solution that works for the commercial corridor
- Arlington way – extensive community process; is that in conflict with simplifying permitting?
- building committees are too large (BLP)
- have a lot of office space to remodel/repurpose

- incentives for bonus density may be a disincentive to remodeling

Additional Notes

Challenges obvious, reviewed by presenters

- Cost of living
- Property taxes
- Concern that % of commercial that is residential is misleading
- Challenge % of residential vs. other commercial - very different costs and needs; more demanding for land based services, including schools
- Areas not near metro are more challenged per development (e.g. For apartments)
- Office workers important for daytime retail and vitality
- Nighttime/daytime challenge between office and residence
- Office demand may not come back with teleworking (new office culture)
- _____ older buildings is a challenge
- Neighborhood revitalization
- Locations per commuter busses to wait

What Is The Charge Of Group?

Solutions

- Fewer apartments?
- Timing of residential vs. commercial development; issue in unbalance because market for rentals and income
- Need to have jobs here in order to have benefits of millennials
- If working at home, need space
- Tax credits
- More aggressive _____ on rider (use temp lead) availability
- Better solutions; ability to market to smaller businesses
- with developer focus
- Diversity is challenge and asset because need to work per commercial
- Permitting process is a challenge to make easily navigable; making things easier
 - smaller committees
 - site process
- Remodel vs. build new to change incentives vs. density
- To cover cost of tear down
- May be an opportunity to re-examine the balance of the building incentives
- Amount/% percentage of public land
- Community needs better scenario of what to expect in committee products

Facilitator & Recorder: Toby Smith & Carolina Espinal

Attendees: Adam Rasmussen, Kathleen Trainor, Duke Banks, Marie Pellegrino, Sandra Hernandez, Laura Saul Edwards, Carolina Espinal, Toby Smith

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Missed business opportunities
- School overcrowding
- How to attract something like cyber security which is not necessarily tied to government
- Lease rates (we lost NSF)
- Diversification of property
- If we change mix, what are the impacts?

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Try to get back to Arlington Way (1960s “ABC”) Nonpartisan Depoliticized
- Incentive higher ED satellites to come to Arlington
- Aim for flexibility (variety of ages)
- More transparency (how does one county make decisions on how/whether to “subsidize” to keep business, such as NSF) cost-benefit analysis
- Diversify - bring in new sectors to refill commercial space
- Stay on top of GSA; Federal Government; more robust federal government liaison
- Find incentives
- Constraints
- Land locked - unlike Loudon County, for example

General Questions:

- Why does Arlington have so few checks? Are there legal constraints?
 - which tools can we do something about?
- How do we refill lost business space?
- What is the geographic distribution of vacancy rates? (how do vacancies relate to overcrowded schools?)
- If cannot fill empty, what’s the right mix of occupants?
- What is commercial sector for education?

Question 3: What constraints or barriers exist to taking those steps or solutions?

Facilitator & Recorder: Tannia Talento & Alan Howze

Attendees: Charles McCullough, Sarah Shortall, Michelle Hejl, Michael Bee, Rob Mandle, Alan Howze

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Filling Office Space - Have To tread water or do better
 - Are we ready for what that means - a changing economy and community
 - change
 - demographic changes
 - aging population - are we ready to serve aging population and having a large older population and larger younger population

- We should be looking at other balanced revenue sources other than property taxes
- Have to look at what we want to invest in - schools, transportation
- Are we overly reliant on property taxes? Do we need other revenue sources - car taxes? Income taxes?
- Making sure we are maintaining what we have (commercial tax balance) and grow the pie - retention of businesses and attraction
- Regulatory structure - how does it compare in Arlington versus other regional governments - how do we arm the Arlington BIDs (business improvement districts) with right tools
- County's Retail Action Plan could harm commercial revenue


- What was Arlington doing before on economic development? Seemed like we were standing still while region was changing
- We should continue to aim for 50/50 split between commercial and residential
- We are competing against places we have not competed before
- We got a little complacent and arrogant
- Need to design community to reflect more multi-family, transit, rapid transit
- Regional traffic affects quality of life and competitiveness
- Need public investments, especially in transit - to build for future to attract people and businesses - need regional view
- How do we enhance mobility to give us access to workforce we need
- Little cooperation in region in space between transit and bus lines

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Regional Transit Investments
- Neighborhood concepts - creating neighborhoods that provide within easy distance what people need - example of Westover neighborhood
- Not just retention of businesses - retention of people who can't afford to live in Arlington
- Arlington is good at long term planning but not at moving and execution. Government has got to move faster with making things happen. Important part of Arlington's competitiveness
- Is a transient population going to be willing to continue to invest in Arlington and get to know Arlington

- Our correction to DC is vital; need more bridges and tunnels into DC
- Friendly to international business
- Make streets greener and more accessible
- Use air rights above streets
- Biggest selling point is quality of life
- Need to make Pre-K a priority to retain younger workers

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Need to break through to have regulatory reform; breakthrough status quo
 - Adherence to Arlington Way can get in the way
 - Arlington Way has slowed down schools capacity solutions
 - Need important feedback but need to move faster
 - Form of government - ward structure to allow for more local input
 - Need Arlington Way and even facilities study group to reflect Arlington
- 

Facilitator & Recorder: Sal D'Itri & Kate Roche

Attendees: Melissa Logsdon, Charles C. Self, David Pearson, and Alisa Cowen

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Rise in commercial vacancy rates
- Limited spaces
- Looking to attract new business
- How to create an environment where people want to live but also that attract business
- Increasing commercial rates in Rosslyn despite high vacancy in building
- High costs for dog business in Arlington - moved business out of Arlington because of high costs - felt like only FIRE and EMS covered
- Pay attention to businesses looking to grow here
- Oversaturated retail
- Living in a wonderland for a long time with 50/50 split, but need to work to keep that
- Reliance on Federal tenants
- Changing nature of retail; moving back to catalogue model
- Demand for commercial space shrinking – office and retail
- Focus on restaurants; spas
- Housing affordability for teachers, millennials

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Provide incentives to small businesses to fill ground floor retail spaces
- Rehab. Crystal city office space
- Educational unit in crystal city
- Make it easier for large businesses who want to be in Arlington by improving process
- Create co-ownership opportunities for homeowners

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Micromanaged development process; why would companies want to be here?
 - schools
 - parks
 - open space
 - quality of life

Miscellaneous

- Millennials want to buy but can't afford to
- Lack of affordable housing in Arlington
- APAH has waiting lists

- Places for millennials to gather
- open spaces linked by biking trails, hiking trails
- more multi-bedroom apartments



Facilitator & Recorder: Kirit Mookerjee & Anne Steen

Attendees: Connie Ericson, Lilith Christiansen, Kirit Mookerjee, Takis Karantonis, Anne Steen, Kim Person, Bill Roos

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Commercial base: declining economic scenario; decreasing tax base from the commercial sector
- Need to determine what the issues are - need to diversify our economic base - away from the fed. . .
- Our main tax driver is not reliable
- What incentives can Arlington make
 - what will they make?
- We need to do more with less
- zoning rules can limit options, may need
- Is the county staffed appropriately to make these changes?
- Small start-ups don’ t need space
- Today’s industries are volatile; they can pack up and leave whenever they wish
- Need to be agile
- Where the talent resides is where the talent is. . .
- Do we have a plan to take into account schools
- For example - law firms have moved services to places that are cheaper and less
- Many industries are hoteling. . .
- If you bring in a new company - you won’t get the whole companies
- telecommuting - Arlington residents working in Arlington
- How much do companies do here in Arlington? we want the most productive case
- Urban planning is essential
- Transportation - those who don’t want to drive
- How can we compete with the suburbs

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?


- The old Arlington Way; think differently and then act differently
- In Arlington, we need to create addresses - such as K Street, Connecticut Avenue, Dupont; Could we do something with the hospital - like healthcare connected to the Mayo Clinic
- We don’t need to brand itself
- Arlington needs to be business friendly; need to treat businesses as business entities
- Regulatory burden are driven by lawyers
- Why has it taken so long to get a permit for business or housing?

Question 3: What constraints or barriers exist to taking those steps or solutions?

Constraints

- We need to make sure that quality is not compromised.
- The small business ombudsman did a great job. . .
- We need to aggressively market Arlington - branding and incentive
- Need to continue mixed use options
- Arlington is not the same place
- The role of the Chamber of Commerce needs to be more aggressive. We want businesses to organize

Barriers:

- Size
 - Budget
 - Geographic constraints
 - Lack of brand
 - Lack of diversified commercial base
 - Look at areas that don't have Metro to make those areas more attractive to brand that area
 - Zoning
- 

Facilitator & Recorder: Bryant Monroe & Jason Rylander

Attendees: Megan Haydasz, Alise Troester, Sandra Borden, Tina Koklenski-Miller, Patricia McGrady, Bryant Monroe, Jason Rylander

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Are our taxes too high relative to our neighbors? Especially, if 50/50 split shifts
 - what is the cost of a resident?
 - what is our 50/50 pay for?
- We are land locked; harder to attract business that require a campus
- Anchor tenant; Arlington has no particular identity/corporate
- Is Ballston moving in a good/new direction?
- Lee Highway - revitalization
- Bethesda is more alive than Arlington
- Our retail is concentrated in Clarendon
 - few town center feeling places in Arlington
 - amenity missing
- Desire for more commercial growth
- Place making; are malls viable
- Crystal city has 25% vacancy
- Rosslyn has 20% vacancy
 - Raze and Rebuild?
 - Location – FAA/TSA there now

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- If we want more growth, what is impact on schools? Infrastructure
- How big can we get before our infrastructure cannot handle it?
- Demographics - how to engage millennials and non-whites; meetings all look the same
- Need to maintain the 50/50 split
- Why did we lose NSF and USFWS?
 - better incentives?
- Get more businesses
 - textile school/design - Marymount
 - Hubs: tech/co-working/business incorporator; Wine bar
 - Signage rules
 - Regulations on business
 - Incentives - generally a good idea
 - Business licensing process is too difficult
 - BPOL taxes harmful

- Relax reconstruction to accommodate/ encourage (Columbia Pike restaurants have not lunch traffic because no real office buildings)
- Parking is an issue

Question 3: What constraints or barriers exist to taking those steps or solutions?

- How many of same kinds of businesses do we need - i.e. mattress stores
- Services for elderly needed too
- Diverse range of business

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Being pro commercial businesses by providing economic incentives,
- User-friendly business licensing and permitting.
- Plan on being more vertical with mixed use of commercial business, ground level exciting destinations, well designed transit and pedestrian paths.
- Emphasis aging in place and also try to involve seniors in the labor force.

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Involve business leaders. How can we have more senior residence?

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Need to be very thoughtful on zero sum gains regarding business economic incentives.

OTHER SUBMITTED NOTES:

abocian.president@highviewpark.com:

- Arlington’s reliance on real estate taxes is near term, but not a long term issue.
- Essentially, the real estate will not sit vacant for too long before residential needs will repurpose the available land in commercially zoned areas. This new residential real estate will be comprised of high value/ high density multi-family properties that will adequately fund new tax revenues.
- However, the transition to residential space from commercial space will need to be facilitated by the county. Zoning rules need to be revisited, planning approvals from the county need to be “fast tracked” with dedicated personnel incentives for multiple family housing need to be offered in select areas.
- Arlington is already mostly rental property (60% as of the 2010 census) and is ideally suited to be a residence for many more.
- The largest challenge with all of the growth, is the congestion on the roadways that can only accommodate so much traffic. This presents an opportunity for the county to seek additional revenues by taxing commuters whom utilize Arlington’s roadways via a “congestion” charge collected much like EZ Pass tolls are collected, when traveling on certain roadways at certain times. Many European cities such as London are currently charging for these privileges. Further, this type of initiative not only generated significant revenue, but promotes commuter system usage options such as metro, bus, and bicycle.

TABLE 1

Facilitator & Recorder: Kelly King & Joel Franklin

Attendees: Rick Kelly, Beth Hicks, Michael Bell?

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- We are a County of various neighborhoods with enormous income disparity. We are interested in seeing ages in maps of the County.
- We were surprised by the household income chart, 31 of today's slides
- We had enormous income disparity
- Income disparity is huge and worrisome
- We have to look at multi use facilities that are centers for the community
- Can we see the median household income with ages?
- Who will we be in 15-20 years?

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?

- We circled around this a bit. If the trend continues, the needs are so different. There's an urban corridor that will be at odds (friction) with the other parts of the County.
- Can we look at wages over income?
- Can Arlington control at all things like minimum wage?
- Does State preclude?
- Each neighborhood's needs are so different. Are our neighborhoods too small? Should we look at them as bigger units?
- Likely to see vast number of people here as the whole County grows because of our location to the capital.
- Do we do our part environmentally?
- Arlington is such a small County that neighborhoods really help each other. We should just talk about the County.
- Our Police and Fire needs have changed but their models have not. County is too afraid to cut their budget because of perception.

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- Less gentrified and emphasis of diversity of the people.
- Want to be a model jurisdiction. Quality of life, quality of education, low disparity of income and wealth, low carbon foot print.
- Use the fact that a large number of international people live here and emphasize the diversity – all schools dual immersions. County to be a dual metric system (be sensitive to the rest of the world).
- It's like the United Nations here – that's an appeal to people.

- Worried that the County is moving to greater gentrification would like to see it less gentrified than it is trending, are we too far gone? Can we turn it around? How do we convince the people in the County that this is important?
- Worried that Federal money will slowly dry up.
- Want our County of officials to be mindful that they are part of something bigger.
- We only have so much control – we need to double the size of our metro system. Metro region needs to come together for a better plan. Our officials need to increasingly work at a higher level.
- More regional work – take a leadership role
- APS presentations left our trailers in their discussions. Trailer pollution is a problem, they are taking up recreation space. These are community facilities that need to be part of the discussion.
- Can we do affordable tower over a street? Why aren't we looking at that? Roads need to be utilized.

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Leadership looking only at Arlington and not how we are a part of something bigger.
- Engagement of different aspects of the population. Should we do a couple of things that make them angry to get them involved?
- Are we our own worst enemy sometimes? Leaders listen to the loudest voice instead of what needs to be done. Focus on what is right – not re-election.
- Richmond & DC (political institutions)

QUESTION: Can we get data on health care coverage for residents?



Facilitator & Recorder: Hans Bauman & Greg Greeley

Attendees: Michael Battaglini, Alisa Cowen, William Staderman, Meghan Keller, Caroline Haynes & John Snyder

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- Haven't seen any data that reflects the ethnic or geographic distribution of the county.
- Thought the household income map was a stereotype, didn't realize that it was the reality.
- If you draw the north-south line, you don't see that we're a minority white school system
- Some schools are 60-80% free and reduced lunch while many other schools are only 1% free and reduced lunch.
- Arlington is a very different place from when we moved here 30 years ago.
- As a north Arlington, I never realized how different things were between north and south in Arlington.
- If you slice Arlington east and west you can get a better balance in the school demographics.
- There is a disconnect between the people in this room and the county as a whole.
- Affordable housing is not evenly distributed around the county.

- **Consensus:** Who we are as a county is different based on where we live. We're not at cohesive as we think we are.

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?


- With some of the millennials, they are not being well served as a part of the community. They're disconnected from the community.
- In NYC they have nighttime social events in the parks that are alternatives to bars as a social outlet.
- We don't have enough answers for aging in place.

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- They're going to build here anyway, so we should get "more" for what we "give". We don't ask for proffers that cover the future impact to parks or schools.
- Should we loosen up the rules about accessory dwellings or living arrangements to allow more alternative solutions.
- Could the county facilitate the "co-ownership" of houses to reduce barriers to entering the housing market.
- Since we are more of a city, we need to make our communities more walkable.

Question 4: What constraints or barriers exist to taking those steps or solutions?

- There is substantially more affordable housing on Columbia Pike than other areas. The question should be more about how can we make housing affordable across the whole county.
- Parking is another challenge that Arlington faces

- Example of the stadium at University of Michigan. There is almost no surface parking. The parking is absorbed into the neighborhood by having people “sell” parking in their driveways and yards. We don’t see the same sense of “sharing” for parking in Arlington. The parking permit system turns a public good into a private space.
 - Many in Arlington want neighborhood schools. But having neighborhood schools leads to disparities in demographics between the schools
- 

Facilitator & Recorder: Gabriela Uro & Lynn Pollock

Attendees: Cecilia Zurita, Nicholas Evans, Lynne Porfiri (Arlington County)

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- Arlington County is in transition—has been in transition since 90s from a suburb to a more urbanized community. Many people in the community that have the vision that is still like a Mayberry. If you are in area of the county that was shown in red on the income and density distribution map), it would likely still feel suburban. This is not, however, the case in other parts of the county.
- Others echoed transition piece, adding that fiscal pressures that are brought on by changes in real estate demand
- The demographic trends related to income were ‘eye popping.’ Arlington is becoming a homogeneous community and residents expressed worry about this trend.
- Several individuals came in the 1990s (92, 94, 95, 98) and then returned in 2007, seeing so much change.
- We have become two very different communities---two sides of the tracks yet very few of residents know this and fewer have an understanding of the implications.
- Our schools also show these two very different communities—some with great concentration of needs.

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?

- Neighborhoods have differing needs in terms of hospitals, fire departments, schools, transportation.
- Transportation needs in the lower income area are more acute as metro and rail transportations do not exist. Less affordable homes are centered around the Metro lines.
- Despite the greater transportation needs in the southern part of the county, when the trolley debate was taking place it was never talked about in terms of serving the community members that needed the service. It was presented as an economic growth debate.
- Participants asked about the Transportation plan--is for 10 years and long term for 40 years? What is the plan for other metro lines or other types of rail, more attractive and all-day reliable services (other than bus) for the areas of the county that currently do not have metro access?
- Schools are so very different—schools in the south of Arlington struggle to be as good as they could be, requiring more support from the County
- Achievement scores, kids with significant challenges—people react when there is an effort to do something for particular schools. How many people really understand the differences.
- Aging population—basic services and emergency services
- Post-recession population and millennials—changing nature of work place.
- Participants indicated that different neighborhoods have differing needs and thus, require different expenditures but there is a palpable sense that the county does not look out for the ‘whole’. The two projects that were slated as major investments in the Southern part of the county were squelched by what several perceived to be opposition from residents from the north who did not want to have the county make such expenditures.
- Investing differentially in the sections of the county results in difficult budgetary tension and competing interest that undermine comprehensive county-wide investments.

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?


- Want to see us get back to how people viewed Arlington as a leader dealing with challenges and not being afraid of making these decisions. There are trust issues and generalized anxiety, it was easier to be a leader 20 years ago.
- Want to see more of a balance in the residents including senior living, affordable housing for a range of income levels.
- Want the County be more welcoming to families who have less income.
- Create a community that supports the aging population--Services, transportation, emergency services, clearing sidewalks, going to grocery store, using 'virtual connection' [<http://arlingtonparks.us/creative-community-connections/> (?)] to support and expand the community
- Want to be more aware of what is happening across the county and live as a single community though we have different needs in different areas

Solutions/Steps

- We need to have elected officials to be explicit about serving the diverse communities in the Arlington and support projects, accordingly.
- Elected officials need to make a decision, not simply debate the issues and solutions.
- Community and elected officials should recognize the differing needs of neighborhoods and commit to supporting needed services whether or not citizens of those neighborhoods are as actively engage as others from other parts of the county.
- Keep commitment to quality schools--Put resources in the areas where they are needed to support the students to succeed. Elected officials and the community at large need to come to terms with how 'equitable' funding and support for schools works. Need to handle the pushback from communities with fewer needs against having funds go to communities with greater needs.
- Expand transportation options to serve a whole range of community needs (those who are not close to metro, those who have no car, those who need to get to schools, the aging population) in a way that is attractive to ensure use. Rail is more attractive than buses and the current bus schedule is limited.
- The youngest participant (millennial) indicated she wishes to stay in Arlington because she likes the nice mix of trees/green, bike paths, convenience to everything, and diversity.

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Cost & No one size solutions.
- Why did folks in the northern side of the county oppose the street car—there is a perception that there is a reluctance to invest in the southern part of the county
- Acquatics Center—it would not have been scrapped if it were destined for the northern part of the county.
- Process--Resistance also as a result of who is involved in the governance process—those who have the time (retirees, stay at home parents, professionals with flexible hours) and wherewithal have the strongest voice though they represent a small slice of interests. The southern part of the county has a proportionally smaller voice in the debates and decision.

- Difficult decisions, need to be explained by leadership in the county so that they bring people along. People will have a natural reaction to oppose change. There is a real gap in the county leadership ability to communicate this. Showing what it looks like for the entire county.
 - Many could use the common work spaces. More short term shared spaces supported by the county. For e.g., “We work” options for workspace
 - Keeping a significant number of people engaged—that represents the diversity of the county. This would balance the input given by some segments of the community. Suggestion: engage with PTAs, why not meet at the community center, assisted living facilities.
 - Maybe create the spaces that encourage this cross-generation experience—tutoring by older folks—to build our sense of community and utilize space more efficiently.
- 

Facilitator & Recorder: Kathleen McSweeney & Kirit Mookerjee

Attendees: Bruce Wiljanen, Megan Haydesz, Brooke Alexander, Michael Thomas

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- Becoming wealthier → 13 years ago, over \$100K was 25%. Now it is over 50%. Tremendous change. Indicates new people with more money
- “Gentrification” of Arlington – new families moving in are richer in real terms
- We are aging; changing demographics
- Some neighborhoods are not changing in terms of home ownership stock (Arlington Trust), but very few

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?

- Gentrification, but low income
- Services for aging population (Virtual Villages)
- Increased emergency services
- Services for millennials and aging population may be the same – drycleaner, grocery, coffee shop, apartments, etc. Small neighborhood town centers that are completely walkable, with green and/or public space

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- Inclusive of needs of different populations
- A county that has maintained the diversity of housing stock. Preserve some of the apartments (garden style) and fewer townhouses
- Down zone/ get rid of density
- Assess a capital development fee based on number of bedrooms where schools are at capacity
- Constraints are county’s ability to . . .
- Attracting and keeping millennials. They don’t want cars/want bicycle and public transportation

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Affordability
- Lack of small businesses
- Arlington is trying to be all things to all people
- Keep flavor of neighborhoods/character
- People need to make choices

Facilitator & Recorder: Jackie Snelling & Moira Forbes

Attendees: Carrie Johnson, Wayne Bert, Barbara Selfridge, Mike Green, Miles Mason, Lisa Maher (Arlington County)

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- We are rich and diverse (ethnically, economically, types of households) and getting richer and less diverse (Hispanic share of the population is dropping?)
- Demographics of the population—rich in one part of the county, diverse elsewhere
- Population is getting older, also getting more millennials (bimodal)
- In the corridors—millennials are growing, but has slowed down
- Politically we are not very diverse
- In some parts of the county, people are “making their own affordable housing” by having multiple families and unrelated people in SFHs [?? Does this show up in ACS or other survey data? Does this skew schools generation factors—enough of this to make a difference?]
- County is segregated by neighborhood
- We have many multigenerational households [? do we know what percent]
- ?? Do we know anything about who is moving out?

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?


- More opportunities for seniors to have choices in where they live – need transportation, Arlington Villages concept—more help to stay in own homes. Accessory units?
- School capacity needs to be addressed—so many young families
-
- Parks and rec under pressure from population growth
- Fire and EMS – need good response rates, will need to be based in neighborhoods for response time
- Other kinds of facilities that need “planning factors” (population metrics) → human services—clinics etc.?
- A greater portion of the county is living in large buildings with less outdoor space, creates desire for more open space outside of those buildings, ability to walk places, need for buses etc.
- There is a big increase in deliveries (economy is changing—private service that is taking up public space, trucks in the neighborhoods, recycling all the cardboard)
- ?? Do we know if seniors (the ones selling their houses that are then torn down) – are they staying in Arlington or moving elsewhere?
- Not enough parking spaces in multi-unit buildings, leads to issues on streets—maybe 1 space per bedroom instead of per unit

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- If we don’t provide certain services (e.g., good schools, services for seniors), people may leave
- We should ask ourselves how much bigger can we get or could we get?

- How much bigger can we get and still be manageable in 26 square miles? – is it feasible and sustainable to build out to the limits of our 30-year plan?
- If we don't grow, what are we giving up (revenue issues?)
- How much green space do we need? Can we have a good place to live for everyone if we keep building?
- What could we do to slow/stop growth? What are the policy options?
- Should we think about how we do things, what we spend money on – are there alternatives? Re-examine assumptions about services, find ways to use spaces more efficiently (better collaboration between schools and county, for one thing—maybe plan better, like have the new Wilson school have a theater that could be used instead of Artisphere [which is already going away])

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Institutional inertia
 - School/county boards and respective staffs guard their turf
 - Fondness for the benefits of growth—additional revenues, developer proffers
 - Lack of understanding by the population at large of the financial difficulties
 - Lack of broader community representation at these kinds of meetings
 - Strong sense of entitlement...moved away from Arlington Way, sense of getting people together to fix problems, being responsible – although maybe TJ park process was an example of it working? If we can get people to engage, they are good at finding solutions.
 - Still some reluctance to engage the community openly
- 

Facilitator & Recorder: Toby Smith & Carolina Espinal

Attendees: Deborah Candeub; Sarah McKinley, Pat Findekoglu; Laura Simpson, Ginger Brown

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- We have a preconceived notion that we all share similar ideas but our understanding of who we are is really different.
- Many of us aren't informed about what is happening in the County.
- We believe that property value is tied to school quality.
- We have a tradition of good schools and we're proud of that.
- We are a middle class County and people at different economic levels have different needs from the community.
- We are becoming less and less diverse – we're losing diversity (age, economic and racial/ethnic, small business).
- We are a county where people want to have all of their needs met – not just families or millennials.
- We have a growing aging population.
- We have seen a significant jump in school aged children in the County which is placing increased pressures on the school system.
- We have the largest percent of millennials proportionate to our population – in the entire country.
- There is increasing income inequality.
- We've become a place that is difficult for young entrepreneurs and/or immigrants to settle like they once did.
- We're a County with unique neighborhoods and one in which people take strong pride in preserving and protecting their neighborhoods.
- Our neighborhood associations are really active and need to be preserved.
- Our 22204 zip code has been cited as the most diverse zip code in the country.

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?

- If the trends on slide 31 continue, residents will look dramatically different from how we look today and that will determine the needs of various neighborhoods
- We need to be able to offer millennials some of what they go to DC for here in Arlington
- The pressures to preserve what people like about their neighborhoods versus the pressures to meet county wide needs often come into conflict (e.g. the recent debate about adding an elementary school at Thomas Jefferson)
- There is a tension between those that want Arlington to be suburban and who want to live in suburban neighborhoods to the reality that the County is increasingly an urban, as opposed to a suburban, community.
-

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- We want to be a place that has a rich diversity of residents who have their needs met.
- We need to develop a comprehensive plan for property acquisition so the county can buy land to both expand school properties and to meet other county needs such as parks and open space. We need a cohesive and

aggressive strategy for land acquisition to meet growing community facility needs. We also need to set aside adequate funds in the capital budget for land acquisition.

- We need solutions that allow us to be able to provide flexible use of land.
- The County needs to help make the vacant store fronts accessible and keep rents affordable for small and independent business owners.
- There are creative things that other jurisdictions do – pop up shops – to promote and support local vendors.
- The Penrose Square fountain/park has changed everything – it's building community – and should be replicated in other places and represents the type of community spaces we would like to see more of in Arlington.
- A livable community with many high quality amenities and preservation of strong neighborhoods.

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Finite land.
- Friction between county and neighborhoods around issues like schools and parks/public space.
- Land use rules that – if changed – could allow for accessory dwelling so that seniors and others create rental spaces and get help to cover expenses to stay in their homes.
- Rigidity with which APS and the County manage their “fiefdoms.”
- The fact that some buildings have not been built to accommodate additional floors for expansion when needed.
- Financial and budget constraints.

Facilitator & Recorder: Tannia Talento & Alan Howze

Attendees: Rick Epstein, Paula Potts, Bill Roos, Sandra Borden, Bill Braswell, Matt Ladd (Arlington County)

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- Millennials, seniors, families
- Diversity changing – more Asian and less Hispanic
- Highly educated
- Culture and sports
- Expectations have been built up around services that are available – with changing tax base do expectations need to change
- We are getting richer and whiter as a County → is that who we want to be?
- Is it what we aspire to do? or what are we today?
- How do we educate the citizenry


Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?

- Elderly neighbor with two home health aides – how to make it manageable. Do we need to look at accessible dwelling units/ Growing elderly population
- Development – asking developers to give to cover cost; as needs change, who will bear the costs
- Segment into different needs → example of Arlington neighborhood villages
- Families/adults – trails, schools, parks
- Non-family households – pedestrian access
- Safety and convenience and the parks
- Some needs are common across vs. specific needs (elderly)
- Think about multi-use and flexible use facilities
- Different neighborhoods have different needs
 - Single family
 - High mile areas
 - Children needs
 - Dog and
- Need to have metrics on what parks ratio is and how to pay for it
- Need parks planning process to match future needs

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- Proud to live in Arlington – great schools, transit
- Need a vision about how much development do we want and need
- Need more information about attitudes on development
- How to reach out to find out what people and future vision
- What are the services costs for multi-family vs. single-family

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Would like to hear directly from business owners about why they do or do not locate in Arlington
 - Have to have plan – County does not have a strategy
 - Too many administrative hurdles for businesses
 - How to have small businesses and support them
 - Do not
 - Taxation levels
 - Incentive packages for businesses
 - Example of Tech Shoppe and Crystal City Bid example
 - Inconsistent regulation administration – inspectors say one thing then another inspector says something different
 - Streamlined process for new business to help set it up
 - Can the County adjust development plans to allow for or require mix of local/small businesses – for example, in Rosslyn
 - Open data on permitting statistics – how long it takes on average- and at 30/60/90 day intervals
- 

Facilitator & Recorder: Christer Ahl

Attendees: Dakotah Smith, Adam Rasmussen, Connie Ericson, Greg Lloyd, Lois Koontz

Question 1: Based on the demographic data that we have seen so far in the process, who are we as a County?

- Arlington has the advantage of a population with very high median/average income that is also highly educated; but the disadvantage is a substantial difference/polarization between top and bottom; moreover, this is reflected in substantial differences in school/educational quality due a corresponding geographical polarization;
- rather than being characterized by the often referenced North-South divide, Arlington may be seen as consisting of three different geographical/population groupings: the R-B corridor together with the Crystal City/Pentagon City corridor, the northernmost Arlington, and the remaining southern areas of Arlington;
- While there are some positive aspects of diversity, the populations in the three areas do not have much in common with each other and do not have a clear understanding and appreciation for the circumstances in the other areas;

Question 2: How does the predicted change in the demographics determine the needs of the different neighborhoods and Arlington as a whole?

- Specific unmet needs already exist in the low-income segment of the population, which is also handicapped by challenges at school, in part due to not being ‘native speakers’ and in part due to lower quality of schools; this will become exacerbated if overall resources in the County are shrinking and if geographical segregation continues;
- More generally, the attention to affordable housing is inadequate, and the situation is likely to worsen if policies do not change and if the County is not successful in creating more awareness of this need;

Question 3: Who do we want to be as a County, and what steps or solutions should we take to get there?

- Our location makes it important to emphasize that Arlington is a primarily urban environment;
- The population growth is likely to continue; this is positive and the County should not (and cannot) attempt to affect it other than in terms of ensuring the necessary availability of housing;
- A diverse population is positive and will continue to be a reality, but the polarization caused by geographical segregation is detrimental and needs to change;
- Affordable housing should be strongly pursued in on a much broader geographic basis and with new approaches for integration into neighborhoods;
- There should be more emphasis on walkability (and biking) and better access to retail, amenities and facilities which meet the daily needs of the neighborhoods; such features should be incorporated also into residential buildings and not just in office buildings or as stand-alone;
- Continued focus on adequate open space, meaning parks and other green space to meet the needs of all population segments; increased housing capacity must not come at the expense of open space;

- The County must assume greater responsibility for ensuring that the older segments of the population can stay on in their environment in Arlington, after they no longer can fully function independently in their homes; this also includes supporting their transportation needs through tailored arrangements;

Question 4: What constraints or barriers exist to taking those steps or solutions?

- Arlington emphasizes ‘location’ as giving us an edge in comparison with other jurisdictions; but not enough is done to take full advantage of all aspects of our location; moreover, modern technology, changes in the transportation situation, and the fact not all jobs are found in D.C. these days, means that other areas, such as Tysons, will cause us to lose this perceived edge;
- The ‘smart growth’ concept has caused the notion that our current ‘single-family neighborhoods must be protected’ to be taken too far; it reduces the flexibility of land use too much when growth is needed and it contributes to undesirable polarization;
- The intra-Arlington street network traditionally relies mostly on arteries running as west→east spokes toward the river; the same applies to the Metro lines; this creates barriers and causes Arlingtonians to leave the County and go to D.C., Fairfax, Alexandria etc., for business, shopping or leisure activities; new north-south arteries and/or public transit options are needed;
- The County’s historic ability to find the resources to meet a lot of needs has created both major expectations and complacency; it may be difficult for residents to accept that circumstances are changing and that increased emphasis on cost-efficiency and better utilization of facilities and resources is needed;
- Large segments of Arlington’s younger population and apartment residents are not willing or able to get involved in civic matters; but their voices are important for the determination of the needs and preferences of Arlingtonians in the future; so the County needs to make a special effort to make them become more engaged;
- There is a danger that Arlington will be overrun by ‘cut through’ traffic from the outer suburbs on roads such as I-66, I-395 and Rte. 1, so that the County will need to continue to take effective measures to protect our interests;

TABLE NOTES RELATED TO SITING CONSIDERATIONS

Question 1. Drawing from your own experiences and from what you learned from the case studies, what should be carried forward for future siting efforts for county facilities and schools? What should be done differently?

Follow up questions:

1a. The study committee charge states, “consideration should be given to finding more efficient ways to use existing facilities and sites, colocation of appropriate uses, and temporary or permanent use of private space.” How should new uses be determined for existing facilities or sites to maximize county and school resources?

1b. Some of the case studies took many years to reach community consensus. How could a new siting process address needs that are time sensitive?

GROUP 2 – FACILITATED BY GREG, KELLY, AND HANS

The 2003+ fire station process had a better, more open charge than other examples. By empowering group to understand all dynamics and fully embrace problem, the ownership of resulting recommendations was better.

TJ group seems to have moved outside of charge by addressing the question of whether TJ is really the best/only available site. But that group was hamstrung by an overly narrow mandate without the scope to own the outcome. Was both given a narrow scope and expected to own recommendation – impossible situation. (Group felt the more narrow question of could a school be built there was answered: yes.)

Surprise was a huge issue with the TJ site, as at Cherrydale fire station. Surprises kill community ownership and buy-in. Need better transparency.

Perhaps we need to re-define what does success mean? If success means involving the usual suspects, who ask lots of questions and burn lots of time, then maybe these examples are okay. Maybe we can't have both fast decisions and full inclusion. We need to define what tradeoffs are driving our decision processes.

Where do we as a community want to go – that will drive the outcomes. Our group and the whole process around it is the community calling a time out: we need to re-evaluate the process. Let's hope it results in some groundwork which makes future decisions happen more efficiently. The purpose of the group is to prepare ourselves to make decisions, we'll know what's available and what criteria we should use.

New processes need to be applied to new properties just coming online now, in particular new acquisitions that have been popping up in the news.

GROUP 3 – FACILITATED BY LYNN AND JASON

- Time is \$\$\$; fire station delays cost \$\$; process vs. cost
- Involve people up front or it will get bogged down later
 - Columbia Pike streetcar: took too long; too many studies; sending uncertainty now
 - PL4PG fiasco; ideas weren't floated
- Give people information
- Listen to what people say
- Stay with stakeholders; don't get too ahead of stakeholders
- Who are your stakeholders?
- Are you hearing both loud and soft voices?
- Look at the full county needs; clarify needs of entire County
- Better balance of information (i.e. schools, parks, fire) –
- Planning Silos: aff housing study; PSMP is 7 years late

1a.

- Arlington Mill is empty & others that are empty – match needs
- Can we use some to match needs for schools?
- We set arbitrary constraints; rigidity of talking (?)
- Set parameters to site things more creatively; preconceived policies keeps people from doing creative things
- There are County facilities to use for schools while still maintaining County functions (community activities)
- Use County facilities as schools at least temporarily (i.e. Fairlington); be careful to not not displace existing activities
- Patrick Henry & next door facilities
- Madison Center – affordable housing only on transportation line; think outside the box

- Schools have senior centers apartments above; modular so you can claim floor or give back space as needed; Why not have housing above new HS on Wilson (new HB Woodlawn location)?
- More colocation
- 8 empty buildings in Crystal City; Ballston empty buildings
 - Possibly earmark housing for school, county employees
- Private buildings; why just for schools? Could we move community center uses to commercial space? Use office buildings for community facilities (art, yoga, etc); would be a lot less \$\$
- Lease then different financing
- Retrofit – state mandated codes
- Limitations in space issues in office buildings; No gym
- Trade off housing for county employees for affordable housing
- Housing over schools? Or county facilities
- Creative problem solving – start with notion that there is no bad idea; let everything be out there
- Pedestrian mall
- Resolve prior to site plan; can we resolve conflicts that emerge through different plans (i.e. MTP; PSMP need joint open space plan); Community facilities plan element
- What ever works well together

1b.

- Set the table – layout the facts; options; criteria
- Don't blackmail community into a rushed process; APS seat crisis or Artisphere; quick decisions cause long term problems
- Without facts it appears that staff or schools are pushing an issue or position
- Long discussions between County/schools w/o open to all
- Stuck in staff; get it out earlier and not just with staff
- Silence poisons the process; foresee the need for HS seats!
- Look to other urban areas for solutions
- Share facilities with Fairfax for salt/sand, as an example
- Contracted service if cannot find space for facilities
- Pair up with other jurisdictions for bus siting and other things
- Think creative in architecture to mitigate uses

GROUP 4 – FACILITATED BY KATHLEEN AND SAUNDRA

- involve the stakeholders early on
- make sure that the broad interests and inputs of people are considered
- being more transparent of our needs as a community; ongoing community needs list.
- How do you define needs? Who defines them? The important thing is to get stakeholders involved early on to help define those needs
- keep people engaged and informed

What differences?

- differences between the corridors which have plans and single family neighborhood which define their NC plans
- green space and amenities are located more in neighborhoods rather than in corridors
- renters and low income people aren't represented in community processes

1a.

- change mindset from building a single use to multi functions.
- more communal spaces should be the default
- no option to think outside of the zoning box; we may need more tools that are more flexible
- senior centers in conjunction with nursery schools
- cooperative agreement with businesses and preschools in APS
- leasing church parking lots or church spaces

1b.

- engaging people from the beginning avoids the blowup and setbacks
- creating common principles and guidelines that can be used from group to group.

GROUP 5 & 6 – FACILITATED BY MOIRA, JACKIE, TOBY, AND CAROLINA

Fire station process seemed like a good process—had criteria, consensus understanding of the need, committee had free range to pick a site within a moderate area.

Fire station—has a clear “catchment area” (whatever the term is)

Specifically in the instance of the fire station, the problem arose because the County choose not to follow recommendations based upon previous community engagement processes (e.g. the 1989 Advisory committee and then the Cherrydale/Lee Highway Revitalization Plan) for reasons that were not made transparent to the community.

TJ group was asked to evaluate one site and didn't have a comparison which likely led to a split (no consensus).

In the future, the committee could compare sites. Seems like being able to compare sites helps community process.

Decisions about specific sites should be considered in the context of the County level plan for the specific need so that any alternatives and potential relationships are transparent.

School boundaries can change, etc. which makes it harder to get your arms around siting. For example, at TJ specifically, we didn't know what kind of program would go there (choice or neighborhood).

The County contributes to some of the communications problems. The fire station and TJ were troublesome because proposals were put on the table or taken off the table without community involvement.

Need an answer to the question—when does the siting process begin?

- With CIP? A County Board charge? From the community?
- When the County says something is important enough that we are going to spend money on it (when staff identifies a need that requires funding), should have a way to involve people right away (or if people feel the need and can convince the Board to spend the money)?
- The starting point for the process and information to the public should be clearly identified when the need is identified and with continuous information and documentation as it is refined; even before a committee or workgroup is identified
- Similar process should be used for schools and county, regardless of who owns the land. Processes should be integrated.
- Should the Comprehensive Plan spell out the needs before they move ahead with trying to fund money? Except schools are not in the Comprehensive Plan? How do we reconcile the different recommendations and needs stated with the various elements, and things that are not even mentioned in the plan, such as schools?

TJ shows us that the schools need to involve the community, be more transparent, earlier engagement with the community

If considering a public-private partnership, it should involve community when start envisioning the relationship

- The pros and cons of a public private partnership for a specific need/facility and the decision of whether or not to proceed with a process that is assuming or exploring a partnership should be considered in a community process BEFORE any specific public/private process begins.

1a.

Time and percolation needed to get people with diverse viewpoints to consensus

1b.

Can there be an expedited process that is inclusive of the community?

- Maybe we can identify criteria that would help –e.g. incorporate the development of a statement of pros and cons into the process such as the statement that the TJ group came up with.
- If was time sensitive, maybe could start by describing the pros and cons, early

Process is helpful—gives the decision makers (the Boards) all the input before they make their decision, otherwise feels like its not transparent/the community was not engaged

Deadlines are good and needed. TJ was given a short timeframe (but didn't get to consensus—just surfaced the issues).

Is it best to follow the TJ process where no votes are taken or should siting committees be forced to take a vote? Trying to reach a consensus might not always result in a clear path forward or provide a clear answer in the same way the taking a vote might – or does the group raise the issues and the Board takes the vote? If there's a vote, should record the counts pro/con

GROUP 7 – FACILITATED BY ALAN & TANNIA

- A principal in the siting process should be: When framing the process and engaging the community consider how big the scope of the charge is and is the scope open enough to allow a productive and useful result to the process. (ex: TJ)
- Plans for sites should include understanding of how the site fits into and affects the community – if the plan is laid out without knowing how the dominoes will fall then it will result in no community support.
- Understand the scope of involvement – will it be big, small – should it be limited and to who? Should there be a radius rule so that everyone gets a say but it limits the scope of involvement.
- Need one system for siting.
- Chart that Carrie provided in PowerPoint is a great tool!
- County has a history of not engaging in full disclosure.
 - County should ensure that any siting plan changes by County are transparent and made known to the public. For instance, if property sited for specific development by the County is then bought by a private developer after discussions with community members regarding the County development or if Park Bonds that were approved by the voters are then reallocated due to a change in the original site plan.
 - County should ensure that it can follow through on plans advertised to the public

- Park bonds for Artisphere – how did that happen?
- County needs to disclose legitimacy of investment – if county wants to repurpose bonds then it should be put to a vote by its citizens or if the bond repurposing is within scope then inform citizens of the reason for the change. This will provide community support as these changes are made.
- Do not package park bonds.
- Unbundle bonds!
- Multi-functional facilities becoming a necessity
- Siting guidelines should provide how sites can be multi-use sites
- Park land per capita has dropped due to population increase – need to address and ensure green space
- How does an urban setting ensure green space?
 - Parks:
 - Should not put non-park uses on parks
 - Community Centers
 - Ensure availability for mixed-use

GROUP 8 – FACILITATED BY KATE & SAL

- Making decisions unilaterally has disastrous impact.
- County tends to keep things quiet until they've made a decision – “benevolent dictator model”
- Be clear what the County staff is looking to achieve
- County and Schools have been unable and unwilling to work together
- TJ, Lubber Run, Reed School, Stratford & Wilson sites – example of School Board dumping things on the community
- Fire Station 8 – Barbara Donnellan said community consultation would take place, but it hasn't
- Projects need a more clear process – process and needs should be better communicated
- Opportunity for influence without being adversarial – shouldn't need T-shirts rallying around a cause to have a voice
- Consider County taking a posture every year like the military does – heat map – this year we're going to be ____
- County increase communication to get through to citizens

May 13 Table Notes

7

- For time sensitive siting processes – meeting and focus need to be results oriented, people can't come in with preconceived ideas – need to be open to flexibility
- Utilize Civic Federation to reach Civic Associations – re energize Civic Federation, create a refreshed communication study
- Committee of 100
- Look at opportunities for civic engagement beyond late night meetings – utilize technology, video tape meeting, use social media
- Next door

GROUP 9 – FACILITATED BY KIRIT AND ANNE

Decisions by County and schools often presented as a “done deal” despite states process. Also, time it takes to completes this process (fire station took 21 years). Another example is that students are still in trailers despite years of discussion to solve this issue.

Everyone cannot always agree but disclosure by County staff of plans seems to be a concern. Expectation management is important to let citizens know about participation. Ultimate decision may be made by County board.

Possible new uses might include schools commingled with parks and affordable housing. We need to provide options to keep green spaces. Must realize that school decisions impact entire community. Public participation does not have to prolong process. Process must come to fruition and ultimately, decision needs to be made. County cannot unnecessarily delay decisions based on process.

GROUP 10 – FACILITATED BY CHRISTER AND TYRA

- The experience from case studies suggests the importance of a clear-cut purpose and goal for the siting effort, as opposed to an opportunistic approach or a vague objective.
- Important that all options are systematically reviewed and considered, and that no options are removed for unclear or questionable reasons.
- County must be clear and open about its intentions and must avoid being blind-sided by competing bids/objectives (Fire Station 3)
- There needs to be coordination and ‘master planning’ for the whole spectrum of county facilities to ensure optimal land use; not clear why, in our Study, some types of facilities, e.g. for human services, are excluded; they compete with all other facilities for land and dollars;

1a.

- Joint planning would facilitate co-location, sharing of facilities; increased collaboration needed to ensure maximized use of facilities;

May 13 Table Notes

8

- APS needs to be more flexible regarding the type and size of facilities that they can use to combat over-crowding; for instance, why not have smaller facilities for elementary schools, and why so rigid regarding design and ‘standards’ of school buildings;
- We need to move away from traditional approaches; for instance, apart from gyms and class rooms, schools have facilities and resources that could and should be used by the broader population and for non-traditional purposes;
- Why are school libraries not used for the non-school population; and why are public libraries needed as stand-alone facilities instead of being seen as components of community centers etc?

1b.

- The problem is not really that processes are too time-consuming when siting efforts are time-sensitive; the real problem is that planning is started much too late when the existing and emerging needs already should have been known;
- Matching the demographic forecasting, we should have continuous planning with dedicated planning staff for all relevant needs, in order to avoid sudden and piecemeal planning;
- The County needs to be more open and transparent about its future needs and about the relevant background information for the planning and siting processes; this Facility Study has provided lots of basic information which is normally unknown to the public;

Question 2. How should the facility needs of the county as a whole be balanced with concerns about a facility’s impacts on surrounding neighborhoods?

Follow up Questions:

2a. What role should your community organization(s) have in the facility siting process? When and how should the community be engaged in siting decisions?

2b. The current system of planning for facilities seems to lead to a process where most people are reacting negatively to a proposal. What could be done to change this dynamic in the community process?

2c. What communication tools should the county and aps be using to get information out to everyone?

GROUP 2 – FACILITATED BY GREG, KELLY, AND HANS

Better educating and marketing to the public is the clear theme here.

We need a vision of the County that precedes these processes. We need the public to “get” the bigger picture – need them to step out of their immediate neighborhood and recognize how our community is interconnected and is changing.

There is a “Mayberry mindset” (a la Westover) that we can no longer support. We need to actively educate broad community on new/emerging usages and mixes and that change is coming. Arlington IS a mixed density community that will need to extend deeper into neighborhoods

Community needs to trust that we can make a site decision now whose usage details might change later.

Clear, County-wide owned and adopted criteria should help overcome the NIMBY effect.

Back-of-house needs have been a huge ah-ha moment for participants. (ex: Not enough parking spaces for buses, North Arlington vehicular needs.) We need the broader public to understand these challenges.

We need public to understand that green space being preserved at (say) TJ means trailers need to go elsewhere. Again: we need to reinforce County-wide thinking with all community participants.

Make sure to focus on positive impacts... for everyone! Search out ways to expose people to what’s possible. Find people that love it and have them lead walking tours.

GROUP 3 – FACILITATED BY LYNN AND JASON

- Too much input to surrounding neighborhoods – too narrow stakeholders; need to look at full county (TJ park not being used means loss of open space at Glebe)
- Too much concentration of specific types in limited areas
- Facilities do not need to be ugly; match to neighborhood setting
- Neighbors should be consulted for traffic but also larger area
- Be more equal with burdens throughout the County
- Transportation – “building along routes”
- Not to exclusion of whole; Needs and burdens should be equally distributed
- PSMP – don’t know how all spaces serve us
- Retail action plan – affects other plans
- Salt dome facility – dog park
- Traffic impacts everywhere, but is such as a common issue it shouldn’t drive the process

2a.

- Result is not always very good if there are predetermined decisions [from staff]; TJ process failed because public had no say in siting decision; would have been better with more transparency
- Give multiple locations to discuss instead of pre-determined options
- APPS will select a site and then cave if pressure is too great
- Loud and ___ voices get heard more

2b.

- Be clear about our needs so people understand it better
- Be more open of all needs of the County & Schools; this will lead to more involvement
- Land acquisition for fire station and other needs
- Policy that any private home could be acquired next to park or school
- Every possible site gets an honest evaluation; no bad ideas at start
- Parks land acquisition should not or should be used for other uses
- Follow what Cherrydale uses; all sites were considered and evaluated evenly

2c.

- May be too much information already; The takeaway, 1-pagers are very helpful
- Hard to engage average residents
- APS engaging the PTA’s and community was helpful

May 13 Table Notes

11

GROUP 4 – FACILITATED BY KATHLEEN AND SAUNDRA

- think about circles of impact with every process
- consider mitigation: if an area gets a sewage treatment plant, that area should get the next big park, for example
- again, communication and education with the community is critical
- the citizen is a good way to communicate needs; would like more information on APS;
- gather more than one civic association at a time, across a larger geography, to provide information and get feedback from more than one group and obtain multiple perspectives

2c

- explore non-traditional methods
- leverage partner groups like non profits and schools
- work with apartment buildings and landlords, especially to communicate with millennia
- School Board and County Board need to communicate more often, and publicly

GROUP 5 & 6 – FACILITATED BY MOIRA, JACKIE, TOBY, AND CAROLINA

Communication is the key. Need to involve immediate neighbors around a site.

2a.

Who is the community?

Good to involve whole County so don't get each neighborhood being NIMBY and the site need getting ping-ponged around the county

- All potential sites should be on the table at the beginning of the process. The TJ example is one where this appears not to have been the case.
- Representatives of county wide organizations should be included in each process, in addition to immediate neighbors, to facilitate communication and to be transparent about the county level context and potential impacts on other areas or the county level plan for the identified need.

2b.

If people feel a decision has been made that will affect them, and they've had no opportunity for input, the process will likely get bogged down and have to undertake a "restart" → if can engage earlier on, would be more involved and the process would likely actually be smoother and take less time.

Look at geographic “service areas,” if appropriate for the type of facility you need (fire station concept—could other facilities such as parks and playgrounds be distributed intentionally, not just where there is space)

- Some needs could just have one county-wide multi-purposes facility (esp recreational stuff) instead of many small ones
- Could also consider population density and the density of the specific population with the highest needs for the service, not just geographic distribution around the county.
- Could help planning commission—when a developer wants to build something, are those amenities there for people? If not, get concession from developer
- Would need maps showing these overlays

2c.

- Digital resources, social media
- Or the opposite—putting signs up in community centers, libraries, etc.
- Leverage mail that already goes out—tax bills, etc. county sends out a fair amount of snail mail (although may not be time sensitive to certain events)
- Backpack mail in schools
- Video on county website
- Surveys
- Interactive comments like for “public land for public good”—posting them so people can see
- Word of mouth doesn’t work well
- People who go into the communities, town meetings, etc. use civic associations etc but also some way to reach out to other people who aren’t involved in civic associations
- Also some of the dense areas (Crystal City etc) don’t have them, just have tenants/condo associations
- Gap—communication with rental spaces, also hard to reach condos and townhouses
- So much information on the county website – there needs to be a clear place to direct people

GROUP 7 – FACILITATED BY ALAN & TANNIA

- Planning process has to be inclusive of all communities but how?
- Affects are usually felt locally but can’t ignore countywide ripple effects.
- Arlington has been suburban last 50 years
 - Going forward not so much

May 13 Table Notes

13

- Siting impacts not only surrounding neighborhoods but impact on population increase.
- How do you maintain park space for increased population?
- Parks need to be preserved.
- Preserving single family neighborhoods – does that still hold?
- In Urban corridors include green space when building – be creative.
- Public does not have input in the “charge” assigned to community committees formed for opinions and recommendations. Does this affect outcome of recommendations/utility of the outcome?
- Parking spaces should be underground
- Create a criteria for siting process where we could get creative ideas on the planning during siting process.
- County exploring options to see how to purchase more land.
- Need more aggressive land acquisition policy
- County resisted using eminent domain but this should be revisited.
- Don’t have the reserves for park acquisition
- County should consider more creative use for sites – look at empty offices space for community needs
- Board in 1960 took initiative, regarding Ballston, to counter balance with green space – Gulf Branch was purchased – this type of focus is needed at County level.
- Negotiate with developers
 - Ask developers how they can provide facility use to the county
- Mistake often made is assuming that County knows what a community wants
 - Maybe on a sector level engage community: for example, tell affected community “we need a new school, library and fire station in the next 10 years, how does the community envision this implementation regarding schedule, location.” Engage community to assist in planning and resolving needs to ensure community support and cooperation moving forward.
 - Let community provide solutions.
- County staff tends to define problems without talking to the community
- County staff should first explain to community why and what the “need” is and then community will be more willing to work with staff to address the site issue.

- Staff is good intentioned but lacks community engagement. Community engagement is necessary for productive and supportive action.
- Ask County and Schools to think harder how the impacts on community can be compromised with community.
 - For instance, the Salt Dome Facility: how can it have a minimal footprint and still be effective?
- Reassess tools needed for different environments/communities – we are more urban.
- Innovation stems from discussion
- Engage community earlier and sell the need
- Legitimate needs have to be communicated
- Set up process for community engagement
- Nimby can be turned down/avoided if the community's input is valued and taken into account in the beginning!

GROUP 8 – FACILITATED BY KATE & SAL

- Need to be aware of all of County's needs for siting needs
- Communicate needs to citizens
- Look to other cities for examples (some thought not looking to other places, being insular, group consensus Arlington does look to other communities, but maybe needs to communicate that better)
- Encourage co-location of facilities
- Adaptive re-use
- Northern Virginia Mediation Service - look at utilizing to resolve community conflict
- Determine vision of Arlington – modernizing, urbanizing
- Projections based on population growth (not time) ie when population hits X, we'll need another school, when it hits Y, we'll need another fire station. That way no one is caught by surprise.
- Sector Plans are done “without a method to the madness”
- County Manager can't do a master sector plan because feel County Board would never follow it.
- Planning department often ends up being the “reacting” department
- Discussion regarding Weldon-Cooper study & Washingtonian population projection and problems with that messaging when Arlington is messaging growth

- Community sees facilities that aren't schools anymore and don't understand why they aren't schools any more or can't become schools.

GROUP 9 – FACILITATED BY KIRIT AND ANNE

Community does not always have to be involved in siting decision from beginning, but at key points in the decision making process. Needs of the County have been identified but communities are often opposed to site in their actual community.

Education of the honest options is necessary to get community “buy-in”, important to follow process in place to ensure all parties are at the table. Civic association is not always reflective of actual residents.

County needs to try new tools to reach different residents. Need to find out how to reach millennials. Also, how to reach residents without children in school system. Social media will play a key role in informing residents of issues.

GROUP 10 – FACILITATED BY CHRISTER AND TYRA

- Neighborhoods need to be more willing to accept facilities which provide the services they need, instead of the typical NIMBY attitude;
- However, the balance between countywide and local interests must then be achieved by having the County show respect for the concerns of the neighborhoods. This is done through careful and successful mitigation, e.g., choosing the specific location that is optimal, through elegant ‘camouflage’, with noise abatement;
- The County may offer a ‘quid pro quo’, by combining a ‘less desirable’ facility with some features which are wanted by the neighborhood;
- Ensure that buildings design fits in with the neighborhood; focus on aesthetics and not on being ‘cheap’;

2a.

- Affected civic associations should be involved early; also need to be given an understanding of the ‘big picture’, e.g., why a particular location is essential from a countywide perspective;

2b.

- The planning needs to be more holistic and continuous; surprises and ‘railroading’ must be avoided; local knowledge and arguments must be respected;
- Instead of asking for reactions to a County proposal, ensure that the community gets to participate in developing the proposal; generally speaking, empower the participants from the local community;

May 13 Table Notes

16

2c.

- County and APS should have one joint web site where all planning and siting efforts can easily be found, and where all Site Plans and development projects in the pipeline can be followed from the outset;
- It is recognized that not all County technical staff and planners can be expected to be communications experts; but this needs to be remedied through special PR/communications efforts; especially the project managers need to focus on communications; attaching 'outreach' or 'liaison' staff with inadequate project knowledge is not a solution;
- Once a facility is complete, there is a continuing need for information and PR, to ensure the fullest possible awareness and utilization of the facility;

GENERAL CONVERSATION/OBSERVATIONS

GROUP 2 – FACILITATED BY GREG, KELLY, AND HANS

Clearly it's a challenge not to be forced into a short term solution. It's a balancing act between long/short. This group can be valuable if it actually leads to a strategic process vs emergency to emergency.

How many people are too many people? Are our leaders delegates or trustees? Shouldn't the Boards carry us along on a vision and a stick to it?

Communities expect too much of a voice and Boards abdicate to decisions to advisory boards. The role of groups like ours should be to raise questions, concerns – not make the decisions. A large group will never be able to make a tough decision.

Anxiety about HS crowding but doesn't feel velocity to actually deal with it. MS & HS needs seem to have flexibility vs elementary level, thus less secondary concerns. HSs are squishier in their ability to utilize the space utilization but that doesn't change fact that we need a new school

We have a brain trust in Arlington and there's a whole community that we're not engaging. Problem is that we don't know what we don't know. We keep using traditional routes to get input. Need to reach out differently, otherwise you get same voices and same type of voices. Self selection of the same people. We should look around the room and be concerned about seeing the same ole faces. We are missing single parents, two job parents, millennials.

It's hard to figure out what's going on when and where.

It would be good to know how people who are involved in this group were appointed and who they represent. Otherwise the validity of the outcomes will collapse.

GROUP 4 – FACILITATED BY KATHLEEN AND SAUNDRA

What are some compelling pieces of information that should be communicated at the June 2nd event?

- information like where public facilities now sit.
- reality of where our infrastructure is and what our needs are
- make information relevant to the audience
- ask how people get their information, and how they would like to be communicated with;
- communicate good news as well as concerns

GROUP 5 & 6 – FACILITATED BY MOIRA, JACKIE, TOBY, AND CAROLINA

One person disagrees with the idea of public-private partnerships—County should spend its own money

Should be a high bar for going ahead with a project like that

How to reconcile the CIP process, should be 10 years but needs change over time

Too often, plazas are getting accepted as “green space” → open space ≠ green space

GROUP 7 – FACILITATED BY ALAN & TANNIA

Communication Tools:

- ARLNow is a communication vehicle (one member stated that has found some discrepancies and does not depend on this source for valid information)
- Civic Association newsletters
- Emails
- Variety of methods, twitter, Facebook, Schools, County Fair, Starbucks, Libraries, Community Centers – all should be used.

TABLE NOTES RELATED TO SITING PROCESS

Question 1. Could this siting framework be adapted for most or all facility siting processes?

GROUP 2 – FACILITATED BY GREG, TANNIA, TYRA

- How do we include the community to make sure that multiple uses are considered early?
- Is there a way you can require a co-facilitation?
- How do you give due diligence to out of the box solutions?
- Phase 0 would create a list of needed facilities, and that would feed into the Phase 1 efforts.
- Where we acquire new sites, we could reverse the Phase 1 question. We would say, “Here’s a known site, so what facilities would be a good fit for this site?”
- The word “site” pre-supposes construction. Can we describe it in a way that opens up the non-building solutions? Could we emphasize the notion of program use, and the fact that most sites considered would have pre-existing programs?
- There’s clearly a need for a well-defined Phase 0, which we don’t have yet.
- It’s important to keep people from getting back into their “stove pipes”.

GROUP 3 – FACILITATED BY LYNN, CHRISTER, SAUNDRA

- General agreement that the framework is generic enough to be suited for most siting processes;
- Specifically, it could be used both when a site exists and a suitable sought, and when a facility needs to be placed and a suitable site is sought;
- The lack of clarity due to the missing/unknown ‘phase 0’ was noted; it was explained that while the Siting Subcommittee work needs to be expedited, the Facility Subcommittee is still working on the inventory of current and future facility needs and the principles/processes for prioritizing those needs; this will sense be part of ‘phase 0’ and tie in with the proposed siting process/principles;
- It was noted that if there is a concept of a ‘primary’ facility in the siting process, then ‘phase 0’ must include the notion that, in some instances, the ‘primary’ facility may in fact involve a multi-purpose facility or co-location for a site; at the same time it was noted, one should not endeavor to ‘cram’ more usages into a site than what is reasonable;
- It was emphasized that the key to a successful siting process is the existence of a ‘master plan’, in the sense that there is a process or vehicle for long-term, coordinated planning of all facility needs;
- The facility planning for schools should be fully integrated with the planning for all other types of County facilities, instead of being handled separately by APS; the current approach does not allow for an optimal coordination and prioritization;

- This also relates to the issue of the advantages of having ONE Comprehensive Plan rather than having such a Plan simply consist of the aggregate of a multitude of plans;
- For a specific neighborhood to understand the full context of a proposed facility in their area, they must be able to appreciate the bigger picture in terms of the County’s needs, so that the rationale for the proposed placement becomes clear;
- It is critical that all possible options are known and considered, before one goes too far in zeroing in on a specific site;
- Public-private partnerships are typically negotiated in secrecy, with no insight from the community; this can become a handicap when community support is sought in a siting process;
- Returning to the topic of co-location, it must be recognized that all permutations are not feasible or desirable; certain types of facilities may go well together, and others not; this may also depend on the site;
- About the proposed framework as a useful tool, it was pointed out that it consists essentially of a lot of text; increased utilization of graphics may help facilitate its correct understanding; but Facility Subcommittee member noted that, from their work, it was clear that going too far in that direction could also cause confusion;
- It was noted, apropos Fire Station #8, that for certain facilities there are overriding criteria, such as the vital importance of responding with EMS services within a four-minute limit;
- Given our space limits, it is important to consider the possibility of collaboration with adjacent jurisdictions, if a suitable site cannot be found within Arlington’s borders;
- In the case of schools, it is critical not to resort to piecemeal planning, thinking just about one school at a time;
- The case of the Wilson site points to the risk of sub-optimizing by insisting on limiting the height; we must get away from this traditional thinking which results in self-imposed limitations;
- There have been instances where the impression is that ‘it is a done deal’ from the beginning, and then there is no process that will help achieve legitimacy;
- One must recognize that the existing use of a site will often influence what is realistic and appropriate to achieve on that site;
- The CIP is not always a reliable or sufficient tool for understanding relative priorities among a spectrum of different needs; the school planning is more one-dimensional;

GROUP 4 – FACILITATED BY KATHLEEN AND KIRIT

- For a first pass, it seemed comprehensive.
- How could this be adapted for a rush or emergency process? Is there a way to make the process more fluid and flexible?
- How can the County be nimble in acquiring property?
- Set aside pool of money for opportunistic acquisition of land
- Does the County have needs identified, and potential sites?
- What are the criteria for “potential sites?”

June 24 Table Notes

2

- Phase I: Criteria for siting is scoped. That was intent of siting committee.
- Important that siting not be made with this specific site in mind
- Do we currently have an effective mechanism for determining what projects are included in the CIP? Area jurisdictions do it differently – could we look at what is working?
- Who gets to set priorities? Who gets to choose, in a way that reflects the diverse need of our County?
- Make sure processes reflect diversity of the community – otherwise the community participation is already flawed.
- Educating the greater community about the needs is an important first step. You will never have all groups participating, but educating people about the issues is important.

GROUP 5 – FACILITATED BY MOIRA, TOBY, AND CAROLINA

- Key Challenge of proposed siting process – in Arlington, we have to be sensitive to siting on top of something that already exists.
 - As an initial step, we need to prioritize uses of a site – what is the process for doing this?
 - Requirements for sites need to be clear – step 0 – so that you can prioritize needs.
 - County-wide challenges are hard to negotiate against challenges of specific neighborhoods or communities.
- There needs to be more community involvement in step 0. This needs to be a robust county listening process where people are able to express the needs that they have in their respective area.
- Phase 1 – needs to be better defined.
- There are so many things happening and the County has got to find more ways to communicate with communities. People have a hard time breaking through the noise and don't know what to focus on.
- Arlington needs a “citizen’s guide”.
- County and School CIP’s should be combined to improve transparency.

INDIVIDUAL RESPONSE

- I think the framework is excellent and reflects good common sense. I would strike the part shown in slide 14 - check in after Phase 3 - redundant to Phase 4.
- One problem is where a new property is added to the county pool of land. When the Quincy industrial space (5 acres) is added I imagine that ___ like the best spot for anything under consideration, so siting becomes too path-dependent.
- One strength of this process is that it acknowledges that part of these decisions is political and leaves that explicitly to CB/SB

Question 2. What should the community’s role be during Phases 1 – 4 of the siting process framework? Consider spectrum of public participation.

GROUP 2 – FACILITATED BY GREG, TANNIA, TYRA

- The community should have a role in Phase 0. They should be involved from the outset.
- There should be similar dynamics in all four phases. All the different constituencies should be represented.
- Many steps in Phase 1 would be done by staff, but which need community involvement to be effective?
- Could Phase 0 be a master plan? We don’t have a real master plan for Arlington – we have a lot of little plans. There are some elements of master plans in some of the sector plans, but those are not comprehensive.
- Two things we thought would be addressed in Phase 0 would be an institutional way of coordinating between County and Schools (and between County departments). Also, some way of having a group with community input that would have an on-going responsibility for strategic development of County and School facilities.

GROUP 3 – FACILITATED BY LYNN, CHRISTER, SAUNDRA

- A key issue is what constitutes the relevant ‘community’ in each siting process; in some instances the focus may be more on a local community, whereas in other cases it may be important to involve also a broader community;
- The mix staff vs. community is always important; one must avoid the appearance of ‘stacking’ a group in favor of the staff perspective;
- But beyond mere numbers, the precise selection of community representatives is important and can have an impact on the outcome;
- Generally speaking, one should recognize that there is typically a distribution of roles, with the staff providing technical expertise and the community reps providing the understanding of ‘the situation on the ground’ and the local perspective;
- The perceived effect on the community should determine the extent of the community involvement; there will be no sense of legitimacy unless those who are genuinely affected will have a role;
- One needs to keep in mind that there is a ‘cost’ involved, as a large community involvement may make the process more complex and time-consuming; and it is also demanding for the community;
- It needs to be clarified/agreed what degree of influence the community reps should have on the final outcome; there is a danger of giving the impression of a greater role than what is realistic;
- Efforts have to be made to ensure that participants with the necessary expertise are involved;
- For the community involvement to be effective, one needs a very clear ‘charge’ and then solid communication throughout the process;
- It may often be useful to have a small core group of community reps and then broaden the group if and when necessary;

GROUP 4 – FACILITATED BY KATHLEEN AND KIRIT

- Use an entire issue of the Citizen to review findings of this group. EXECUTIVE SUMMARY for communication is the Citizen.
- Use PTAs and Civic Associations
- Talk to churches and Condo Boards
- ECDC, Nauck, Faith Community, BRAVO, REEP Affordable Housing
- Libraries and Community Centers
- Millennials - how to engage them
- Latino Roundtable
- When a decision is made, what about those that don't get the amenity? There is always a trade-off.
- Comment that the framework is very logical.
- Major issue is communication.

GROUP 5 – FACILITATED BY MOIRA, TOBY, AND CAROLINA

- Civic engagement needs to be included in each phase of the siting process:
 - information needs to be widely available and consultation should be welcomed throughout the process
 - information resource – website needs to be more easily accessible – search functions
- Public participation spectrum – siting should lean on the side of being a collaborative process. People will decide to engage at different levels at different times
- Have an open meeting that is not guided by presentations – free-form – open forum.
- Every process should include a public forum – at the outset of the process.
- John has started going to Civic Associations to do presentations and should do more.
- How do we get county departments to communicate/coordinate?

INDIVIDUAL RESPONSE

- Phase 1 - 2 more like Collaborate, Phase 3 like Involve.

4

Public Open House Community Feedback

PARTICIPANT SURVEY Thank you for attending and contributing your ideas!

Your Name: _____

Your Neighborhood or Civic Association: _____

Which Arlington community facilities or services did you or a member of your household use in the last week?

- | | |
|---|---|
| <input type="checkbox"/> Public School | <input type="checkbox"/> ART Bus |
| <input type="checkbox"/> School Bus | <input type="checkbox"/> Commuter Store |
| <input type="checkbox"/> Library | <input type="checkbox"/> Bike Facilities or Capital Bikeshare |
| <input type="checkbox"/> County Park | <input type="checkbox"/> Public Parking Garage or Meter |
| <input type="checkbox"/> Community Center | <input type="checkbox"/> Public Safety (police, fire, etc.) |
| <input type="checkbox"/> County Swimming Pool | <input type="checkbox"/> County Trash & Recycling |
| <input type="checkbox"/> Arts/Cultural Programs | <input type="checkbox"/> Other _____ |

Including the community in decisions on new facilities is important to the County and Arlington Public Schools. How would you prefer to participate or engage in decision-making?

How do you prefer to receive information from the County and APS about new community facilities?

- County/APS Website
- Email: Which lists? _____
- Newsletter: Which ones? _____
- Newspaper: Which ones? _____
- Television/Radio: Which stations? _____
- Social Media: Which sites? _____
- Other: _____

--- Additional questions on reverse ---

The Community Facilities Study Committee is developing a list of challenges facing Arlington and alternative strategies to address those challenges. What considerations or challenges are important to you?

How did you hear about today's Open House?

Please leave this survey with a staff member at the sign-in table, or visit bit.ly/ACGFacStudy or <http://commissions.arlingtonva.us/cfs-virtual-forum> to provide your input via the Open Arlington Forum.

Thank you for your input!



How should we plan for the future?

Survey ID	Your neighborhood or civic association:	Which Arlington community facilities or services did you or a member of your household use in the last week? (choose all that apply)	Other:	How would you prefer to participate or engage in decision-making? (choose all that apply)	Other:	How do you prefer to receive information from the County and APS about new community facilities? (choose all that apply)	Specify which lists, newsletters, newspapers, stations, social media channels or other outlets you prefer:	The Community Facilities Study Committee is developing a list of challenges facing Arlington and alternative strategies to address them. What considerations or challenges are important to you? How did you hear about our virtual forum?
Open House Responses								
Claremont	Claremont	ART Bus Library		Voting		County/APS website		
Claremont	Claremont	Bike Facilities or Capital Bikeshare School Bus		Voting		County/APS website County/APS website		
Nauck	Nauck	Library		Arlington County website		County/APS website		
Rosslyn	Rosslyn	County park Public school Bike Facilities or Capital Bikeshare Library		Surveys		Email: skmorobob@gmail.com		
N/A	N/A	Public Parking Garage or Meter	Other	N/A		County/APS website		Walking by
Donaldson Run	Donaldson Run	Public School Library County Park Community Center		I already do		Email: wcommunity@arlingtonva.us Email County/APS Website Newsletter Citizen		
CECA	CECA	County Park Community Center ART Bus Bike Facilities or Capital Bikeshare Library		Stay informed of upcoming public engagement		County/APS Website Email Newsletter Social Media Citizen, Twitter		
Cherrydale	Cherrydale	County Park Public Parking Garage or Meter Public Safety (Police, Fire, etc.) County/APS Website School Bus		Email/online forums, meetings		County/APS Website Email Social Media Other Facebook, Twitter	Forum	1. Meter planning for schools 2. Transportation choices, developing a safe cycling network throughout Arlington Happened to believe
Ashton Heights C.A.	Ashton Heights C.A.	Library county Swimming Pool Public Garage or Meter Public Safety (Police, Fire, etc.) County/APS Website School Bus		Similar sessions for discussions, Q&A's with officials from APS, CB, SB, etc.		County/APS Website Email		APS capacity issues long-term planning comprehensive planning - ES, MS, and HS seats Community coming together to address issues - enough with the NIMBY, hands off my community center, etc. Facilities study is best
Cherrydale	Cherrydale	Library county Swimming Pool Arts/Cultural Programs Public Garage or Meter County/APS Website Public School		Occasional meetings, online surveys, open houses like these		County/APS Website Email: Mobility/APS Television/radio Cherrydale, WAMU		School crowding Lack of park/recreation space Teachers can't afford to live in Arlington Walkable neighborhoods Appropriate commercial establishments in/near neighborhoods Neighborhood libraries Email, flyer from school
Cherrydale	Cherrydale	County Park County Trail & Recycling Library		Responding to surveys Attending meetings		County/APS Website Email Newsletter Newspaper Washington Post		Making sure public has an opportunity to comment Ensuring that the county maintain sufficient property for school, libraries, parks, education, and other county government activities Email
Crystal City Civic Association	Crystal City Civic Association	County Park County Trail & Recycling Library		Online surveys/emails, informational meetings		County/APS Website Email: enews Social Media Facebook		County/APS Website Email: sign-up via website and civic associations Social Media Email Email
Crystal City	Crystal City	Bike Facilities or Capital Bikeshare Public Parking Garage or Meter County Trail & Recycling County Park	Composting	Online surveys/forums, meeting invitations		County/APS Website Email: sign-up via website and civic associations Social Media Facebook, Twitter		Green spaces and green development Aquatic Center in Long Bridge Park Good public transportation (I support the streetcar concept) Crystal City Civic Association Newsletter
Aurora Highlands	Aurora Highlands	Public Parking Garage or Meter Public Safety (Police, Fire, etc.) County Trail & Recycling		Online surveys/forums, meeting invitations		County/APS Website Email: sign-up via website and civic associations Social Media Facebook, Twitter		

Rock Spring	Public School School Bus Library County Park County Swimming Pool Public Parking Garage on Meter County/Traffic & Recycling Public School	Public meetings, some countywide, some Email, APS, PFA by community	Facebook, Twitter	Planning for school capacity until there is a crisis point to address. Too late.	APS email
Lyon Village	School Bus Community Center County Park County/Traffic & Recycling Public Parking Garage on Meter Public School	Surveys, representation via Neighborhood Association and PFA	County/APS Website Email: APS Email: Sharepoint	More library programs--too limited, crowded Bookmobile--old fashioned, yes, but so wonderful! Moving spray parks OUT of neighborhoods with yards and into higher density housing areas without yards. Diversity with urban organizations	Happened by chance Employee
Arlington Heights	Library Community Center County Swimming Pool Public Parking Garage on Meter County/Traffic & Recycling Library	Online surveys, meetings	Email: Neighborhood history Television/radio: WTOP	A new school in South Arlington in a location that truly helps the neighborhoods with the most crowded schools, especially Oakridge	From PFA President and Civic Association President
Bluemont	County Park Public Parking Garage on Meter Public Safety (police, fire, etc.) County/Traffic & Recycling	Online surveys, meetings	County/APS Website Email: APS Social Media	Space and options at APS Transportation Cost/budget	Email and job with Arlington County
Woodmont	County Park ART Bus Public Parking Garage on Meter County/Traffic & Recycling	Both online discussions/forums as well as in-person meetings and working/brainstorming sessions. Online materials and meetings archives as well.	Email: Direct, not on a list Other	Too many to list here... could follow up via e-mail?	Just happened to be here
Cherryvale	ART Bus Public Parking Garage on Meter County/Traffic & Recycling School Bus Library County Park Public Parking Garage on Meter County/Traffic & Recycling	Online surveys, face-to-face community meetings	County/APS Website Email: CB list Newspaper		PC Calendar
Ashton Heights	County Park Public Parking Garage on Meter County/Traffic & Recycling	County/APS Website Newsletter: Sun Gazette Other	County/APS Website Email: CB list Newspaper	We need space for facilities, should require the golf courses by condemnation to make space for schools, parks, etc.	ARL Now blog
Lyon Village	County Park ART Bus Public Parking Garage on Meter County/Traffic & Recycling	County/APS Website Email	County/APS Website Email	Transportation--Columbia Pike, Affordable Housing for teachers, County employees I work in the building	
Columbia Heights	Public School County Park Community Center County/Traffic & Recycling	County/APS Website	County/APS Website Newsletter: Sun Gazette Other	Affordable housing, excellent schools	APS
Douglas Park	County Park Public Parking Garage on Meter Public School County/Traffic & Recycling School Bus	Online forums/surveys, in-person discussions	County/APS Website Community associations Newspaper	Lack of green space, public outdoor activities (e.g. a second pool), and school overcrowding	Civic association history
Waycott Woodlawn	Community Center Bike facilities or Capital Bikeshare Public Parking Garage on Meter Public Safety (police, fire, etc.) County/Traffic & Recycling	Keeping track via civic association updates	Social Media	Youth activities and programming, public safety facilities	Co-worker and Facebook
Lyon Park	Public Parking Garage on Meter County/Traffic & Recycling Library	Attend meetings, email surveys	County/APS Website Email: any Arlington County list like Arlington Insider Newsletter	Most of the presentations involve APS, but there are many other demands for facilities... I don't see any mention of the need to acquire more park land to serve a growing population and the necessity of preserving all existing green space, especially in the metro corridors	Emails
East Falls Church	Public School Library Community Center County Swimming Pool Public Parking Garage on Meter County/Traffic & Recycling	Public School Library Community Center County Swimming Pool Public Parking Garage on Meter County/Traffic & Recycling	County/APS Website Email: any Arlington County list like Arlington Insider Newsletter	Open space, we need more parks, equitable use of open space, more baseball fields	Arlington Little League

Fort Meyer	Public School Library County Park Community Center County Swimming Pool Public Safety or Capital Bikeshare School Bus	Website surveys if the results are published and follow-up on any actionable items	County/APS Website Email: claudalawc@gmail.com Newspaper Television/Radio: Ch.7/Ch.8 When we're in the car!	Arlington Gazette/Washington Post	My boss- HR Director
Old Dominion	County Park Arts/Cultural Programs Public Safety or Capital Bikeshare Public Parking Garage on Meter County Trash & Recycling	Surveys, community meetings	County/APS Website Email: claudalawc@gmail.com Newspaper Television/Radio: Ch.7/Ch.8	Arlington Gazette/Washington Post	I work at ACG
Highland Park/Overle Knolls (RP-OW)	County Park County Trash & Recycling Public Parking Garage on Meter	I am a resident of the Resident Forum (hope to go to meetings)	County/APS Website Email: Resident Forum Newspaper: The Reader County/APS Website	Arlington Sun Gazette/Washington Post	
Clarendon-Courthouse	Library Public Parking Garage on Meter Public Safety or Capital Bikeshare	Not an Arlington resident	County/APS Website Email		
Arlington	Library Public Parking Garage on Meter County Swimming Pool Public Parking Garage on Meter	Internet Public forum--Town Hall Meetings	County/APS Website Email: Countyboard Newspaper Television/Radio: Ch.8/Ch.4	Washington Post, Sun Gazette	Email
Rock Spring	Library Public Parking Garage on Meter				
Waverly Hills	Public School County Park Community Center ARF Bus Public Parking Garage on Meter County Trash & Recycling		Email: APS listserve		<ul style="list-style-type: none"> Schools my child is in 4th grade and the 1st class above 2,000 none of the current plans will benefit his class as he has been in a crowded elementary school, will go to an already overcrowded middle and high school. The County and school board system have been behind the curve and are coming up with band-aid solutions. Too often the object (but often, not markedly) contingent detail plans. There is never going to be 100% consensus but plans getting steamrolled is never good (expansion of elementary school at Jefferson Middle). May have to think out of the box and use building that would not be traditionally used. Historic preservation Maintaining open space Addressing school overcrowding--no trailers! Maintaining library hours
Fairlington	Library County Park Community Center	Email, online surveys, meetings	Email		Saw it in lobby
Ashton Heights	County Park ARF Bus Bike Facilities or Capital Bikeshare County Trash & Recycling Public School Library	I guess it depends on the options and my schedule	County/APS Website Email: What are my options? Newspaper: The Citizen Social Media	Twitter, Facebook	
Aurora Highlands	Library County Park Community Center Public Parking Garage on Meter County Trash & Recycling	<ul style="list-style-type: none"> Online surveys, public meetings--> with some open-ended questions Drop-in forums are great -> easier for parents of small children 	Email: 4-D-A Neighborhood list (Oakridge area), APS School, PTA list, Arlington		<ul style="list-style-type: none"> Finding a way to keep school sizes smaller Timing for 25 in south Arlington, with a more diverse population Some of the ideas are good Initiating Oakridge grow to 1,000 before changing is alarming -> loss of community at that scale isn't a good learning environment Finding ways for small service business owners to stay or start in Arlington Have lived in the DC area four times starting in 1989. This is the first time infrastructure and business structure can't handle the population. Something like finding a number can take days because they are all on how to return calls Need to be more open to ideas for acquiring more land area for parks. The flipside of this is the idea to plan built facilities vertically. Combining fire stations with community centers and/or libraries, etc. All schools should be built with a structure that accommodates additional stories being added above. We need to take another look at R-5 through R-20 districts and identify places where increasing density makes sense, including along Arlington Boulevard, where public transit could be improved. The County Manager needs to work with Department heads to improve project priorities. The County Manager needs to work with Department heads to improve project priorities in this area--too much wasted money due to poor planning and oversight.
Lyon Park	County Park Arts/Cultural Programs Bike Facilities or Capital Bikeshare Public Parking Garage on Meter County Trash & Recycling	Meetings are overrated -> participating online is attractive to me and allows many more people to weigh in on their questions are not always useful. Any online solicitation needs to permit extensive comments and have open-ended questions	County/APS Website Email: Arlington Insider Newspaper	The Citizen	
Rock Spring	Public School School Bus Library County Park County Swimming Pool Public Parking Garage on Meter County Trash & Recycling		County/APS Website Newspaper	The Citizen, Sun Gazette	Flyer through schools
Balston/VA Square	County Park County Swimming Pool Public Parking Garage on Meter Public Safety or Capital Bikeshare County Trash & Recycling	Focus groups, community meetings, civic associations	County/APS Website Email		

Ballston/VA Square	Library Public Trash Public School School Bus Library County Park Community Center County Swimming Pool Public Parking Garage on Meter Public School & Recycling	Online comment, virtual forum wasn't working when I clicked on it	Representative community meetings - include civic associations and PTAs	Email	Community Cable Channel	A long term plan to address schools capacity at all levels -- including elementary, middle, and high school. A collaboration between the County Board and School Board to address needs in ALL of Arlington.	Email
Ashton Forest	County Park Public Trash Bike Facilities or Capital Bikeshare Public Parking Garage on Meter County Trash & Recycling	Vote	County/APS Website	Community Cable Channel	Replacement for streetcar--we were promised BRT in lieu of it -- so please keep your promises, continue to invest in cultural institutions, continue to keep school quality up	Email	
Shirlington	Library County Park Arts/Cultural Programs Public Parking Garage on Meter	Email updates, weekend meetings	County/APS Website	County/APS Website	Growth in general and in schools in particular, honest assessment of the challenges and thoughtful consideration of ALL viable alternatives is necessary. It seems that often the answer to build is pre-determined and the community is brought along for the ride.	Work in building	
Rock Springs	Library County Park Public School Public School & Recycling	Meetings, email	County/APS Website Newspaper	Sun Gazette	• Respecting and engaging neighborhoods in which facilities will be sited, especially if the facilities affect the safety and environmental concerns • Traffic calming within neighborhoods • Safe walk zones for schools • Protection of wildlife habitats when siting new facilities	Email and flyer	
Ballston/VA Square	Community Center County Swimming Pool Public Trash Public Parking Garage on Meter Public School & Recycling	Online surveys, open Arlington	County/APS Website	County/APS Website	Foster decision making, over capacity in schools, lack of diversity in decision making and discussion process		
Bluemont	School Bus Bike Facilities or Capital Bikeshare Public Parking Garage on Meter County Trash & Recycling	Multi-channel --social and face-to-face	County/APS Website Social Media	Twitter	• Getting arms around a fast changing economy (and from that changes to work and work space/office) • Need for various types of housing • Need to incorporate new transit/transportation technology into TDM plans	Twitter	
Lyon Park	Public School County Swimming Pool ART Bus Bike Facilities or Capital Bikeshare Public Parking Garage on Meter County Trash & Recycling	Through elected officials, civic associations, email/surveys	County/APS Website Email: Donaldson Run, APS, Cherrylee Newletter: Donaldson Run, Snag/Parks Newspaper: ARL New, Sun Gazette, Washington Post Facebook: WASH11	County/APS Website Newspaper Sun Gazette Washington Post Facebook: WASH11	• Better parks, schools, county coordination -- including: o County Manager/ Superintendent o Shared staff (park, planners, transportation) o Shared use of facilities • Safety, transportation, walkable community, SMART growth issues • Biking	Flies at library	
Donaldson Run	Public Parking Garage on Meter County Trash & Recycling	Board meetings	County/APS Website	County/APS Website	Finning maximum opportunities to locate affordable housing on county or school land (especially parks and open spaces)	Walked and noticed in lobby	
Ballston Fort Meyer/ Rosslyn	Arts/Cultural Programs Public Parking Garage on Meter Public Trash (Police, Fire, etc.) County Park Community Center Public Parking Garage on Meter Public School School Bus Library	Community Center	County/APS Website Social Media	Twitter, Facebook	Managing growing schools population Maintaining parkland Providing affordable housing	Co-worker	
East Falls Church	Community Center Public Parking Garage on Meter County Trash & Recycling	County Park	County/APS Website Social Media	Sun Gazette	School capacity and quality Arts and cultural programming County parks	ART Now	
Waycroft Woodlawn	Library County Park Public Parking Garage on Meter County Trash & Recycling	County Trash & Recycling	County/APS Website	County/APS Website			
Clarendon	Library County Park Public Parking Garage on Meter County Trash & Recycling	County Trash & Recycling	County/APS Website	County/APS Website			

Community Facilities Study
Public Open House Online Survey Responses

Clarendon	Library County Park Public Parking Garage or Meter County Trash & Recycling	Social Media	ARI Now	ARI Now.com	<ul style="list-style-type: none"> Most important is to increase school capacity while maintaining quality. Don't worry about millennials who feel like they have a RIGHT to live in Arlington. Not everyone can afford Arlington and that is a reality. Focus on affordability concerns on hardworking families (usually immigrants) who don't worry if upper income white millennials can buy a single family home in Arlington. Address housing overcrowding, boundaries. New traffic pattern at the 5200-5300 block of Wilson Total failure -- in 17 years I've never seen so much traffic during AM and PM rush hour. Traffic is backed up to ballston when the light at Jefferson is red. Very hard to make a turn against traffic Two lanes was much more efficient than the turn lane Need water sidewalks on Wilson, especially if you're taking away lanes. It's unsafe and need to walk straight in 	Friend
Blairmont	Public School County Park Community Center County Swimming Pool Arts/Cultural Programs Public Parking Garage or Meter Library Trash & Recycling	County/APS Website Email Newspaper Newspaper	Arlington Gazette			
LOCA	County Park Bike Facilities or Capital Bikeshare Public Parking Garage or Meter County Trash & Recycling Public School School Bus	Email Newsletter: County Newspaper	Washington Post			
Dawsons Terrace	Community Center Public Parking Garage or Meter County Trash & Recycling	Email			School zoning, verde point traffic, management, parking	Twitter
Dominion Hills	County Park Community Center County Swimming Pool County Trash & Recycling	County/APS Website Newspaper Social Media Other	Sun Gazette, Twitter, Facebook	ARI Now, other websites	<ul style="list-style-type: none"> Growing enrollment Huge vacancy rate Rising cost of living Better commissions process needed More affordable housing Better communication 	Online
Barcroft	Library County Park Public Parking Garage or Meter County Trash & Recycling Public School	Email: kdamer@comcast.net			School/county communication and working together with respect -- even if forced	Email
Akova Heights	Library County Park Community Center Public Parking Garage or Meter County Trash & Recycling	County APS Website				County info page to my e-mail
N/A - Work in County	Library County Park Public Parking Garage or Meter	County APS Website				
Cathart Springs	Community Center Public Parking Garage or Meter County Trash & Recycling	County APS Website				
Arlington Heights	Community Center Arts/Cultural Programs Bike Facilities or Capital Bikeshare Public Parking Garage or Meter Public Safety (police, fire, etc.) Public Safety (police, fire, etc.) School Bus	Email: Arlington Heights Civic Newspaper Newspaper Other	ARI Now and Sun Gazette	Open meetings	<p>We clearly face serious resource constraints (both land and money). I am concerned that the housing study is proceeding ahead of the facilities study and with no consideration of _____</p> <p>I am okay with growth if we can meet citizen needs. If we can't, we need to slow growth. To build in parks reduce greenspace and take community centers to meet other needs is to reduce "livability" and quality of life. As we grow, we need more parks and recreation, not less. Unless we can replace our "security" (7) argument with a model of innovation and creativity, we need to slow growth. Right now we live with a bad model for development.</p>	Forum
Cherrydale	Library County Park Community Center County Swimming Pool Arts/Cultural Programs Bike Facilities or Capital Bikeshare Public Parking Garage or Meter Public Safety (police, fire, etc.) County Trash & Recycling	County/APS Website Newspaper Other	Probably a special one, only for this planning process	I do think inserts or handouts to keep informing on this process are important, I certainly would read them.		
Quincy Park North or BSOA	Public School Library County Park Public Parking Garage or Meter County Trash & Recycling	Email: Arlington Facilities in@arlingtonva.us? Newsletter Social Media Other	The Citizen, Sun Gazette, Twitter	Arlington Patch	<ul style="list-style-type: none"> Safe walk to school for kids Traffic calming on residential streets Stop lights on pedestrian through lanes (not just O-line) Repurposing or sharing underutilized facilities or property across departments, agencies, or services (e.g. underutilizing parking lots more parking spaces for transit at Pentagon, Adult Education and AI courses at local public colleges and universities). More sidewalks to foster pedestrianism 	Email and Sun Gazette

Be alerted to key planning meetings to include County Board and School Board meetings open to the public, emails about Planning Commission (onCFS) items under consideration

County School
County Park
Public parking garage or meter
County Trash & Recycling

County/APS Website
County/APS Website
Email: Arlington Alert
County/APS Website
Association
Newspaper
Social Media

Washington Post, Ari. Now

More recreational facilities geared towards exploding youth population to include public/private partnerships

Email alert

Public school
County park
Public parking garage or meter
Library
County park
Bike facilities or Capital Bikeshare
Public parking garage or meter
Library Trash & Recycling

Neighborhood Civic Association
Meetings

Senior Programs, esp. at Walter Reed- Please keep class prices affordable!
Not sure- currently feel disengaged from Bureau- Do read Ari. Now for info for the AVERAGE PRISON

County/APS Website
Association
Newspaper
Other

Washington Post, Ari. Now
Ari. Now, Washington Post

Affordable housing- especially for teachers, etc.
Reasonable taxes on real estate, esp. for long-term Arlington residents (senior citizens)
\$2 million new house built near year or ordinary townhouse projects, not make your face a rocket precipitarily

Library website

Public school
Community center
Public parking garage or meter
County trash and recycling

Barcroft Gymnasium
Bazels (is it that just assumed?)

online comments

County/APS website
Email

Washington Post, WMU, Aurora
Highland residents (no longer being distributed)

Open space preservation. We must resist covering all the ground with pavement. All construction in Arlington must be planned with the vertical element in mind, we must plan and build out. Every corner of the planned area must be planned and built out. (Take the TMS, for example, parking, email from friend)

When expansion or new Elementary School is contemplated, we must include a parking garage to make better use of the square footage that is already covered.

We need a community center on the Orange Line.
Facilities planning has to be coordinated among APS, parks & rec, libraries, and Site. I've subscribed to news about the Facilities Planning Commission. I'm available to work with neighborhood associations who need to update sector and land use plans.

Library
County park

Public school
County park
Public parking garage or meter
County trash and recycling

Online polls

Email

Aftcrnw.com

Timely maintenance of existing facilities and crowded or insufficient indoor facilities for sports like gymnastics and soccer.

A neighbor

Library
County park
Community center
Public parking garage or meter
County trash and recycling

Community center
Public parking garage or meter
County trash and recycling

In person or through survey/online

Email
Newsletter
Social media

Sun Gazette, MCHM (Mothers of North Arlington) listserve,
Washington Post

I also would like to see increased gymnastics and multipurpose space in order to have new places for indoor soccer and camps; I think this is vitally important to allow for future growth of indoor sports activities, including gymnastics at Barcroft, given the already overcrowded situation there and the projections in growth of the youth population. I'd like to see that done as soon as possible, and to see expansion beyond what is currently planned in the CIP.

e-mail

Del Ray, Alexandria - right on the edge of Arlington

Public school
County park
Public parking garage or meter
Public school
Community center
County trash and recycling

Barcroft Fitness Center (Gymnastics)

I fill out annual survey but don't feel anyone ever reads them or does anything with my suggestions. That would be a start.

Email

Friend

Timely maintenance of infrastructure, crowded schools and crowded sports facilities.

Neighbor

101820 Dominion Hills

County park
Public parking garage or meter
Public school
Community center
County trash and recycling

Online polls

Email

Aftcrnw

Timely maintenance of infrastructure, crowded schools and crowded sports facilities.

Neighbor

101819

Community center
County trash and recycling

Yes

Email

Sun Gazette

Arlington County's Gymnastics Program

Email

Online Responses

The APS have sole access to use the Arlington Outdoor Lab in Equinox Co. Currently there are insufficient days available for high school students to be able to come and use the Outdoor Lab as they used to do in the past - due to expanding numbers of lower grade students 3rd, 5th and 7th, who all have the opportunity to attend programs designed for their grade/SOLs. The Lab, like other APS facilities should be considered as an overused facility that needs to be adapted to meet the needs of the current and future school population. If a school has more students attend additional rooms built or trailers are added then additional staff is hired. The APS should be given more staff to manage the program. If the APS become a public lab for overnight stays is not the best way to run the program. The staff of the lab has not increased. The Lab needs additional resources to fulfill its charge to Arlington's public school children. The Lab is 300+ acres the county is basically ignoring as far as the effect of enlarging enrollment. Just like Ashawn and the new school at WMS the county and the school board owe it to the students for the quality of their education to provide this resource to as many of the students as possible. No effort has been made to do this. Over the last 20+ years the lab has served fewer age levels of students.

What is the commitment to add the benefits from the lab. Is it comparable to a school? Should the lead teacher be considered a principal? Should the teaching staff be considered naturalists or teachers? If it takes more money then lets look at it amongst the other priorities of the schools. If we do not have the money in our tax base then let the ACEA be joined by the PRAs, parents, families and student education support community like the Arlington Community Foundation, who value the Lab to step up and give the singular lab experience of 300 acres of natural resources not available with Arlington County itself.

From a link to the website from and email

Public schools capacity
Traffic

I want my 20-year old grandson who lives in Arlington to attend permanent classrooms in the public schools without raising class sizes. Land must be identified to build schools to increase capacity to meet expected enrollments, and capital improvements to existing schools to increase the quality of the schools. The Affordable Housing Master Plan, now under development, must be implemented to preserve and construct affordable housing across the county to meet community needs. The Lee Highway Redevelopment Plan must include opportunities to build affordable housing along that North Arlington transportation corridor. We need to re-locate some of this housing with other county facilities, like fire houses, community centers, etc. to make the best use of expensive land. It saw a beautiful co-op apartment community in a high rise building above a fire house in Cambridge, England. The units were sold out before the building was completed. The fire house in Rosslyn, by building up to the heights of neighboring buildings, is a model for how to build up to the heights of neighboring buildings.

The Accessory Dwelling Ordinance needs to be amended to make this type of affordable housing easier for home owners to create. Too few homes have resulted from the current limitations.

The county needs another public swimming pool. There is usually a wait list for Office of Senior Adult Programs' water aerobics classes and the availability of the high school pools is a challenge.

The promised improvements to mass transportation along Columbia Pike must be implemented. The Orange Blue Line extension to the Potomac River and the Silver Line extension to the Orange Blue Line. The capacity of the Metro must be expanded to address the "Orange Crush."

We need to continue to add supportive efficiency units to bring the street homeless into homes, so they can address their health, mental health, and employment challenges.

We need to rehabilitate and expand our utility systems to meet our growing build-out of the county: water, sewer, refuse disposal and recycling, internet accessibility, etc.

Presentation by Chair John Milliken to the Committee of 100, and an email from Alliance for Housing Solutions.

Arlington Services Use and benefit from this past week:
Brush pick-up
Public Sewer and Water Street Repair
Department of Parks and Recreation, as Park
Public Safety
Park Collaborative with Kevin Stalica, Park Manager and Sarah Archer, Landscape Specialist (Invasive species)
Park Tennis Courts
Courthouse Farmers Market

Surveys, and on-line chats and in-put vehicles on-line-easist
Public forums and discussions
Committee responsible for research and recommendations

County/APS website
Email
Newsletter
Television/Radio
Social media

APS- local news, Washington
Washington Post Weekly
arflow blog

County park
Public parking garage or meter
County trash and recycling

101801 East Falls Church

Public school
Library
County park
Community center
County swimming pool
Arts/cultural program
Public parking garage or meter
Public safety (fire, etc.)
County trash and recycling

101797 Aurora Heights

Meetings and Forums

County/APS website
Email
Newsletter

The Arlington County Citizens
AdHoc.com, The Washington Post,
The Sun Gazette, The Connection,
The Lynn Park Citizens Association
newsletter, Network news
programs

Public school
County park
Community center
County swimming pool
Arts/cultural program
Public parking garage or meter
County trash and recycling

101768 Association

Attending an informative meeting that permits discussion and feedback.

County/APS website
Email
Newsletter

The Arlington County Citizens
AdHoc.com, The Washington Post,
The Sun Gazette, The Connection,
The Lynn Park Citizens Association
newsletter, Network news
programs

101757 BAFOM	County park Public parking garage or meter County trash and recycling	I prefer that community decision making be done in an engaged, collaborative forum. Discussions should be goal and value driven and not merely focus on the tactical.	County/APS website Newspaper Television/Radio Social media	no preference, just communicate broadly.	It's important to have a community that is flexible enough to deal with new challenges. We need to be flexible and have not figured out the right strategy to cope with BRAC and the vacuum crisis. We should have had this solved by now. Similarly, we have an apparent enrollment crisis in our schools. It's hard to imagine that we could not have foreseen this demographic spike coming, but apparently, "no one could have foreseen this" is the common refrain as hands are wringing and more money is thrown at APS. It seems that a silo culture has been in play that discourages collaboration between APS and other county departments. When asked for data, APS can't furnish it. When analysis is critically needed, APS couldn't provide an enrollment spike until it was too late. We have a lot of people who are interested in things like bus density, transportation, housing, etc. If we have agencies/departments who won't talk to one another, there's no way these challenges get met effectively.	County website
101750	Public school Library County park Community center County swimming pool ART Bus Public parking garage or meter County trash and recycling	Public meeting and civic committees.	County/APS website Email Newspaper		Geographic distribution of affordable housing, getting back our lost affordable housing, different models for teaching instead of current, build build build. Make use of other facilities, off hours, flipped model days, home work and go to school for help.	County website
101749 Arlington Forest	Public parking garage or meter County trash and recycling Public school		County/APS website Newspaper			
101742 Barcroft	School bus Library County park Public parking garage or meter	Online	Email Social media	Arlow, WaPo, DCUM	BUILD MORE SCHOOLS NOW! NOW NOW	Neighborhood ListServ
101741 Dominion Hills	Public parking garage or meter Library County trash and recycling	I appreciate having the chance to attend public forums, get email updates, and respond to virtual surveys, like this. County staff and board members are doing a great job of listening to our communities. Events need to be well publicized using as many channels as possible - civic associations, APS, PTAs, and various County communications channels.	County/APS website Email	County website, Sun Gazette, subscriptions and updates	Housing that's affordable for low, moderate and middle income households, overcrowded schools, achievement gap, commercial vacancy, and pressure on all county services	
101705 Dominion Hills	Public school Library County park County trash and recycling		Email	Dominion Hills Civic Association School PTA listservs Arlow	Preserving the things that Arlington special: excellent schools, libraries and parks, and a balance between our urban corridors and suburban communities.	Facilities Meeting
101700 Columbia Heights	Library County park Arts/cultural program Public parking garage or meter County trash and recycling	As a retired person I feel I have many ways to participate like online, meetings, I feel there are many voice unshared often because people have little time. I totally support the commitments, like working 2 jobs, no child care, etc	County/APS website Email Newspaper Television/Radio Social media	Interesting that our local city paper, Sun Gazette is often bias in my opinion and by the way, not even delivered in my neighborhood in south Arlington. I am on several county lists	Challenges: limited land, many demands for space and resources. Advocate for location, multiple use, sequential planning (buildings that can change their function as needs change)	go to the facilities committee meetings.
101676 Arlington Forest	Library County park Public parking garage or meter County trash and recycling	I like watching the kids in the fountain in Penrose Square. This plaza has had a hugely positive effect on the neighborhood. Kids go grocery shopping with their parents with a towel over their shoulder. A totally new plaza. It's free and freed as soon as there is a problem. Thank you for this terrific addition to Columbia Pike.	County/APS website Email Newspaper	Washington Post; County newsletter (though I would like to see that come out more often)	Don't let Arlington's high density spread any further from the metro corridors. Keep our green space green. Distribute affordable housing evenly throughout the county. Don't let the County become Balkanized.	email
101676 Arlington view	County park Arts/cultural program ART Bus Bike facility or Capital Bikeshare Public parking garage or meter County trash and recycling	The surveys seem reasonable, but I'm afraid that too few people participate. Community meetings with members of the County Board might be useful, but I'm not convinced they listen. They seem to be listening and do not make absolute statements that do not want to hear?	Email Newspaper	civic association distribution list, arlington county newsletter (which should be distributed monthly instead of quarterly)	Developing neighborhoods that need better infrastructure when we bought our home we looked all over Arlington, and the difference between the richer, whiter areas of the city and the more diverse areas is stark. We bought in a more diverse neighborhood and pay the same taxes as the people who live on the orange line- so let's make it look that way! Direct some of the resources to the people who need it most. The park in our neighborhood is really a travesty when compared with some in Calverton etc.	

Address	Facilities	Comments	Contact	Response	Date
101675 Madison Manor	Public school School bus Library Public parking garage or meter Public trash and recycling Public school	Surveys	ArNow, Washington Post, APS emails, community association emails, Facebook	Traffic, aging in place, school crowding, dealing with the current issues while recognizing there is a cyclical nature to the crowding issue	10/16/20
101667	School bus Community center County swimming pool Public parking garage or meter County trash and recycling	I like doing these surveys and attending forums. I also read a lot on Arlington Now and the Sun Gazette.	APS email Washington Post emails Arlington Now Sun Gazette	Schools and playing fields and recreational facilities. Since our students numbers are rising so are the number of children and adults using our recreational fields and facilities.	10/16/20
101647 Dougle Park	Bike facility or Capital Bikeshare Public parking garage or meter County trash and recycling	Onlines surveys/forums	ArNow, Facebook	I'm very concerned about the emphasis being placed on affordable housing. Especially since the county seems to be placing it primarily along Columbia Pike. I think we need to adjust our expectations of what we can do for the poorest among us, and if we can't provide an equal quality education for all children in Arlington, I am stunned that the board folded on the streetcar project. I've lived in this county for less than a decade and I have learned that board sees my zipcode and as a dumping ground and unworthy of keeping its promise to.	10/16/20
101644 Arlington Heights	Library County park Community center Public parking garage or meter	When I think I have constructive well-founded comments to pass along, I have written to the CB & APS.	ArNow.com, Washington Post, NBC, WJLA, etc.	Wasteful spending by APS. I regularly see APS school buses with only 2-3 students on board. Aren't there smaller buses that can be in service?	10/16/20
101643 N. Highlands	County park ArE Bus Bike facility or Capital Bikeshare	on line is easier forme	List serve works	Germany bought World War I over, less sense and pressure than faced by Arlington County. We can't have the transit system we need if we don't have room to park buses or construct a bus maintenance facility. We can't provide equal educational opportunities for kids if the only available space for new schools are abandoned office high-rises in Crystal City (don't laugh, that's what happened to Bailey's Elementary near 7 Corners). How will we comprehensively rehab our public works facilities and expand capacity if no temporary space is available. On the good side, many of us won't have to worry about maintaining personal automobiles since no more land is available that is zoned for that type of work.	10/16/20
101633 Arlington Ridge	County park Public parking garage or meter County trash and recycling	Either online survey/questionnaire (email) or ArNow Facebook page.	ArE Now Facebook	Public transportation network. This needs to be addressed. My sense is that cancellation of the planned streetcar on Columbia Pike was a huge mistake. We for sure don't need more buses. A streetcar line on Columbia Pike...and running the length of Arlington Highway down past Potomac Yard should have been a priority. The County already has large tracts of park space -- a good thing -- and probably does not need to acquire any more land. What is required is proper maintenance at the sites we already have. Locally, I'm concerned about keeping the Four Mile Run trail (area along S. Glebe from 395 to Jeff Davis Highway) clean, properly maintained (trees/underbrush), well paved -- bike path and waterway. The waterway behind the treatment plant (in both directions north + south) is filthy -- with the various storm runoff drains carrying cans, bottles, etc right into it -- and requires constant attention. I am aware of the County's planned beautification project along the Potomac (for example, the waterway behind the area -- diverse collection fish, animals (beaver and foxes), birds (hawks, herons) in the area -- which is a big plus -- so that narrow stretch of park should be kept attractive/well maintained. I suggest that the County work with local schools (high schools) and organize trash cleaning days -- basically an 'adopt-a-half-mile' of the waterway program. This should not be difficult to set in motion. There's no shortage of able body high school aged students who could be contributing a small bit of their time 3 or 4 times a year. Finally, I am concerned about the increasing number of large 28-wheeled trucks on S. Glebe (and other narrow avenues). Moving freight is important to the County, but it is not appropriate to have large trucks on streets not appropriate for widening stretches of roadway such as the stretch of S. Glebe between Jeff Davis Highway and Ridge Road.	10/16/20
101632 Bluemont	Library ArE Bus Public parking garage or meter County trash and recycling Library	Online surveys	ArNow, Sun Gazette, WJMU	School enrollment exceeding capacity, not letting high-cost real estate change the community while neglecting basics, including important infrastructure	10/16/20
101628 Shillington/Windgate	County park ArE Bus Public parking garage or meter Public trash and recycling School bus Library	through public meetings or on-line meetings are good to explain the issue/subtopic/project/opportunity, and to answer questions	Washington Post, ArNow, county generated email lists, the Citizen, and sporadically others	solving office vacancy rate because that affects our tax rate; accommodating the competing interests of growing school population, need for affordable housing and saving or increasing park land; reintroducing a community that works together to solve problems instead of creating divisions	10/16/20
101627 Lyon Village	County park Public parking garage or meter Public trash and recycling Library County park Public parking garage or meter Public trash and recycling Library County park County swimming pool	Survey or focus group	Lyon Village Community Bulletin	Addressing school capacity Addressing aging County facilities Maximizing opportunities for joint use between APS and County	10/16/20
101623 Glencairn	County park County swimming pool	Online learning and feedback	I read the Washington Post and ArNow and also receive e-mails from the county.	For me, it is most important that Arlington (1) continue its tradition of excellent public schools (2) maintain and improve its count of facilities, such as libraries and nature centers; and (3) redevelop blighted properties and spare green space from development.	10/16/20

Provide for growing food for future needs. This can be done with vertical aquaponics and other intensive growing systems within buildings, on rooftops (if planning requires adequately supportive roofs), in parks and other public and private lands, and other innovative ways. With climate change our future food sources are in jeopardy, but with planning we can help offset this risk.

101615	Bluemont Civic Association	Library	On-line or in person	County/APS website Email	Weekly Arlington emailed newsletter	More than the usual constituents need to be engaged. The Community Facilities Study public input appears to be just more of the Arlington Way group think. All of the presentations and background was in only the language of the people that are not out of the community out of the discussion. Printing a flyer but no other material in Spanish is demeaning and dismissive; it would have been better not to have produced that flyer.
101590	Bluemont	Public school School bus County park Bike facility or Capital Bikeshare Public parking garage or meter Public safety (police, fire, etc.) County trash and recycling	Open Arlington	County/APS website	arlingtonva.us	1) Arlington civic engagement is too disjoint. This is as much a problem for the Community Facilities Study as it is for other studies. 2) Arlington needs to use its land used for single purposes, including surface level outdoor tennis and basketball courts, parking lots, and playgrounds, all of which should be indoors in three- or more story buildings that can be utilized at nights and in the winter, especially in areas with other two-story and higher structures. 4) The first guideline developed by the County/APS regarding County/APS employees and their families should be applied to all future projects. 5) Walkable communities must be increased, including more neighborhood grocery stores, cleaners, parks, banks, eating and drinking establishments, and health facilities. 6) The planning process is too long and costly while still being exclusive. Government decision making is stagnating and wasting time and money on excessive analysis, such as the Community Facilities Study which will only produce more guidelines and no recommendations that can be acted upon. This study was useful, but it is taking too long to make in Arlington. 7) Arlington needs to increase its investment in order to provide enough capacity for students that are coming. 7) All of this is taking away from important issues like 166 widening, retail space vacancy rates, and APS instruction (technology and performance gaps).
101584		Public school School bus County park County swimming pool	Public meetings Online forums	County/APS website Email		Changing demographic shifts, retirees, school age children Lack of engagement with those directly impacted by planning decisions. Need to focus on the needs of the aging population that dominates public meetings. Take into consideration the impact on the schools as development continues to be such high density. Encourage small business development
101542	Alcova Heights	Public school Library County park County swimming pool Public parking garage or meter County trash and recycling	I prefer getting information about proposed facility needs early on and having a chance to ask questions and weigh in on alternatives. This can be done through meetings, surveys, Board hearings; preferably means that allow for give-and-take rather than just submitting random comments to be sorted out by staff	County/APS website Email Social media	Civic association (listerves and newsletters, facebook, county mailings and emails	(1) Slowing down growth until we catch up with facility needs. (2) Designing facilities compactly, with multiple stories and structured parking, for intensive and shared use. (3) Designing schools that are flexible and able to accommodate both too now or in the future. (4) NOT diving into private partnerships that can be more beneficial to the private sector than to the community.
101539		Public school Library County park AFF Bus Bike facility or Capital Bikeshare Public parking garage or meter Public safety (police, fire, etc.) County trash and recycling	Public discussion	County/APS website Email Newletter Television/Radio Social media	Facebook, AR Now, DC Urban Mem	Please consider the impact on schools, budgets you approve, new high density developments, etc. that are not affordable for the county. We need to be able to consider school issues for the first time when a development is already built and enrollment at the local school suddenly spikes. Almost all Arlington schools are grappling with capacity issues, and many South Arlington schools are also dealing with increased enrollment of high-need students. Think about these issues - and address them - before you build. In a similar vein, don't keep delaying decisions on new school construction. The county clearly needs more schools, or take action now. And make today's decisions about school construction that are made in the past mistakes where new schools are built and are at or over-capacity the day they open. Be open to alternative school configurations - dedicated K-1/2 schools; 6th grade academies, etc. - if they better suit the land we have available to build. Treating South Arlington better - equal to North Arlington with regard to schools, fair distribution of low income housing throughout the entire county, representation of the entire county not just North Arlington, transportation and road quality

The title of this survey is "How should we plan for the future?" - I thought the input requested would be on what should be done at the public open house. All the questions are about how best to communicate. The problem is, Arlington has nothing to communicate!

There are always challenges. I don't understand the current strategy to address the issues of school overcrowding, much less come up with an alternative. Arlington is always reactive, not proactive. You are not going to make everyone happy, but continually postponing and NOT making decisions does not help the situation.

While I am all for input, once you get it, consider it, make a decision and stick to it. Make the best decision for the County, not an individual neighborhood.

The most important issue to me is public school capacity. I do not think the county has a long term plan to address this. I am coming to the system and I am concerned that the different levels of the system are not meeting the same standards of our school system. For example, in the past year, on the single block where I live, 3 new families with six new kids have moved into existing single family homes which previously housed no children. Absent some sort of survey, I do not think the county's methodology for estimating future school enrollment is capable of capturing the high number of families with young children who are relocating to Arlington from other places in the DC area.

I sincerely hope that county and school board members are willing to dedicate the physical and financial resources necessary to maintain the quality of our school system. It's not only a benefit to families with school-age kids; it's necessary if we want to continue attracting and keeping families in Arlington.

I'm concerned that affordable housing decisions are being made with complete disregard for the impact on schools, roads and community amenities.

Addressing the lack of both traditional affordable housing and housing that's realistically attainable for the middle class. A comprehensive master planning of the county's parks and open spaces both to incorporate community input and bring the management of those properties in line with current best practices and trends in the region. Investing in our transportation infrastructure in a way that reduces congestion, inefficiencies, and because of class disparities in access.

I do not believe elected officials and AFS decision makers are looking closely enough at the needs of Arlington. Arlington has a high percentage of low income families. A large portion of those families are in the north end of the county. The fact that two new elementary schools are needed south of Rt. 50 to begin to alleviate over crowding. The fact that south Arlington schools are ranked so much lower than N.Arlington is unacceptable.

As a public school teacher, I understand the challenges that we face with over crowded classrooms and lack of resources.

Expanded low income housing to include sections of North Arlington.

Consider options on making Columbia Pike more commuter friendly, children in SFH

1) Fast moving economic and demographic shifts (aging boomers, school age children in SFH)
2) The people who reliably vote live in the north while the people who need transit, walkability, and new kinds of work spaces live in transit corridors and don't turn out.
3) The changing nature of the economy, travel, live and work - and implications for how we plan & design buildings.
4) Need a new vision beyond metro corridors.

Existing structures should be examined for school siting even if only as temporary measures. Arlington CC should be converted back into a school, even if only for K-2. Same goes for Lee CC, Madison CC. They could still remain joint use. I thought concerns are unfounded. Capacity should be expanded at Career Center site. If we pay almost \$20K per student, then why don't we give some parents the option for voucher/rembursement/tax break for sending their kid to private school, saving both money? Win win! O'Connell can't cost that much Don't go grandfather anyone...if they take their currently enrolled student out of ES/MS and enroll in private only. That idea could save us a few hundred seats in one fell swoop!

Permanent development of existing green space. Underutilized county facilities.

Website

Public school
School bus
Library

101535 Fairfax

Public school
County swimming pool
Library

101532 Highland Park/Overline Knolls

Library
County park
County swimming pool
County trash and recycling

101507 TH

Public school
Library
County park
County swimming pool
Public parking garage or meter
Public safety (police, fire, etc.)
County trash and recycling

101500 Westover

Library
Bike facility or Capital Bikeshare
Public parking garage or meter
Public safety (police, fire, etc.)
County trash and recycling

101471 Alcoa Heights

Public school
Library
County park
Community center
Arts/Cultural program
Public parking garage or meter
County trash and recycling

101470 Lyon Park

Public school
County swimming pool
Library
Arts/Cultural Program
ART Bus
Bike facility or Capital Bikeshare
Public parking garage or meter
County trash and recycling

101442 Fairfax

Public school
Library
County park
Community center
County swimming pool
ART Bus
Commuter Store
Bike facility or Capital Bikeshare
Public parking garage or meter
County trash and recycling

101440 Westover Village

County park
Community center
Commuter Store
Bike facility or Capital Bikeshare
Public parking garage or meter
County trash and recycling

ALL of the options listed below.

Email
Social media

Arlow, AFS website, bus ads

Facebook, ArlNow

County/AFS website
Email
Social media

Facebook, ArlNow

County/AFS website
Email
Social media

Facebook, ArlNow

County/AFS website
Email
Social media

Facebook, ArlNow

County/AFS website
Email
Social media

Twitter, ArlNow

County/AFS website
Newsletter
Social media

Willingly

Online responses and in-person referendum.

Email

Twitter
Washington Post
County website

Online responses and in-person referendum.

Email

Process & Charge

Did you know?
?

What are we working on?

What are our facility needs for schools, fire stations, recreation, and transportation vehicle and other storage?

How do we pay for these needs?

What principles and criteria should we use to help us decide where to locate them?

In the context of changing demographics and economics, what opportunities and challenges are there in our aging affordable and workforce multi-family housing stock?

What do changes in the Federal government presence and the residential and private commercial marketplace mean for County revenues?

Study Purpose

As outlined in a Charge by the County Board and School Board (January 2015)---

Build a framework regarding future revenue and facility needs that will inform County and School Board decision-making related to meeting the community's requirements for additional school, fire station, vehicle storage sites and other facility needs in the context of Arlington's and the region's projected 5, 10 and 20 year economic and demographic growth.

1. Examine and reconcile existing demographic and economic forecasts for 5, 10, and 20 years out for both the County and Schools.
2. Identify strategic community challenges that, if unaddressed, could threaten Arlington's overall sustainability. (Develop detailed descriptions of each challenge; Identify constraints and barriers to addressing identified challenges; and Develop alternative strategies to address identified challenges.
3. Identify Arlington's key facility assets and needs - County and Schools 5, 10 and 20 years out.
4. Review likely revenue projections, by source
5. Propose principles and a process for siting any new County or School facilities or adding new or expanded uses to existing facilities or sites.

Who's Involved? Study Committee, Resident Forum and You!

• 23 Committee Members

- Arlington residents and business representatives
- Also, 2 County Board (Mary Hynes and John Vihstadt) and 2 School Board Liaisons (Nancy Van Doren and James Lander)

• Resident Forum

- Over 250 people registered to Resident Forum
- Open to all Arlingtonians
- Aid the Study Committee in its work and provide the broadest possible community input to the Study Committee's recommendations

Demographics

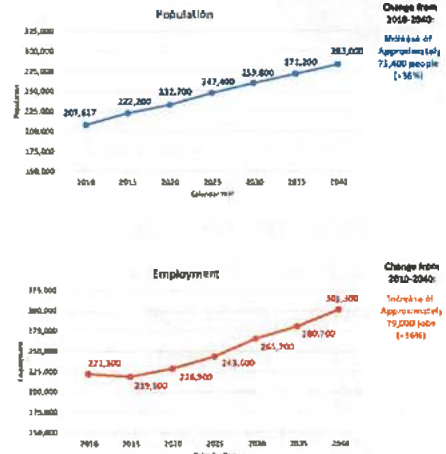
Did you know ?

Arlington County forecasts that its population will grow from 216,700 today to 283,000 in 2040.

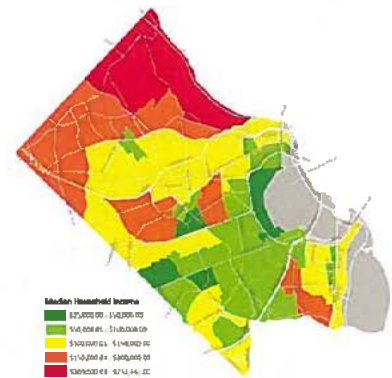
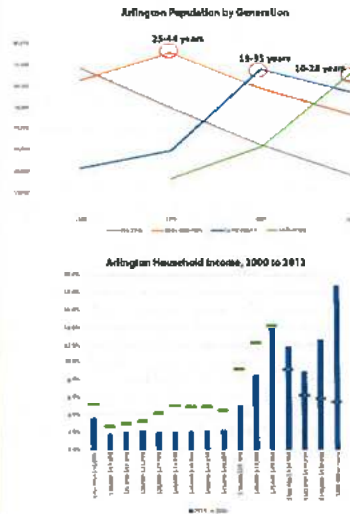
The County's demographics have been shifting over the last 15 years.

How will demographic changes affect facility needs?

- Employment is forecasted to grow from 219,100 today to 301,300 in 2040.
- The County forecasts future population and employment based on County plans and policies.
- The forecasts meet the Metropolitan Washington Council of Governments' requirements under the Clear Air Act.
- Arlington's growth will affect public service delivery and facility needs.



- Millennials (generation born 1982-2000) have become the dominant generation in Arlington.
- The fastest growing cohorts in the County are 35 - 44 year olds, 0 - 5 year olds, and 65+ year olds.
- In 2000 the largest share of Arlington households had incomes between \$75,000 and \$99,999 (about \$100,000-\$135,000 in 2013 dollars). In 2013, the largest share of households had incomes of \$200,000 or more.
- Median incomes vary widely by neighborhoods within the County.



Demographics

Did you know?
?

Arlington Public Schools' PreK-12 enrollment has increased from 18,411 students in 2005 to 24,529 in 2014.

School enrollment is projected to exceed 30,000 students by 2024.

ranges? Civ Fed Study?

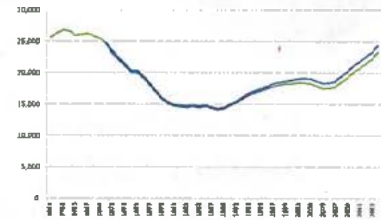
How will demographic changes affect facility needs?

- APS enrollment has not been this high since the 1960s
- This school year the largest classes are Kindergarten, 1st, and 2nd grades. The smallest classes are 10th, 11th, and 12th grades.
- The number of births to county residents has been increasing since 2006, and the ratio of Kindergarten enrollment to births five years prior has increased from 55% in 2005 to 75% in 2014.
- From 2005 to 2013, 57% of the increase in student enrollment came from single-family housing and 42% of the increase came from multi-family housing.

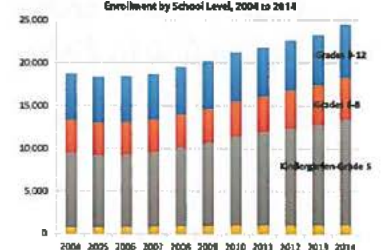
Birth to Kindergarten Capture Rate

Birth Year	Kindergarten School Year	Resident Live Births	Kindergarten Enroll	% Change Birth to KG Ratio
2000	2005	2,715	1,501	55%
2001	2006	2,814	1,627	58%
2002	2007	2,686	1,610	60%
2003	2008	2,659	1,697	64%
2004	2009	2,810	1,924	68%
2005	2010	2,809	2,003	71%
2006	2011	2,561	1,968	77%
2007	2012	2,778	2,179	78%
2008	2013	2,924	2,139	73%
2009	2014 (Today)	2,935	2,196	75%

APS Enrollment, 1961 to 2014



Enrollment by School Level, 2004 to 2014

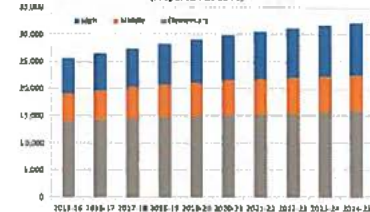


APS Student Generation Factor (Students per Housing Unit) by Housing Type

Housing Type	2005-06	2008-09	2013-14
Single Family Detached	0.36	0.40	0.42
Duplex	0.45	0.45	0.38
Apartment - Garden	0.25	0.26	0.29
Townhouse	0.10	0.12	0.13
Condo - Garden	0.07	0.07	0.09
Apartment - Elevator	0.06	0.06	0.08
Condo - Elevator	0.04	0.03	0.03

- APS will need to increase school capacity to accommodate the projected growth. **+16**
 - The County Government does not project school enrollment, but it does provide housing data that APS uses in its projections.
 - A team of third-party consultants (Statistical Forecasting and RLS Demographics) reviewed APS' projection methodology and the County's forecasting methodology and confirmed that they are both valid and appropriate. **+17**
- The consultants also recommended steps that could improve accuracy and transparency.

Ten Year Student Enrollment Projections (Prepared Fall 2014)



Demographics

Challenges

Finding new ways to communicate with the community

Comprehensive Planning

Potential Solutions

Do you agree?

Yes? green dot Unsure? yellow dot
No? red dot

1. The County is in a transition - differences and preferences are increasing within and between neighborhoods. +7G
2. Limited finances and resources create a pull across the County between urban/suburban and generational service needs and housing and lifestyle preferences. +6G +1Y
3. Access to information and input into decision-making processes is not equitable throughout the County. +9G +2Y +2R
4. There is a desire to maintain neighborhood identity while meeting the demands of a changing population. +10G +1Y +1R

1. Comprehensive Plan elements (currently 10, soon to be 11) are developed separately, on different time cycles and by different and competing community and staff interests. +6G +4Y
2. No clear process exists for reconciling competing objectives between Comp Plan elements, including community facility needs. +13G +1Y
3. Comp Plan elements often calculate projected growth quantitatively with insufficient attention to the characteristics of future residents/workers that may affect facility and service needs. +4G +3Y
4. Facility needs are prioritized primarily through the Capital Improvement Plan (CIP) process, which fails to adequately engage the public and commissions. +12G +1Y
5. Major community facility needs are not included in any existing Comp Plan elements. +3G +1Y

Other solutions?

Post your idea!

- Develop a County-wide communication strategy that incorporates community communication. +9G
- Better understand the impact of wage/income disparity in decision-making and communication. +4G
- Examine how to better include a diverse and representative range of stakeholders in decision-making processes.
- Reconcile and consolidate current Comp Plan elements into one unified and comprehensive vision. +11G
- Ensure that all major community needs are covered in elements of the Comp Plan. +6G
- Consider including a new public facilities Comp Plan element to ensure that all facility needs and priorities - including schools - are transparent and determined with ample community engagement. +12G

Demographics

Challenges

Do you agree?

Yes? green dot Unsure? yellow dot
No? red dot

Projecting public school growth

1. Rapidly rising enrollment means APS will need additional facilities to meet educational needs of students. **+13 G**
2. New schools and additions require considerable public processes, impinge on open space, and are costly. **+8 G + 3 Y + 4 R**
3. Reliable projections are essential to understanding facility needs. **+12 G + 1 Y**

Planning for diverse age groups: Baby Boomers and Millennials

1. 65+ age cohort is projected to increase as a share of U.S./Arlington population. **+5 G + 1 Y**
 - 65-74 year olds expected to have higher incomes, increased demand for recreation, and be more likely to be working. **+6 G + 1 Y + 1 R**
 - Increased needs for assisted services and increased care for 85+ year olds; increase in older population living alone (particularly women). **+8 G + 1 Y**
2. Millennials are starting to form households and families. **+1 G + 1 R**
 - Demand for larger housing units, single-family homes. **+2 G + 1 R**
 - Need for childcare and pre-school. **+5 G**

Increasing Income Disparity and Decreasing Diversity

1. Income disparity concentrates low-income students in a few schools. **+7 G + 6 Y + 2 R**
2. APS continues to struggle with providing effective academic programs and supports for students from low-income families. **+8 G + 1 Y + 5 R**
3. Coordination between Schools and County to address needs for after-school activities and transportation. **+9 G + 1 Y**

Potential Solutions

Other solutions?

Post your idea!

- Improve APS and County collaboration and information sharing. **+14 G**
- Adopt consultant recommendations to improve longer term (6-10 year) projections. **+6 G**
- Identify potential resources and needs of Baby Boomers as they become 65, 75, and 85 year olds. **+8 G + 1 Y + 1 R**
- Regularly monitor age cohorts as a method for planning, including regular updates on factors impacted by people's choices as they age. **+6 G**
- Bring together APS, County, and non-profits to develop a vision and principles for wrap-around services in support of students and families. **+15 G + 1 R**

Economic Sustainability

Did you know ?

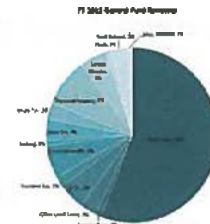
Arlington County has a 50/50 split between commercial and residential real estate tax revenues.

The County's vision and planning efforts from the 1970s have supported the balance between commercial and residential revenues.

Federal sequestration and Base Realignment and Closure (BRAC) have contributed to a loss of 4,700 federal jobs in Arlington since February 2010.

How will the County and Schools pay for new facilities?

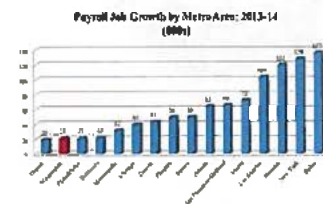
- 56% of the County's total budget comes from real estate taxes.
- The balance between residential and commercial provides revenue stability when one market sector is weak.
- The high proportion of commercial revenues compared to other counties in the region (ex. Fairfax County is 25% commercial) increases our ability to maintain a high level of services and benefits residential taxpayers.



- The County's plans to target growth in the Metro corridors have led to a successful mix of commercial and residential development.
- In addition to economic benefits, this vision has helped to protect the character of single-family neighborhoods, balance the transportation network and create walkable urban neighborhoods.
- \$27.5 billion of the County's total \$57.5 billion in assessed real estate value is in the Metro corridors, which is 11% of total land.



- This is a regional issue. The Washington metro area posted the second lowest job growth among all major metro areas in the nation in 2014.
- Arlington's office vacancy rate is 10% above its 15-year historical average.
- The County is losing about \$34 million in annual tax revenues as a result of the increase in office vacancy.



Each 1% of Office Occupancy is Worth \$3.4 million in Local Taxes



Arlington
Community Facilities Study
A resource and facilities plan for our future



Economic Sustainability

Challenges

Do you agree?

Yes? green dot Unsure? yellow dot

No? red dot

Sustain the County's economic model

1. Shrinking federal presence +8G, +1Y
2. Shift in the way business uses office space
 - Collaborative work spaces +2G
 - teleworking +2G; +1Y; +1R
3. Growing competitiveness in the region +6G
 - The Silver Line adds competition in Tysons, Reston and Loudoun; Revitalization in DC +9G, +1Y; +1R

Sustaining housing & affordability

1. Lack of market rate housing for those making between 60% and 120% of AMI +12G
2. Supply of market rate affordable housing affected by: +3G
 - Rents rising faster than wages +9G
 - Redevelopment that replaces market rate units with higher cost units ~~+6G~~ +6G
3. Loss of market rate affordable housing +6G
4. Loss of affordable "starter homes" +12G

Ease of doing Business

1. Community values a robust public input process that is at odds with business preference for speed and predictability +5G, +2Y
2. Arlington has initiated some efforts to help businesses, but negative perceptions persist +4G, +1Y
3. Different sizes and types of businesses have different priorities and needs +3G
4. Planning and public review processes are lengthy +5G
5. Economic Development Commission and Arlington Economic Development are not well integrated into public-review processes +1G; +4Y

Potential Solutions

Other solutions?

- Continue to educate community on County's economic model and importance of a strong commercial tax base +3G, +1Y Post your ideal
- Strengthen role of Economic Development Commission as part of project review processes and ensure that economic concerns are considered in policy and planning discussions +5G
- Create tools to incentivize housing available to households earning between 60% - 120% of the Area Median Income +7G, +1R
- Examine effects of housing stability on student performance through longitudinal student data +5G, +1Y
- Continue efforts to modernize County processes +6G
- Allow more flexibility in certain corridors; perhaps with assistance from the Business Improvement Districts (i.e. Crystal City; Rosslyn) +8G, +1Y, +1R

Facilities

Did you know?

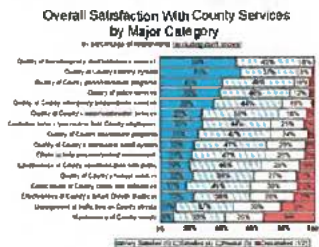
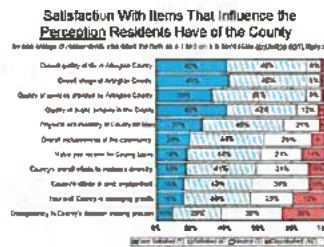
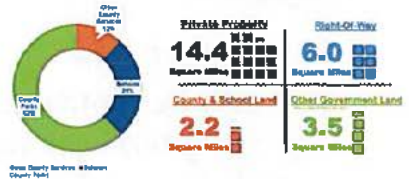
The County and Schools own 2.2* square miles out of 26.2 square miles in the County.

The County estimates that it will need an additional 13 – 18 acres to support forecasted growth.

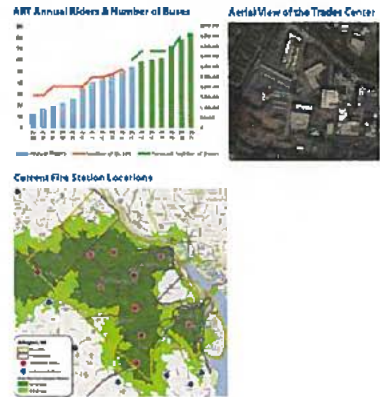
The Public Spaces Master Plan (PSMP) is in the process of being updated.

What are the County and Schools' current facility needs?

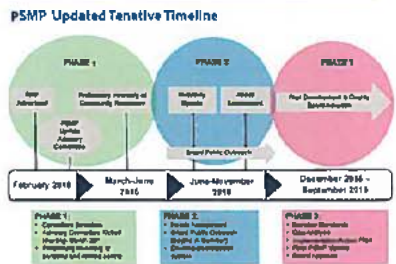
- Schools, parks and all County facilities providing services share this 2.2 square miles.
- Arlington's forecasted growth increases demand for public services, which require land and facility space.
- The 2015 Resident Satisfaction Survey found that 89% of Arlington residents are satisfied or very satisfied with the quality of County services. 84% are satisfied or very satisfied with the quality of public schools.



- The ART bus fleet is expected to grow from 65 vehicles today to 90 in 2022. Additional parking and maintenance facilities will require 2 - 3 acres.
- High capacity transit for Columbia Pike and Crystal City will likely need 4 - 5 acres for parking/storage and maintenance.
- One new fire station and three relocated stations are planned to accommodate growth and improve response times to 4 minutes for 80% of service calls.
- The 42-acre Trades Center currently supports County infrastructure services, Parks and APS maintenance, and County and APS parking. Additional storage space is needed to improve incident response time.



- This plan identifies the major public space, natural resource and recreational priorities of the community and was last updated in 2005.
- The major elements of the PSMP Update will include an inventory update, needs assessment, policy review, gap analysis, and implementation/action plan.
- The PSMP will provide a framework for decisions and management of public spaces.



Facilities

Did you know ?

Arlington Public Schools has immediate and long term capacity needs.

What are the County and Schools' current facility needs?

- APS currently has a deficit of seats at the elementary, middle, and high levels. **+16**
- Even with proposed new schools, additions and renovations, most schools are projected to be over capacity in 2019. **+16**
- There are limited options for sites to construct new schools. **+16**
- Enrollment growth exceeds the County's debt capacity to add new seats. **+1Y should not be constraining**
- APS will also need additional space for bus and vehicle storage and maintenance.

Discovery Elementary School: Completion September 2015
New net zero energy school providing 630 seats



Abingdon Elementary School: Completion September 2017
Additions, plus renovation providing 136 new seats.



Elementary School - 2019 Projected Seat Deficit of 1,685*

School	September 2015			September 2019	
	Capacity	Projected	Releasables	Capacity	Projected
Northwest	2,965	3,190	20	2,995	3,190
Northwest	4,385	4,705	47	4,607	4,901
Southwest	2,377	2,595	10	2,377	2,595
Southwest	3,163	3,380	28	3,280	3,500
Elementary School Total	13,891	14,034	105	13,260	14,186

Middle School - 2019 Projected Seat Deficit of 520 - K-8 school closures

School	September 2015			September 2019	
	Capacity	Projected	Releasables	Capacity	Projected
Gulfstream	872	937	0	832	872
Jefferson	862	868	1	862	868
Kennedy	895	943	0	895	943
Stratford A-M	227	227	0	1,000	1,000
Woodlawn	846	1,035	0	846	1,035
Wilson	867	867	12	867	867
Wilson	-	-	-	250	257
Wilson	-	-	-	250	257
Middle School Total	5,677	5,967	13	5,964	6,310

High School - 2019 Projected Seat Deficit of 1,007

School	September 2015			September 2019	
	Capacity	Projected	Releasables	Capacity	Projected
Stratford A-M	300	307	0	-	-
Washington-Roosevelt	1,905	1,910	0	1,903	1,903
Washington-Lee	1,900	1,900	0	2,200	2,200
Yorktown	1,875	1,758	0	1,875	1,875
Wilson	-	-	-	429	367
High School Total	5,972	5,176	0	5,411	5,411

Stratford Middle School: Completion September 2019

Additions, plus renovation creating new 1,000 seat Middle School



McKinley Elementary School: Completion September 2016
27,000 sq. ft. addition, plus renovation providing 241 new seats.



Wilson School: Completion September 2019
New location for H-B Woodlawn & Stratford program with 775 seats



Facilities

Challenges

Do you agree?

Yes? green dot Unsure? yellow dot
No? red dot

Limited Land

Limited Resources: make better use of existing resources

Meeting "back of house" needs

- Storage and maintenance for ART Bus and APS school bus fleets
- Future transit needs for Columbia Pike and Crystal City (parking and maintenance)
- Core infrastructure services - supplies for Water Pollution Control plant; Trades Center complex; large equipment storage

Setting Priorities

Potential Solutions

1. Land is our most scarce resource: it is finite and expensive +11G; +2Y
2. Prioritization is difficult; special interests are often pitted against one another +7G; +1Y
3. Immediate needs outweigh available supply; difficult for public to take the long view +8G, +1Y, +2R
4. Time required to plan and build new facilities may hinder co-location of uses and services +2G, +2Y, +1R

1. Lack of space to "do it all" +5G, +3R
2. Our key constraint is land - not money +6G, +6R, +2Y
3. Many facilities are serving single constituencies/uses +7G, +2Y
4. Our parks fields and facilities are over booked; our schools are over enrolled +16G, +1Y
5. Our ability to park and service our vehicle fleet is limited +6G, +1Y, +1R
6. Our industrial services are concentrated in south Arlington +6G
7. Much of the public doesn't understand our facilities crisis +6G, +2Y, +1R

1. Need land - approximately 13-18 acres total for facilities identified today; no sites smaller than 2 acre sites +5G
2. Access to arterial streets +1G, +1Y, +1R
3. Sometimes not neighborhood friendly uses +3G, +1Y

Other solutions?

- No more single use facilities built in Arlington +14G +1Y +1R *Post your idea!*
- Prioritize public acquisition of property +12G +1R
- Re-imagine current County facilities that are underutilized +18G
- Build up; build under; build over +21G
- Explore public-private projects with developers +8G +1Y *Make sure County gets some deal*
- Create joint facilities with nearby jurisdictions (DC, Falls Church, Alexandria) +10G +1Y
- Evolve public expectations of service planning and delivery +3G *and explain agency roles*
- Always get creative before building anything new +10G +1Y
- Underground existing surface parking +15G *or structure/build up*
- Consider converting all playing fields to higher yield turf +4G +1Y +1R
- Explore smaller, mobile, and multi-purpose facilities +4G +1Y
- Continue to expand definition of usable classroom space +8G +1Y
- Integrate some "light industrial" services in single family neighborhoods via creative design +10G +4Y +2R

Siting Principles & Process

Did you know ?

Siting Principles:

Where should new facilities be located?

How should the best use for a site be evaluated?

Should new facilities be co-located? +1G

How should new uses be determined for existing facilities or sites to maximize County and School resources?

Siting Process:

Who should be involved and when?

every one + continuously
How could a new siting process address needs that are time sensitive?

What should be considered?

The Study Committee Charge states, "consideration should be given to finding more efficient ways to use existing facilities and sites, colocation of appropriate uses, and temporary or permanent use of private space" +1G

• What types of information should be considered in the Siting Principles?

- Information Sharing Measures & Communication Methods +7G
- Alternative Site Options for a Facility +3G, +1Y
- Adaptability & Co-Location Opportunities +9G; +1R; *include state + Fed land*
- Time Constraints +3G
- Facility Function & Impacts (i.e. noise, traffic, etc.) +4G
- Evaluation of Existing Programs/Uses on a Site +1G +1R
- Location within the County +4G
- Neighborhood Compatibility +8G, +3R
- Impact on Existing Plans/Policies +4G; +1Y
- Program Flexibility +4G

• What are some other siting principles that should be considered?

- How should facility needs of the County as a whole be balanced with concerns about a facility's impact on surrounding neighborhoods? +3G
- What role should your community organization(s) have in the facility siting process? When and how should the community be engaged? +2G
- The current system of planning for facilities seems to lead to a process where most people are reacting negatively to a proposal. What could be done to change this dynamic in the community process? +4G
- What communication tools should the County and APS be using to share/push information about new facilities?

Board 1 – Process & Charge

- Grow infrastructure in proportion to population (density) growth
- Improve projections through integrating long-range plans and anticipated expansion of residential units with school projections.
- Hire a demographic modeler who is responsible for both County & APS data
- Pay vs. prioritize; different conversations and I feel more important
- Please help older residents stay in their homes; SRO: study something that will work in home caregivers; etc.
- Engage neighborhoods affected by siting decisions directly and before decisions are made... and incorporate their views in decision making
- Arlington must work to stop the terrible net loss of affordable housing. We need to bring the % of affordable housing in Arlington back up to 26%.
- Respect the immediate neighbors affected by change
- Supposedly 1988 CIP vote on School bonds began A/C of all schools for community sharing – what is shared by County? Are these plans working and providing what’s needed now?
- Don’t build commercial or residential for competition without accounting for burden of these huge living spaces on streets, utilities, trash collection & creation of litter. Buckingham/Barrett mega townhomes will strangle Henderson, Geo Mason, and Pershing with traffic in/out of new complexes; danger for kids

Board 2 – Demographics: Did you Know, Population

- Pay attention to 0-5 as fastest cohort (+1 green)
- Diversity is valued! Keep areas affordable for bottom of economic pyramid and middle class (for housing and amenities). Don’t out price certain ages or demographics County-wide

Board 3 – Demographics: Did you Know, School Enrollment

- Why was this such a surprise to APS? Within last five years, APS was still considering selling school property rather than acquiring new land.
- Could County, school board, and developers or private land owners work together better to come up with school space. For example, in S. Arlington, could the County offer some deal to a developer to get [Linden?] Resources new space and thereby buy back a school building about the right size to alleviate Oakridge crowding without sending many children past one school and over highways to another school? Might that even free up funds for elsewhere in south Arlington, too?
- Local K-8s would be great. Smaller schools great. I know expensive, but pays off in learning. I was shocked to hear Oakridge not quite big enough to be 2 schools.
- Allow neighborhood residents priority for schools in their neighborhoods (i.e. schools located within blocks of their homes), which fosters sustainable transport and growth of sustainable communities
- Smaller schools; local K-8s; K-3; clusters like Capitol Hill
- When? How good were their past projections?
- I would like smaller schools – better learning climate where everyone in building recognizes at least faces; about 500 students not 725, 800, 1000! However, also not the Falls Church K-3 model. Mixed grades allows kids a longer view of years ahead and more grade level community.
- It’s wildly inaccurate to consider “apartments” as a whole & CAFS have hugely more students than market rate apartments.

- Design for neighborhood schools – safe walk to school zones over magnet schools everywhere. Saves APS and taxpayer \$\$ in transport and builds neighborhood’s community and social capital.

Board 4 – Demographic Challenges 1: County Vision, Comp Plan

- It’s confusing as a new resident to hear “this isn’t up to schools; it is the County” as though the two are separate and not working together for common goals.
- There is no facility master plan at all yet, which has led to the mess we’re in today.
- Parks should be a higher priority in comprehensive planning. Failure to plan for parks will result in an unlivable, undesirable community. This is especially important in urban corridors.
- Yes, we need more diverse representation but don’t expect participation at committees. People do not have the time necessary for the Arlington Way planning processes. Use social media and other methods to a greater degree
- Must include schools
- Sidewalks are part of the transportation network and should not be restricted by immediate neighbor vetoes (+1 green)
- At some point people need to decide if they want to be “active”
- Prioritize a comprehensive plan for school capacity, which includes developing flexible spaces that can serve the entire community. Take transportation demand into account with school planning
- Park planning should be more integrated into community needs
- Update transportation plans to develop a safe, complete network for all forms of transportation, including walking (+1 green)
- Listen more! The current approach to communication seems designed to manipulate the public rather than listen to the communities in our County. Decisions are made, then public meetings focus on selling those decisions. Need more listening: 2 minute time limits leave little time to exchange views.

Board 5 – Demographics Challenges 2: School Growth, Planning for Diverse Age Groups, Decreasing Diversity

- Costly, infers a value judgement. We should invest in kids
- I am a millennial. Some millennials complain that housing in Arlington is “too expensive” and that this is a “problem”. Living in Arlington is not a right. Not everyone who wants to live here can. That is a fact. Upper-middle class white millennials don’t have a right to live here. We should not obsess too much about housing for millennials. If millennials move to Fairfax, they will survive!
- Amen with this comment from a millennial. I am now in my late 40s and would have loved to have bought here when newly married in my 20s. Guess what? Couldn’t afford it then. So spent 10 years in Vienna earning \$ to move back to Arlington. I didn’t expect Arlington to subsidize me living here!!
- Think of diversity in terms broader terms to ensure you're not excluding people of color and/or underserved residents that already live here
- Where is community engagement and conversation without the public?
- Change school boundaries to fix diversity problems; north Arlington school are not diverse; improve south Arlington schools - money should go to where it is needed
- Combine County and schools staff? Boards?
- Establish APS/AC sharing
- Surrender now - and rebuild a multi-story Patrick Henry ES on this large site; finding a new ES site is too hard

- Convert HB gradually to a local school; too much is wasted; students on transportation; convert HB to a local school if necessary; move to under-utilized Hoffman Boston
- Follow the child
- Design and build up when expanding schools whenever possible; move toward underground parking structures
- APS has been using bad data to look at calculations; let us revisit 2008 projection now that we have 2013 numbers and recalculate the formulas for projections. Correct algebra, then apply to current data.
- Retire in place is big but not that many want or need to work after 65/70
- With more urban residential need adequate park and recreation facilities to meet increasing needs
- Lots of younger couples and families prefer condo and townhouse living. They want to purchase condos and townhouses but supply is limited. Need to push/encourage developers to build condos.
- Don't discount condo and townhouse dwellers in projections of school age children
- We need larger units in condos and apartments for (a) young families and (b) boomers/empty nesters who want to live in higher density corridors. More than 1,000 sq ft and 2 bedrooms
- Spend for larger amount on programs for certain children. These need to be emulated for effectiveness. Perhaps impossible to close the advancement gap for all kids.
- Move W&L's IB program to Wakefield, IB is the free pass in from out of boundary (+1 green)
- Improve APS /County resource sharing, especially with respect to transportation (e.g. routing ART buses (e.g. routing ART buses for use by HS students and providing free fares)
- When we have training programs about Arlington, have forms to encourage "graduates" to join a County or School commission. Don't let them get away.
- Do more online learning, especially at high school level to manage space needs
- Vouchers to under-utilized private schools? Didn't St. Charles just close?
- Consider mixed use buildings for schools and residences and businesses; be open to vertical schools (multi-story) for better land utilization
- Wrap around services are key in our high poverty communities

Board 6 – Economic Sustainability: Did you Know?

- Bring Victor Hoskins back to report on progress so far
- Higher property taxes make it difficult for lower/mid income, fixed-income people to afford housing in Arlington
- If proven necessary, raise taxes to meet need!
- Comprehensive parks vision; lowest park sf/resident and declining
- Urban village planning forget to plan for parks and open space
- We need to look at what/where potential community non-profit losses will come for and secure long-term leases now! Don't lose them they shouldn't be taken from us while we twiddle our thumbs. They need to be fought for.
- Add rapid transit corridors - Lee Highway; Washington Blvd; Route 50; Columbia Pike; not just Metro
- Convert office space to government; schools (especially APS admin; doesn't need to be on W&L HS grounds); residential space, where feasible
- Does this create opportunities for helping with school crowding now? For example in 22202, Linden Resources owns an old school building. The ES is crowded, and office spaces might be bought in some 3-way deal.

- Slow growth until the County can work out a way to pay for services without cannibalizing existing services.
- If County real estate development must set aside \$\$ for public art, they should set aside \$\$ for public schools!! (not an anti-art statement)

Board 7 – Economic Sustainability Challenges

- We talk too much about affordable housing, and not enough about its parallels - - affordable dining, shoe repair, car repair, etc. We can't all afford \$10 hamburgers, \$15 shoe shining, etc., (+1 green)
- EDC is heavily dominated by the same stakeholder communities as the developer's team in project review processes (SPRC). Don't need EDC there, but do need them in long-range planning processes.
- Don't rely only on internet, technology personalize communication with the community
- Need to look at edges of Arlington Boulevard and consider a zoning overlay for low-rise affordable apartments. Could create buffer for lower-density areas and justify CRT on Arlington Boulevard.
- Foster spaces for social entrepreneurship facilities and collaboration to solve societal and environmental problems
- Growth in high rises should finance growth in infrastructure and schools in safe walk zone
- Realistically plan for all future costs – do not leave it to deals with developers to find a solution. The MOU's have their costs.
- Need to make the County more flexible and nimble when dealing with businesses.
- I don't think this is right. Arlington has led the way for years, others have imitated our successes and done very well. No obvious___ versus we stay out in front.
- Arlington County business principles need to be improved to attract businesses - - Falls Church, NOMA, and Alexandria are more attractive.
- Competitiveness is only an issue because Arlington has become complacent – no longer being a leader on development of transportation choice
- We need to use all tools possible to provide more committed affordable apartments and homes, for all incomes under 100% of AMI
- Need to attract small service businesses something like finding a plumber can take a week because all are too busy, and don't really want to drive to Arlington from Woodbridge, MD, or wherever.
- Encourage more retail (+1 yellow)
- Sunset use restrictions and sector plans – conditions change so adapt
- Think of County as a single entity and not a group of silo departments. Why should community know or care who in County does what? It's just a structure that could/should change and evolve. Yes, and include schools.
- More "missing middle" housing types; ADUs and 4-plexes
- Can we move away from model of allowing larger (and ugly) condo buildings cluttering and overshadowing the Orange Line corridor and focus instead on diverse ways to bring businesses to the Corridor? Bars and condos seem overrepresented and a thriving economy should include various revenue sources

Board 8 – Facilities: Did you Know? Arlington County

- Increase to 26 square miles (10%) by: 1) covering sunken right of ways & roadways (e.g. I-66 between W-L HS and Lee Hwy); 2) placing infrastructure atop “black top” parking lots; and 3) create civil space in vacant offices
- Park buses over I-66; reduce redundant buses by allowing secondary school students to ride ART bus before/after school (along safe routes) to home for free; replace near empty big buses with smaller ones; park buses in APS & government parking lots (e.g. Pentagon) at night.
- Is this just “facilities” or also school site needs? Over what time frame?
- Affordable housing should be co-located on all appropriate County- and school-owned land (not on parks/open space)
- Add space for community gardens and local food security
- Too slow. Speed this up. We need to have this before we give away open space!
- We can’t fit all the County’s facility needs within current 2.2 sq. miles. We need to preserve existing open space and acquire more land for both facilities and park land.

Board 9 – Facilities: Did you Know? Arlington Public Schools

- Citizen population is growing exponentially beyond ability to provide services
- People do not understand the issue in terms of tradeoffs – can we change how issues are presented? (e.g. parks are great; schools are great; choose one!)
- Save bus \$\$ by allowing kids to attend closest school (in safe walk zone) instead of being bused elsewhere; why bus Rosslyn to Williamsburg, past Stratford?
- Place new middle school across street from APS headquarters on N. Quincy Street (+1 green)
- We need to raise the debt/bonding capacity to meet school need
- Use public transit and bike safety patrols
- Why are we promoting growth with more housing when we cannot meet our current needs of our population?
- Use university spaces for adult ed, high school IB and AP, and other advanced learning needs
- Increase class size? Year round school?
- School design must focus on building up; not building out
- Don’t accept larger average elementary school sizes in south Arlington than north Arlington. This is unfair to students. Please get creative somehow to try to stay closer to 500-600 students/school across the County. Soon my child will spend her whole elementary career or at least K-4 in wildly oversized conditions!
- We need to revisit revenue sharing
- Add parks and open space
- Wilson school site is miserably small for HB; should build HB on the newly acquired site across Quincy from W-L HS. We need land for schools in south Arlington, obvious solution is the 250 acre Army Navy Golf club.
- Plan Stratford Park, school and Lee Hwy together for long term not 1,000, then 1,300, then Lee Hwy, then park...
- We need to start thinking high school capacity now.
- Stratford should be planned / designed for 1,300. Do it once, do it right. Remember its in a small quiet neighborhood; keep kids (walkers/bikers) safe. Better planning = safer students. More cost efficiencies long term

Board 10 – Facilities Challenges

- “Special interests” is a loaded and undefined term. Implication as a negative factor in prioritization is unfair. “special interest” could be: self interest; community interest; financial interest; environmental interest; handicap interest; recommend a meaningful term (+1 yellow)
- #3 the parents of school kids clearly and understandably want solutions now, but in other areas, it has been the CB and APS/SB that is unable to take the long view
- More public/private collaboration: rent church lots weekdays; shared spaces and amenities
- Rent St. Charles Borromeo empty school (w/o iconography)
- Demolish “ED Center” on Quincy Street; move School Board staff to vacant office space (like DHS to Sequoia); build co-APS/CB/County office building on Courthouse parking lot
- Recreation facilities needed in north Arlington, like Mills, etc, have in south Arlington
- Need to explore private/public partnerships for private operation of County recreation facilities to maximize usage
- Slow growth until we can meet the needs of the current population (+1 green)
- Save the trees; keep Arlington green; we’re losing too many trees
- Condemn land if you need it
- Take design advantage of grade changes (Rt 50)
- And those with the most money are able to have the loudest voices; those just barely able to afford Arlington are usually unable to attend meetings so often; have non 9-5 jobs and lack easy access to child care (+3 green)
- Put affordable housing with new community center, by undergrounding parking
- Arlington should integrate affordable housing on all county and school and, excepting parks and green space
- Seems to be more field space if maintained; need more resources for creating and maintaining smaller sites
- We need to think outside the box; e.g. to use small sites; build up in layers; share (+3 green)
- Efforts to increase affordable housing stock must go in hand with school capacity in that neighborhood. Builders who knock down one house and build 5 need to pay for their share of their effect on school capacity problems. Good schools = economic development; overcrowding does not equal good schools (+3 green)
- Need TDM plan, not necessarily direct access to arterials (+1 green)
- Consider the impact of facilities siting on the neighborhoods housing them and directly engage these neighborhoods in determining the use of public land (+2 green)
- Acquire golf course by condemnation. Site schools, parks, other facilities
- What troubles me most about this process is that you aren’t addressing specific needs other than schools. What else are you talking about – fire stations? Parks? Affordable housing? This is all very theoretical.
- Need a community space/center on the Orange Line (+1 green)
- Reconsider on-street parking
- Realize that something needs to be done and there is never going to be 100% buy in (+1 green)
- Down with NIMBY! Down with allowing community centers to remain empty during school hours when our kids desperately need school space

Board 11 – Map of County- and School-Owned Property

- Pocket parks/streetscape/ street trees as community “facility”?
- Police substations; can you put these on the map?
- Create an environment where more businesses and colleges want to be here; word on the street is Arlington is too hard to deal with - - go to Fairfax

- Workforce development and training is critical
- Joint facilities w/ Falls Church, Alexandria, DC, including schools
- Elementary school by Gunston Middle School at/on Long Bridge Park
- Drewry Center Site for middle school; no elementary schools at TJ Park or the Reed School (+1 green)
- Why aren't schools included?
- Lease space from Pentagon (in lieu of property tax from feds) for bus storage at nights and weekends
- Apprenticeships in Crystal City, Trade Center, Airport and other areas so high school students aren't taking up seats but learning trades.

Board 12 – Siting Principles & Process

- Add “range of mitigations” available to proposed projects
- Traffic calming in neighborhoods affected by siting that increases traffic flow
- Residents near #30M Buck property wish to be consulted early as any conversations get going. Please contact our listserv as QuincyParkNorth@yahoo.com (about 50 households are members). Thanks.
- History of site use; position of civic association; acknowledgement of area resident opinions; add as type of information
- Co-locate community center and affordable housing @ Lubber Run; avoiding using parkland, by undergrounding parking
- Please save the trees. Keep Arlington green when siting new facilities. We're losing our tree canopy.
- Co-location is not appropriate for parks and recreation facilities. need to preserve scarce green space
- Please remember wooded and natural areas take many decades/centuries to re-generate, Prioritize other options before taking green, open space. We need nature, it keeps us sane. (+1 green)
- For each sit, consider options/goals for: immediate need; 10 year; 30 year... then phase the work and funding (+1 green)
- What about bike lanes? Need more racks on sidewalks for locking bikes
- Agree more separate bike lanes would be wonderful. I live near Crystal City and there aren't quite enough to get around on a bike with a child
- Better information about Trades Center; e.e. recycling drop off
- Preserve existing open space and parkland; acquire additional parkland and open space to meet unmet needs of growing population (+4 green)
- Wildlife habitat protection and ways to mitigate/avoid destruction when siting facilities (+2 green)
- Impact on neighborhoods in which facilities are sited (+1 green)
- When you ignore the immediate neighborhoods you are hurting the process (see new Stratford MS)
- Stop pigeon holing County land between parks and other uses; uses can change over time. Land is land. And can be multi-purpose and multi-section. And, plan it flexibly together for short term and long term (+2 green)
- Prioritize school capacity
- Consider siting choice schools together so they can share resources; especially transportation (+2 green)

- Transportation: if transportation didn't matter we could put facilities anywhere; TDM should be considered while picking sites, not after; especially for schools; consider assignment boundaries when siting (+2 green)
- Far too much weight has been given to a few well-connected neighborhoods (or small # of real residents of those neighborhoods) in decision making on facilities with broad constituencies
- Current engagement processes are linear, time consuming, especially for staff. Bring decision makers together earlier, frame the problem at County level, not schools or parks or economic development alone (+1 green)
- Having a master plan that shows how particular sites fit into the whole picture and have leadership stand behind the master plan (+1 green)
- We should focus on the facts there is a real capacity issue @ APS right now vs. fear mongering about perceived implications about siting issues. Stick to the facts and we can't go wrong. (Can we?) (+1 green)
- Civic associates need to be kept informed and engaged. Different neighborhoods have different needs. Crystal City is unique – the only area with no single family homes
- Reminding, re-educating residents about the needs of the whole County vs. their individual wants – we all need to reel the pain or the alternative is increase in taxes. This is not a N. vs S. Arlington divide, this is not a family vs. singleton divide, this is preserving the things that make Arlington great – the schools, the parks, the walkability, the 'hoods, but each 'hood will need to put down their NIMBY signs and come to the table open minded. We don't live in the country or even the suburb anymore. Arlington is a thriving urban county and we need to recognize that.
- Plans for future facilities need to be made public and incorporated into planning now. No surprises pushed through like the new elementary school has been. (+2 green)
- Rethink school design during siting: discourage building of loops at the expense of green space, encourage mass transit options
- People need green space; protect what we have; expand green space; slow approval for more population growth (big housing units)
- Initial opposition can reflect failure to bring along community and other vested parties early enough in the process
- Information needs to be clearer when communicated and in a timely manner (+1 green)
- Listen more; create opportunities for conversation about needs not more sales pitches (+1 green)
- Directly engage the neighborhoods in which facilities are sited to address concerns; especially safety, environmental (+1 green)
- I didn't see any mention of the necessity of preserving existing open space/parkland and acquiring more parkland for growing population

