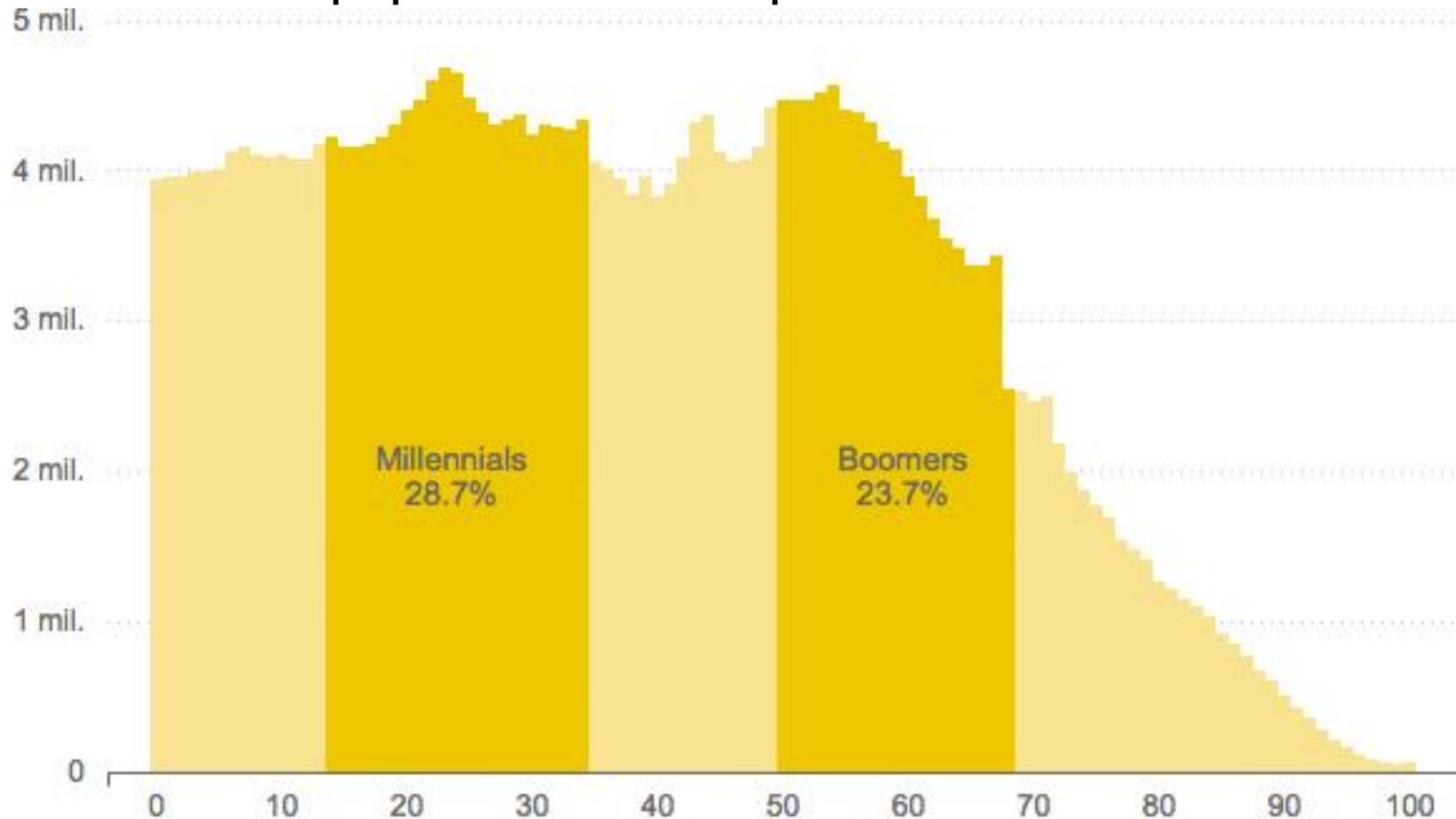


Millennial Families in the City: The New Urban School

James J. Brinson, LEED AP
Regional Vice President, Brailsford & Dunlavey, Inc.

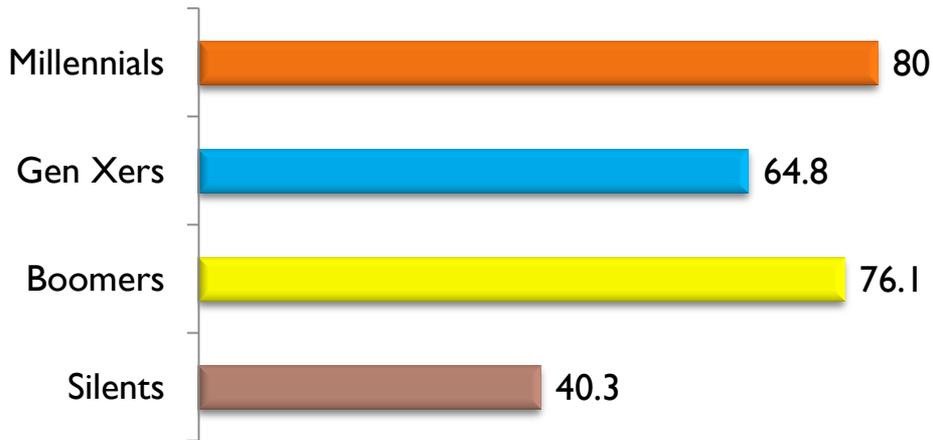
Karl Moritz
Planning Director, City of Alexandria, Virginia

Millennials make up the largest share of the U.S. population, at 28.7 percent.

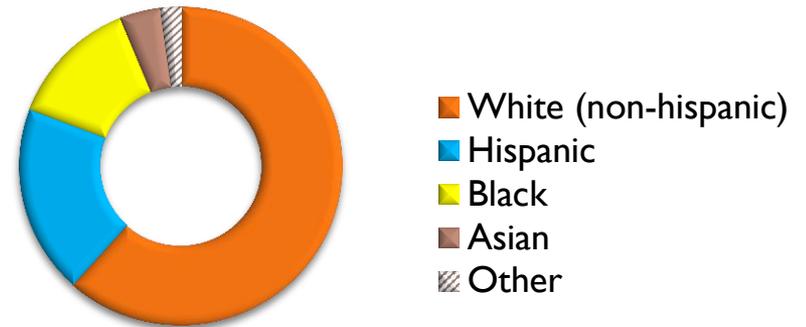


Millennials

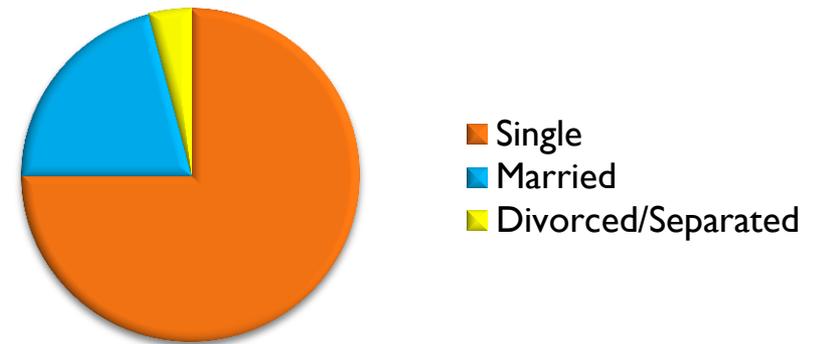
Workforce Population (in Millions)



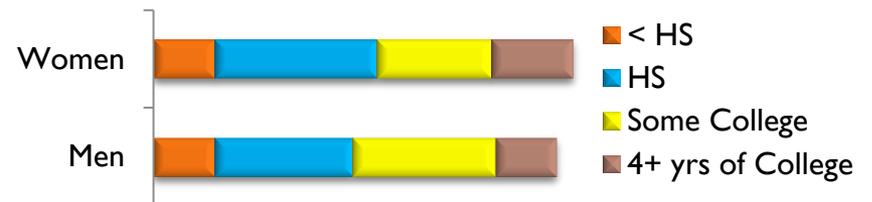
Millennial Diversity



Marital Status



Education



What they're saying about millennials

- Creative
- Pragmatic
- Tech savvy; highly connected
- Multitaskers
- Instant gratification and recognition
- Work-life balance and flexibility
- “Sharing economy”
- Experiential
- Transit-oriented; don't own cars

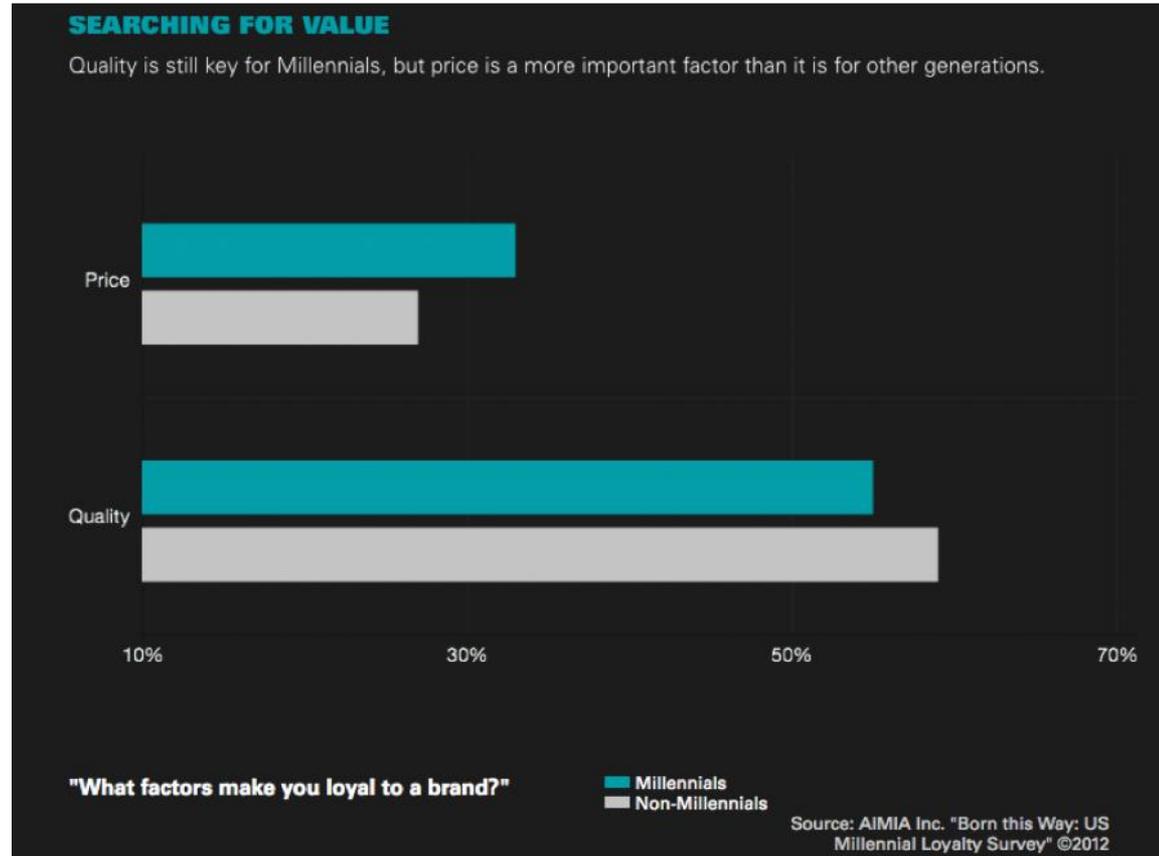


WANT: Cheap stuff

The Millennial generation cares more about price than quality.

DON'T WANT: A house

Millennials will still want to own a home of their own one day, but for a majority, it's just not that important.

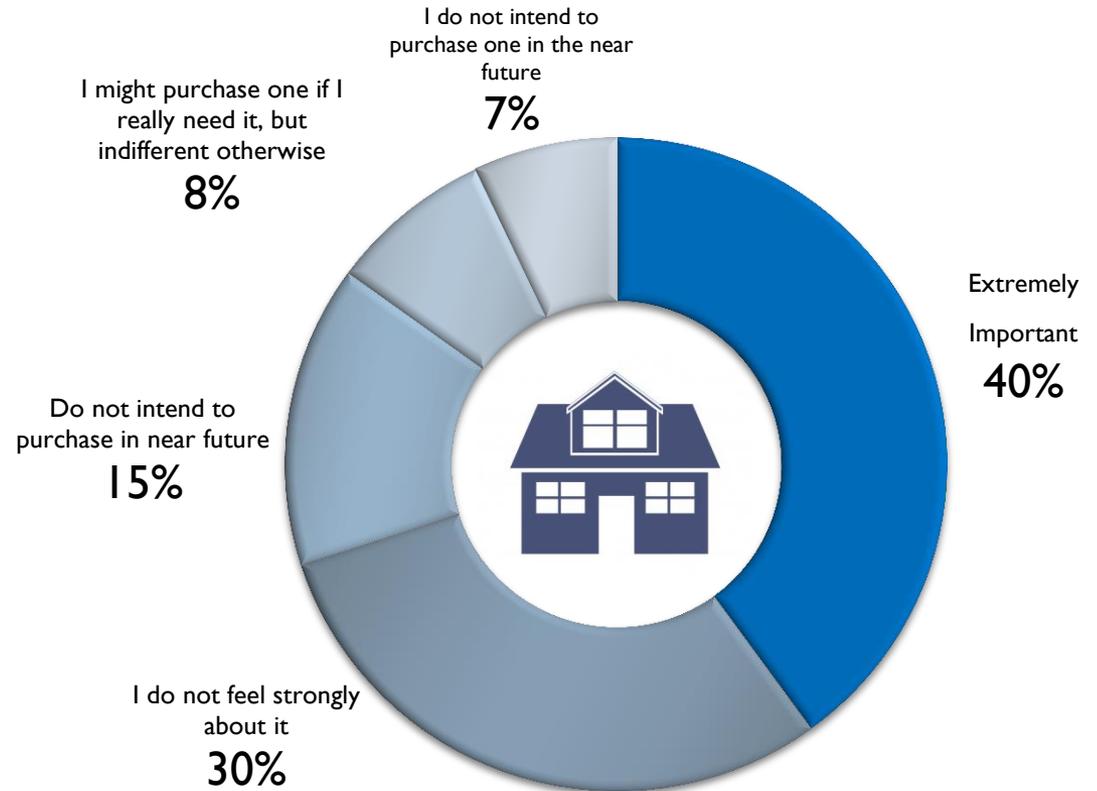


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WANT: To be healthy

Millennials put a premium on eating right and overall health.

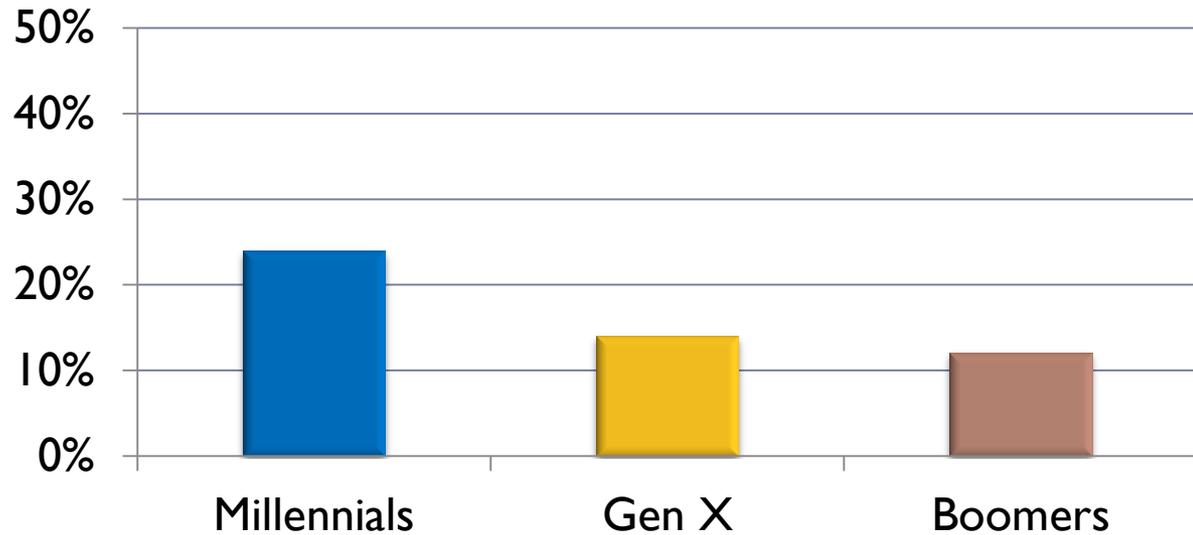
DON'T WANT: A TV

Millennials have grown accustomed to consuming media on other devices; they still love cable TV and movies, but they watch it differently

DON'T WANT: A car

Millennials are gravitating toward cities, where they can use public transit, car-sharing services, Uber, taxis, bicycles and their feet to get around.

Eating Right



WANT: To be healthy

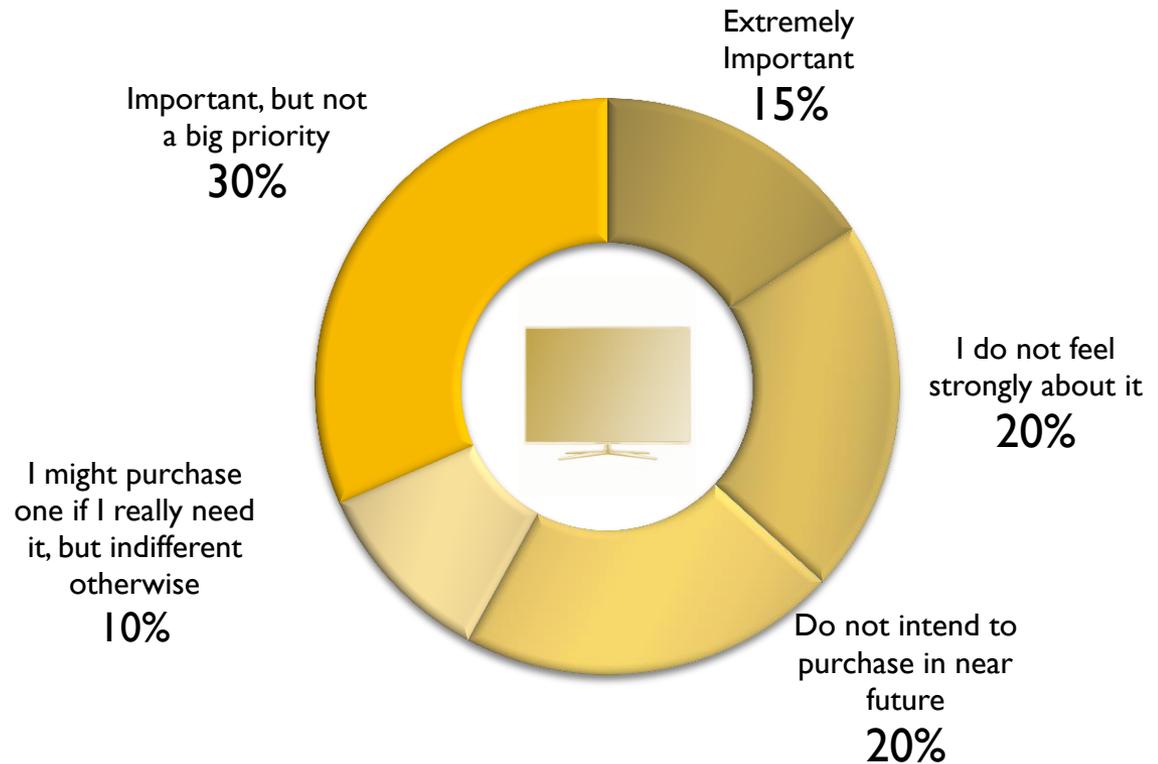
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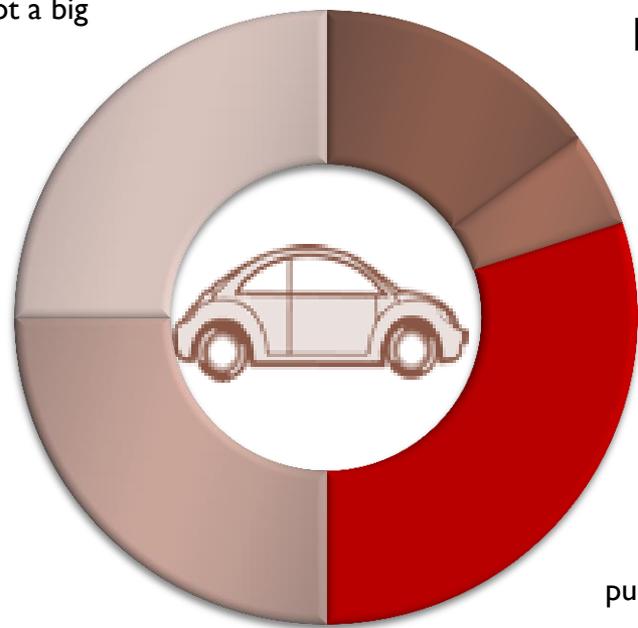
DON'T WANT: A car

Millennials are gravitating toward cities, where they can use public transit, car-sharing services, Uber, taxis, bicycles and their feet to get around.

Important, but not a big priority
25%

Extremely Important
15%

I do not feel strongly about it
5%



I might purchase one if I really need it, but indifferent otherwise
25%

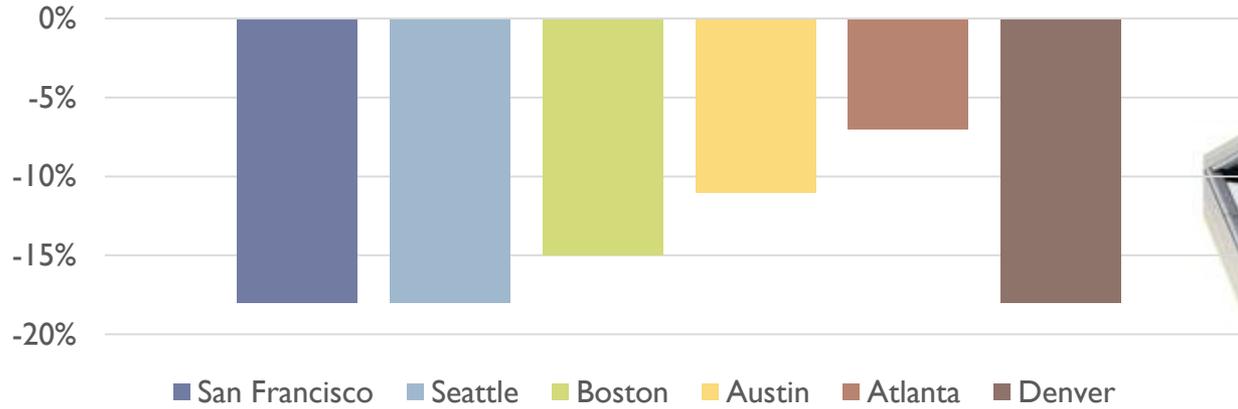
I do not intend to purchase in near future
30%



Millennials, Generally

LIVING SPACE

Change in Apartment Size 2002-2012



WORKING SPACE

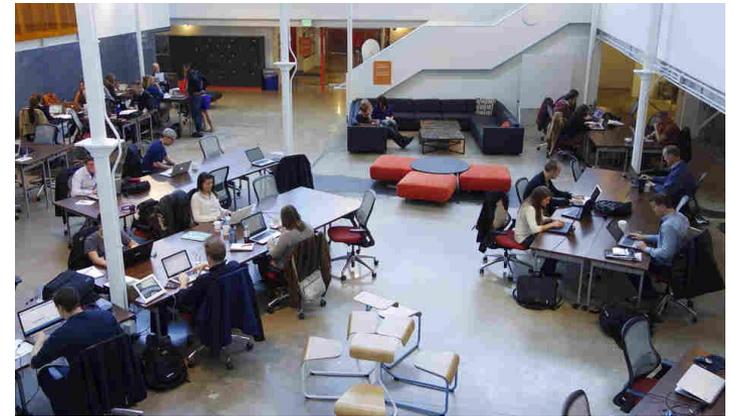
225 sf



176 sf



100 sf

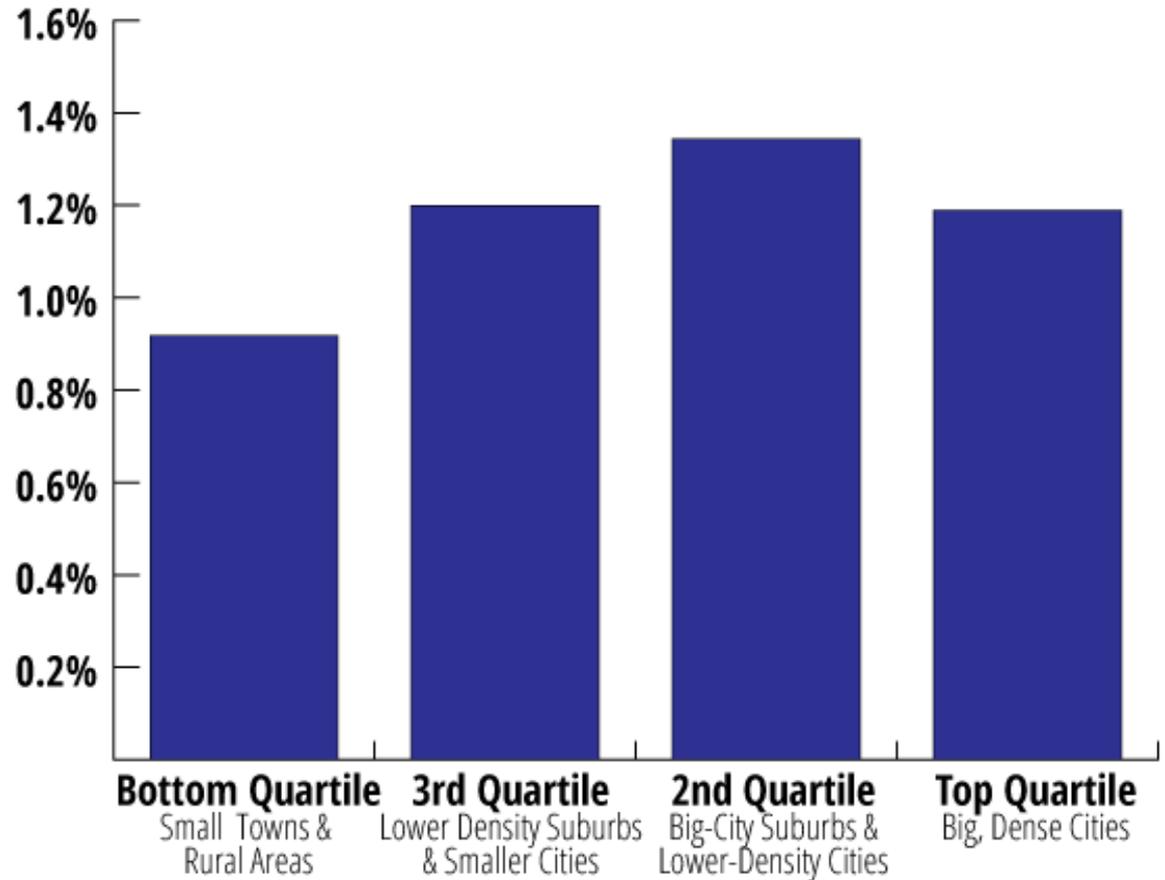


Shared workspaces

Urban light

“Big city suburbs and lower density cities” saw the most Millennial population growth 2012-13

trulia Millennial Population Growth By County Density, 2012-2013



Millennials, Urban Light



Reston Town Center | Reston, VA



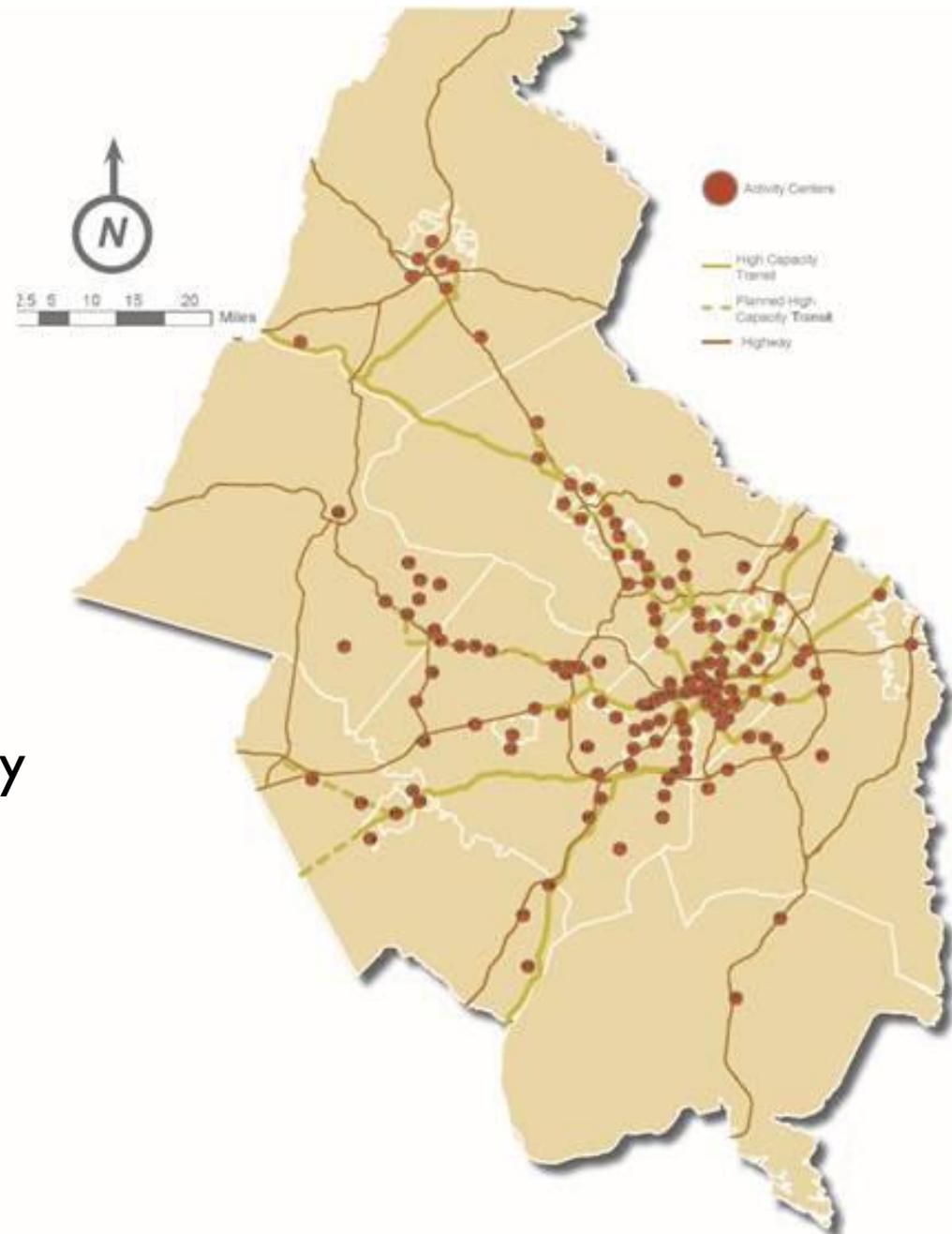
Market Commons | Clarendon, VA

An RCLCO survey from 2007 found that 43 percent of Gen-Yers would prefer to live in a close-in suburb, where both the houses and the need for a car are smaller.



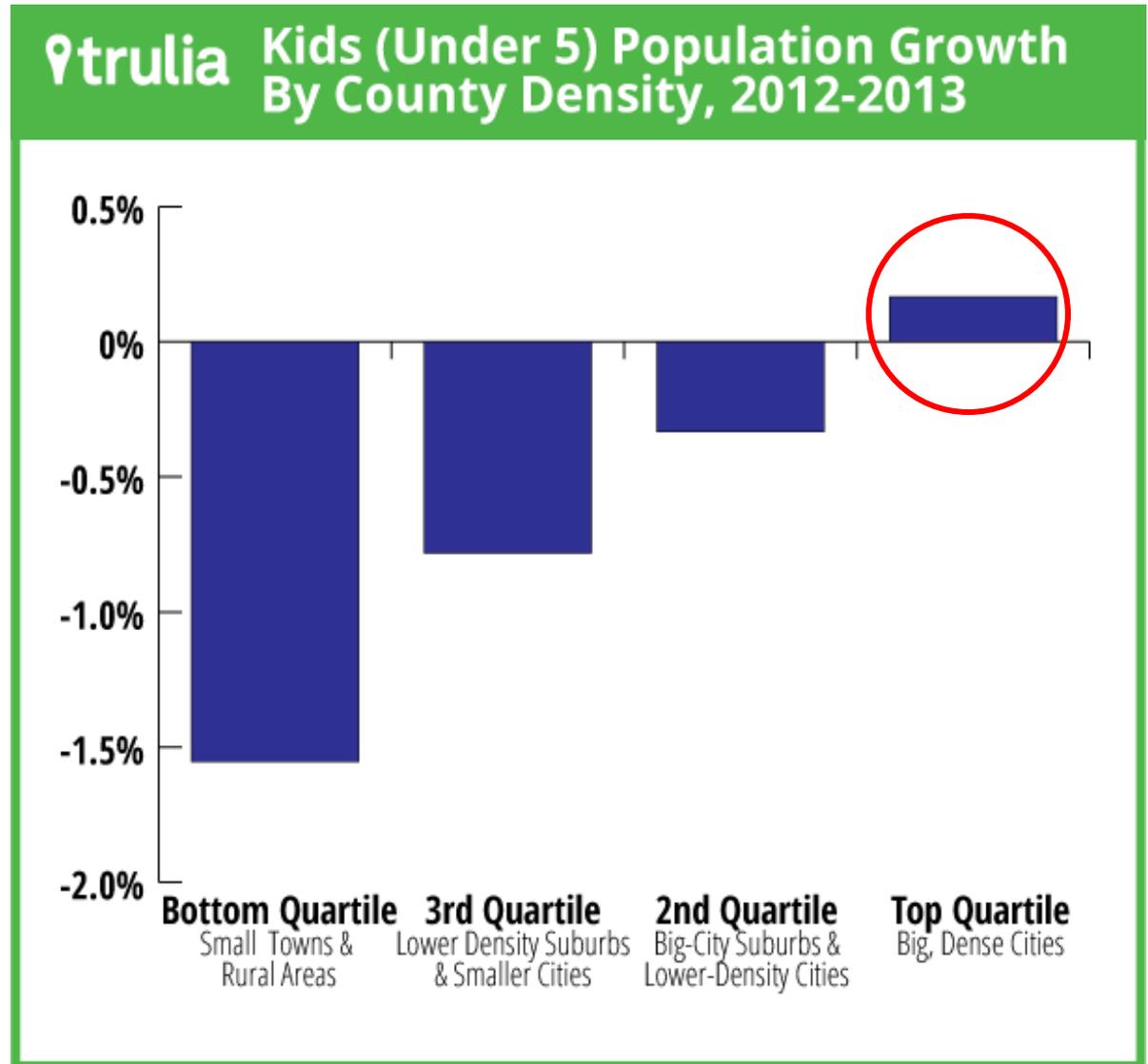
Culver City | Los Angeles, CA

- Former bedroom communities
- The Washington DC Metro Council of Governments (COG)
“Activity Centers”
- 104% of projected household growth (2005 to 2040)
- 57% of Metro Area Jobs by 2040
- Areas in transition
 - Increasing densities
 - Expanding transit options



Children in Cities

With the exception of dense urban areas, population between 0-5 years old declined in the US between 2012-2013.





MILLENNIALS as MOM + DAD

WHAT ARE MILLENNIALS LIKE WHEN THEY BECOME PARENTS?

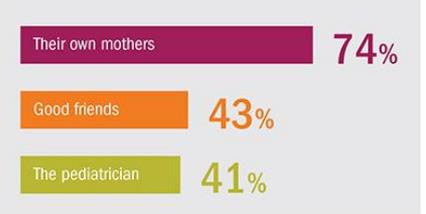
THEIR PRE-SCHOOL AGED CHILDREN ARE MOSTLY RAISED AT HOME



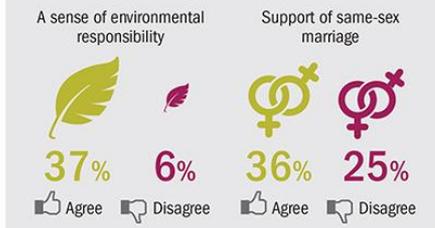
CHILD-REARING RESPONSIBILITIES ARE SHARED, THOUGH MEN FEEL THINGS ARE MORE EQUAL



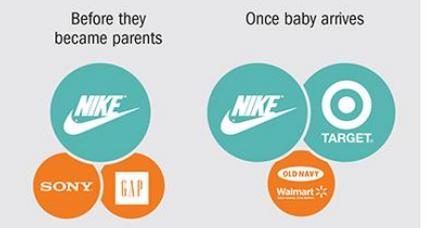
BIGGEST PARENTING INFLUENCES



WHAT VALUES DO THEY INTEND TO INSTILL IN THEIR CHILDREN?



MILLENNIALS' TOP THREE FAVORITE BRANDS



▶ Photo credit (top): AP Photo/Ted S. Warren

What millennial parents need/want in order to stay in the city:

- Safety
- Schools
- Day care
- Parks/recreation
- Alternatives to the owned automobile
- Services for daily living (“5 minute living”)



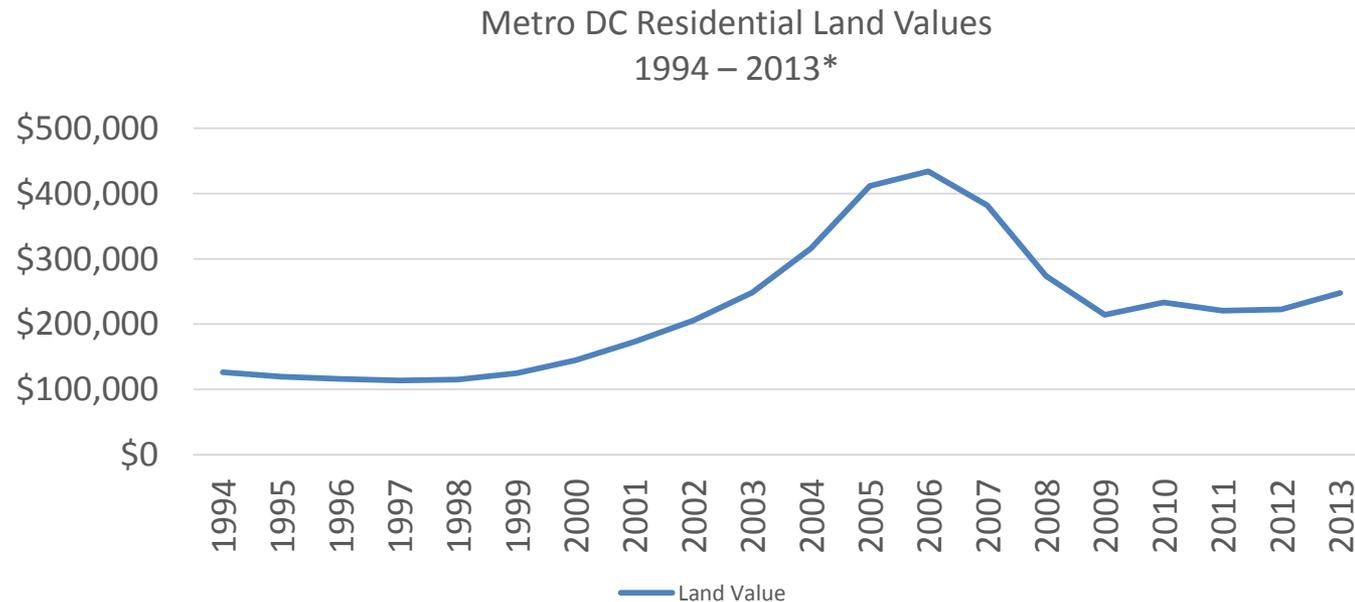
Top: DC bike lanes. Bottom: New mixed use development containing grocery store at 3rd and H Street, Washington DC

Projected Activity Center/Urban Light Growth

- Lack of Available Land
- Increasing Property Values
- Increasing Demand for Classroom Space

Schools Constructed During Baby Boom Era

- Poorly Located
- Need Updates



*Davis, Morris A. and Michael G. Palumbo, 2007, "The Price of Residential Land in Large US Cities," *Journal of Urban Economics*, vol. 63 (1), p. 352-384; data located at Land and Property Values in the U.S., Lincoln Institute of Land Policy <http://www.lincolnst.edu/resources/>

Planning for students in urban light areas: Challenges

- Legacy Zoning Limitations
- Silo Planning
 - Separate Elected Bodies
 - Lack of Trust
 - Lack of Coordination and Collaboration
- Public buildings slower to transition to urban models than private sector
 - Joint use is complicated
 - Funding Challenges

Planning for students in urban light areas: Challenges

- Baby boomers possibly the most active in local decision making.
- Baby boomer concept of what a school should be: 1960/1970s campus style.
 - Located in isolated, residential areas
 - Single story buildings on a sprawling campus
- Baby boomers also very protective of their children.



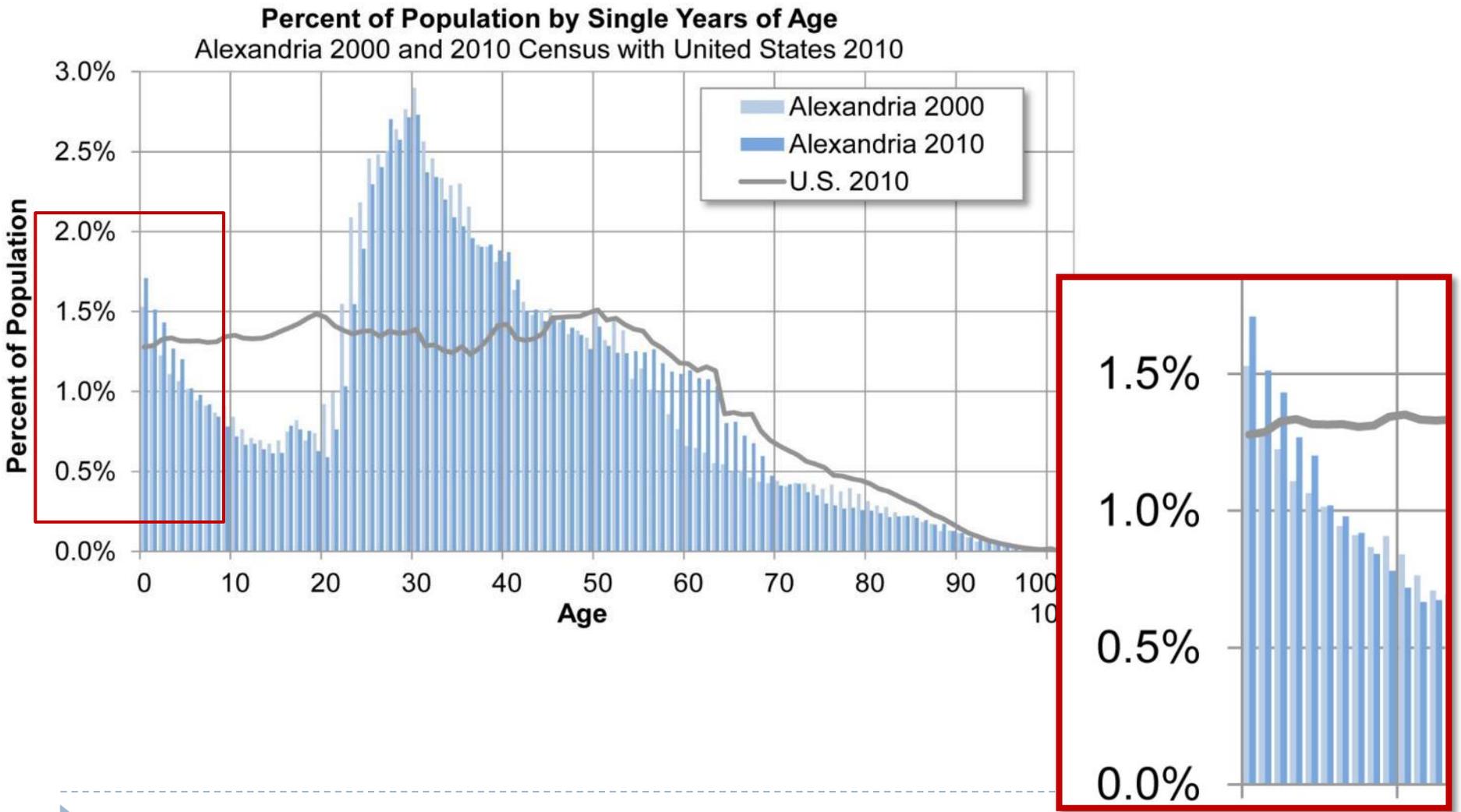
Hypotheses: Planning for students in urban light areas

1. A different, more urban, model for schools is required to address the changing needs
2. New processes for formalized collaboration among agencies is necessary to achieve the change

Alexandria: A hub for Millennial parents

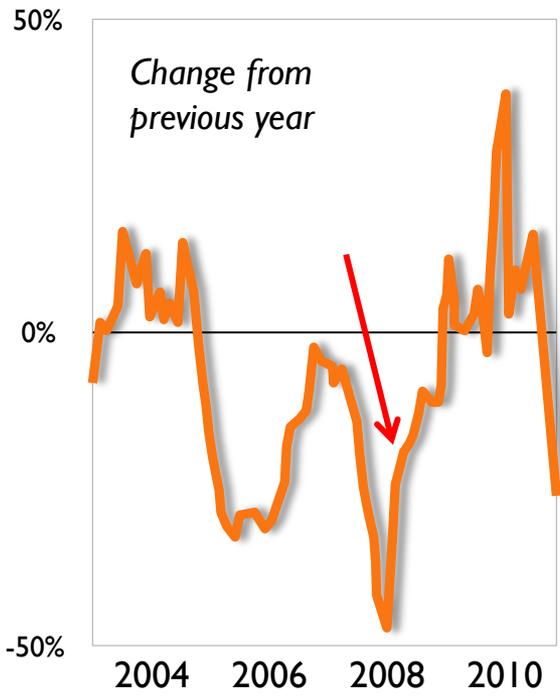
County Name	State	% Change in Millennial Population	% Millennials of Total Population (2013)
Arlington County	VA	82%	39%
Alexandria City	VA	81%	34%
Orleans Parish	LA	71%	30%
San Francisco County	CA	66%	32%
Denver County	CO	57%	33%
Montgomery County	TN	46%	31%
Hudson County	NJ	44%	31%
New York County	NY	43%	32%
Multnomah County	OR	41%	28%
Davidson County	TN	37%	29%

Alexandria: A hub for Millennial parents

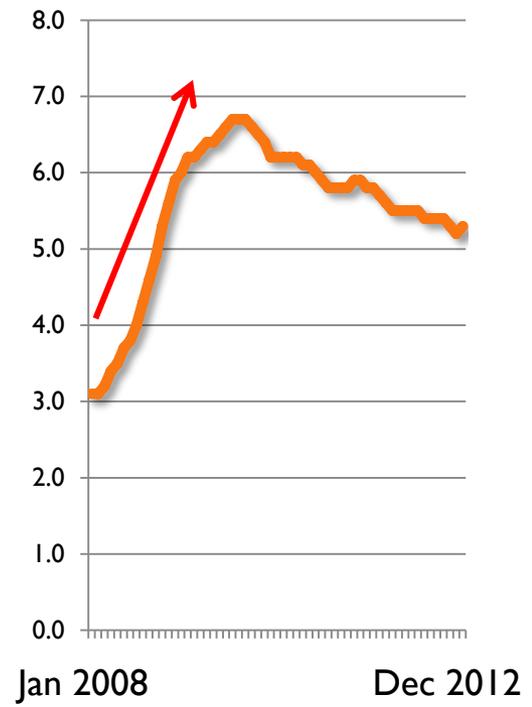


▶ Source: Census Bureau, Alexandria Department of Planning and Zoning

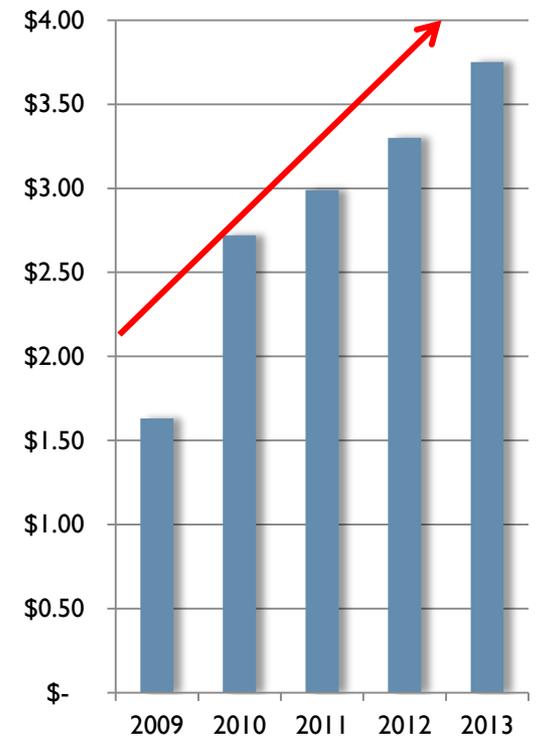
2008: the year everything changed



Home sales fell

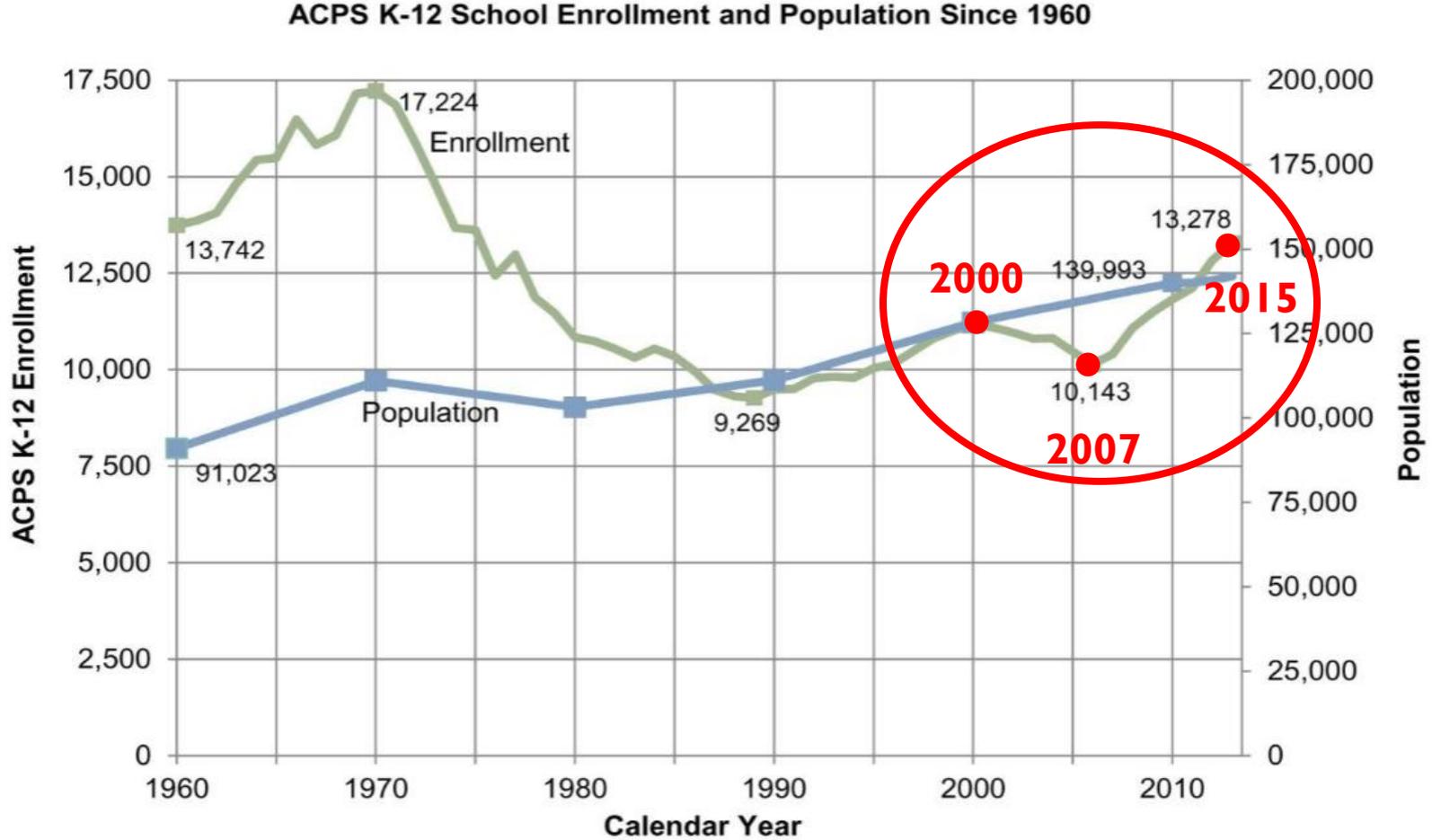


Unemployment rate rose



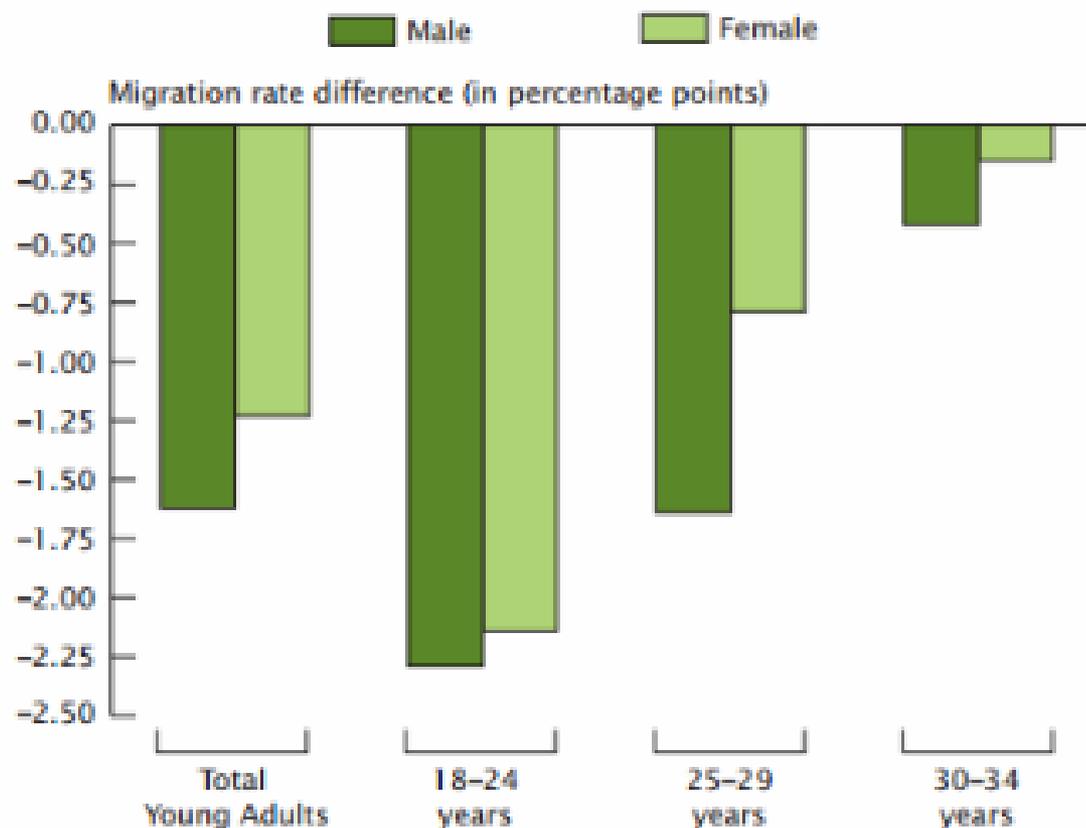
Gas prices rose

2008: the year everything changed

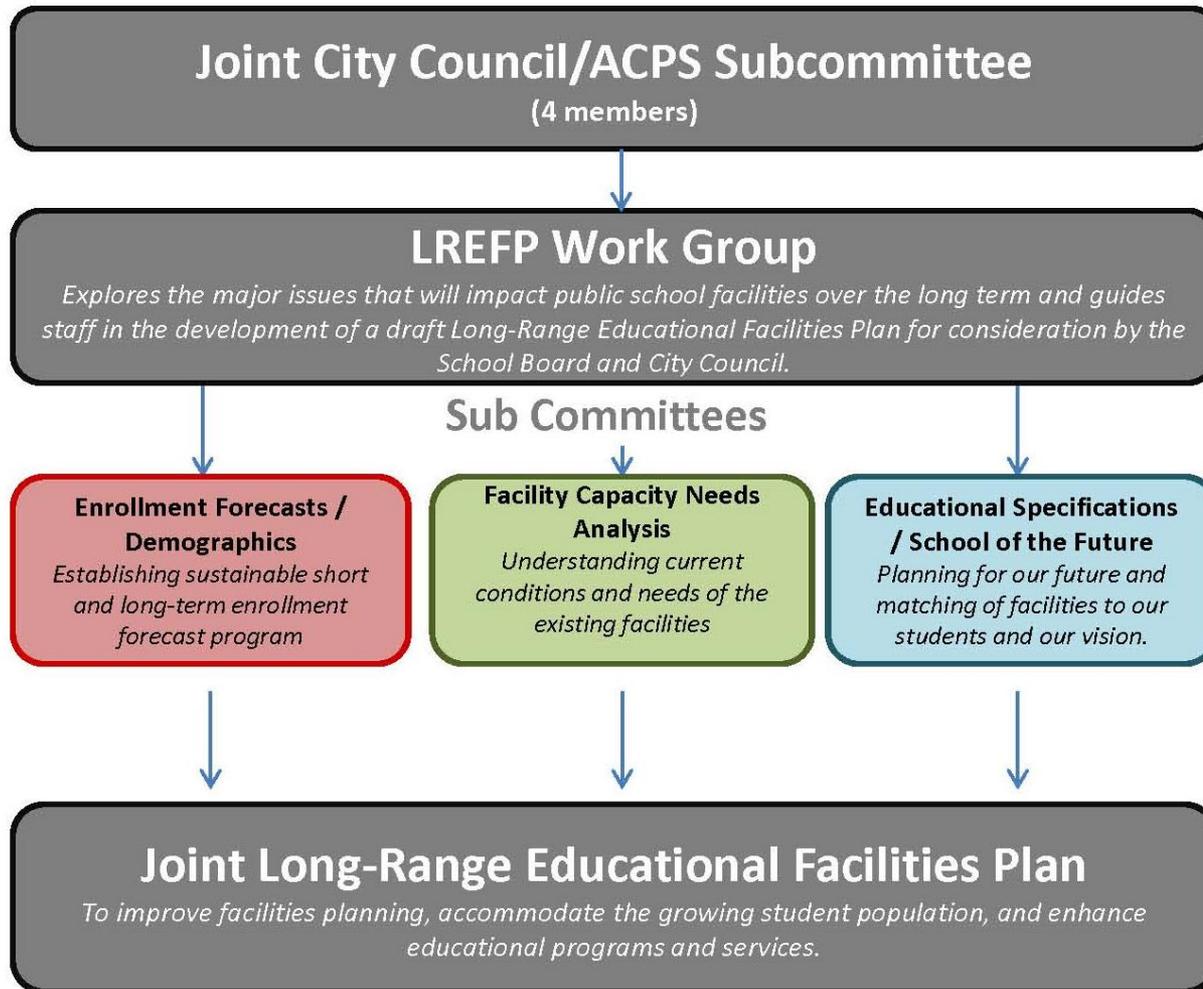


2008: the year everything changed

Migration Rate Difference Between 2007-2009 Recession and 2010-2012 Postrecession Periods by Age Group and Sex



Long Range Educational Facilities Plan



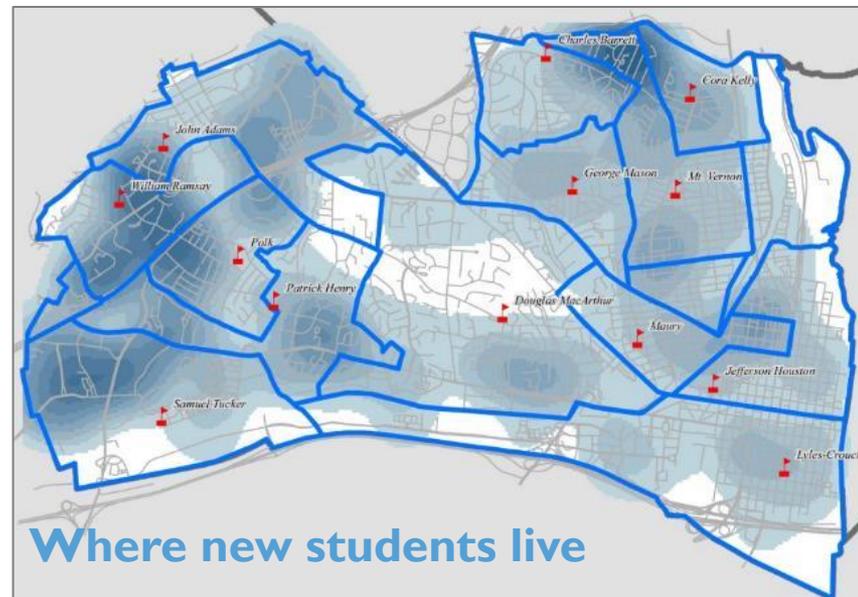
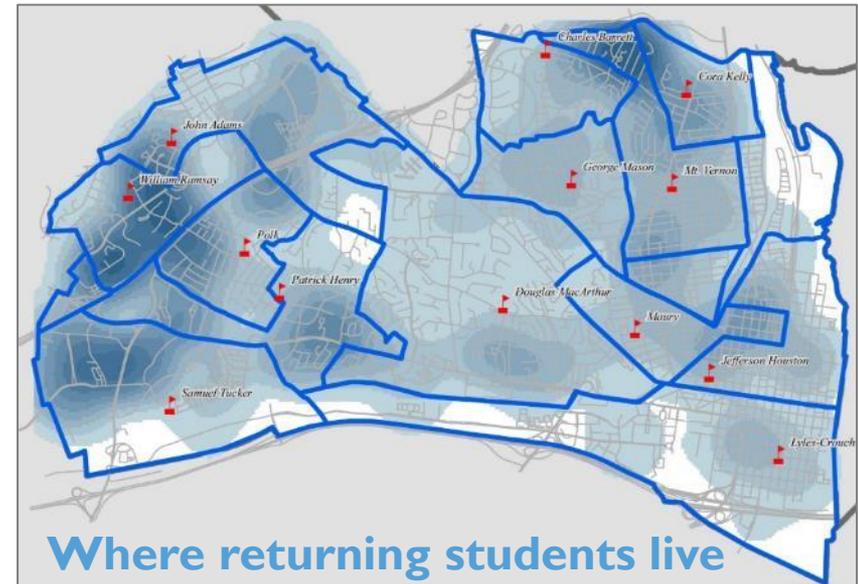
Alexandria's Long Range Education Facilities Plan

- **What's the demand?** *Short, medium, and long term enrollment forecasts*
- **What do we have now?** *Condition of existing buildings and sites, facility capacity and utilization*
- **What's the goal?**
 - Education specifications, “school of the future.”
- **What do we need?** Gap analysis
- **How do we get there?**
 - Mini-master plans
 - Planning and implementation policies
 - Fiscal challenges
 - Urban school models

Sources of Enrollment Growth: not new development

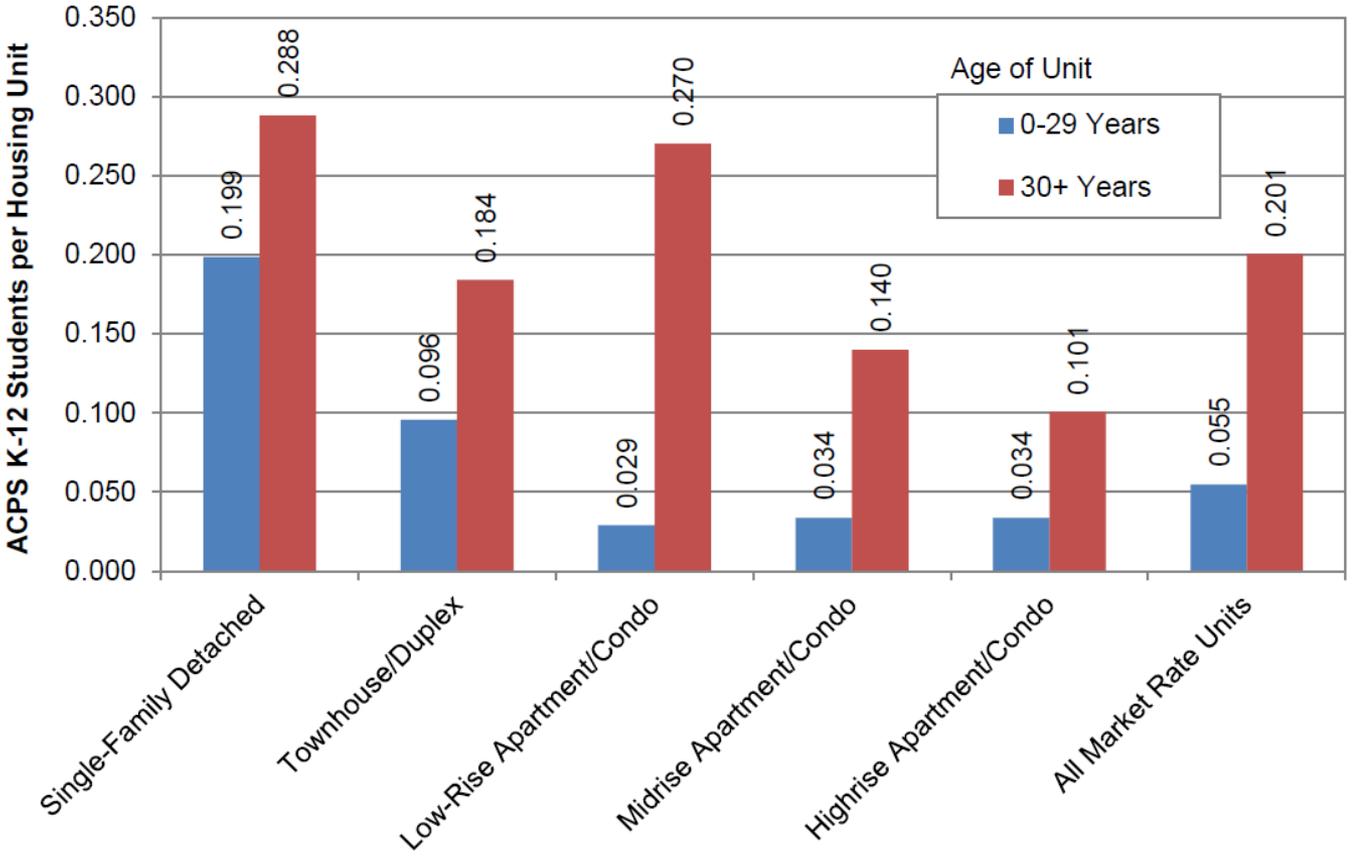
Where kids live:

- Single family detached 30+ years old
 - Garden apartments 30+ years old
 - Subsidized housing
-
- Building very little of these housing types



Student generation by housing type and age

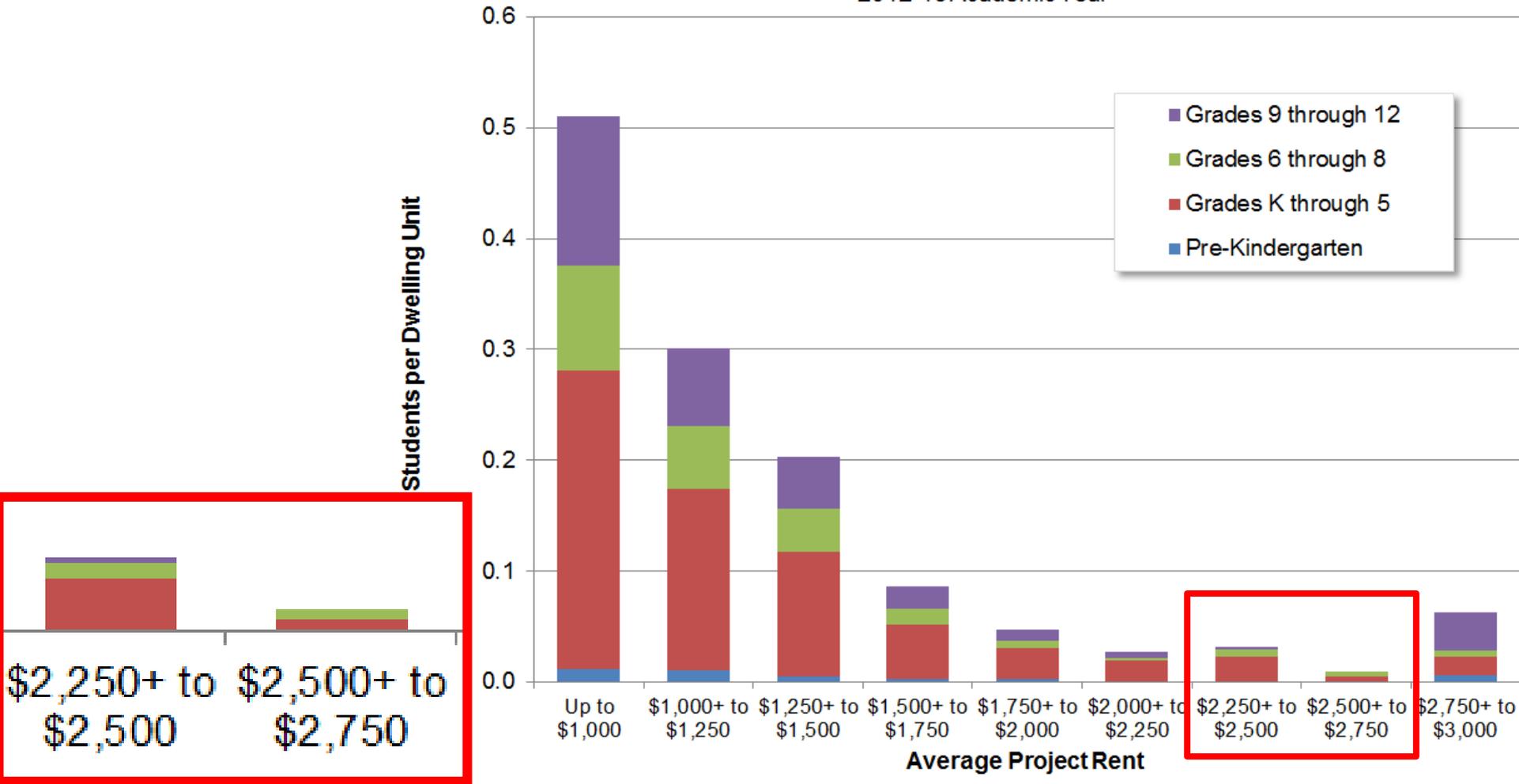
ACPS K-12 Student Generation per Dwelling Unit from Market-Rate Housing by Unit Type and Age of Unit, 2013-14 Academic Year



Source: Alexandria City Public Schools, Alexandria Department of Planning and Zoning

Student generation: highly correlated to affordability

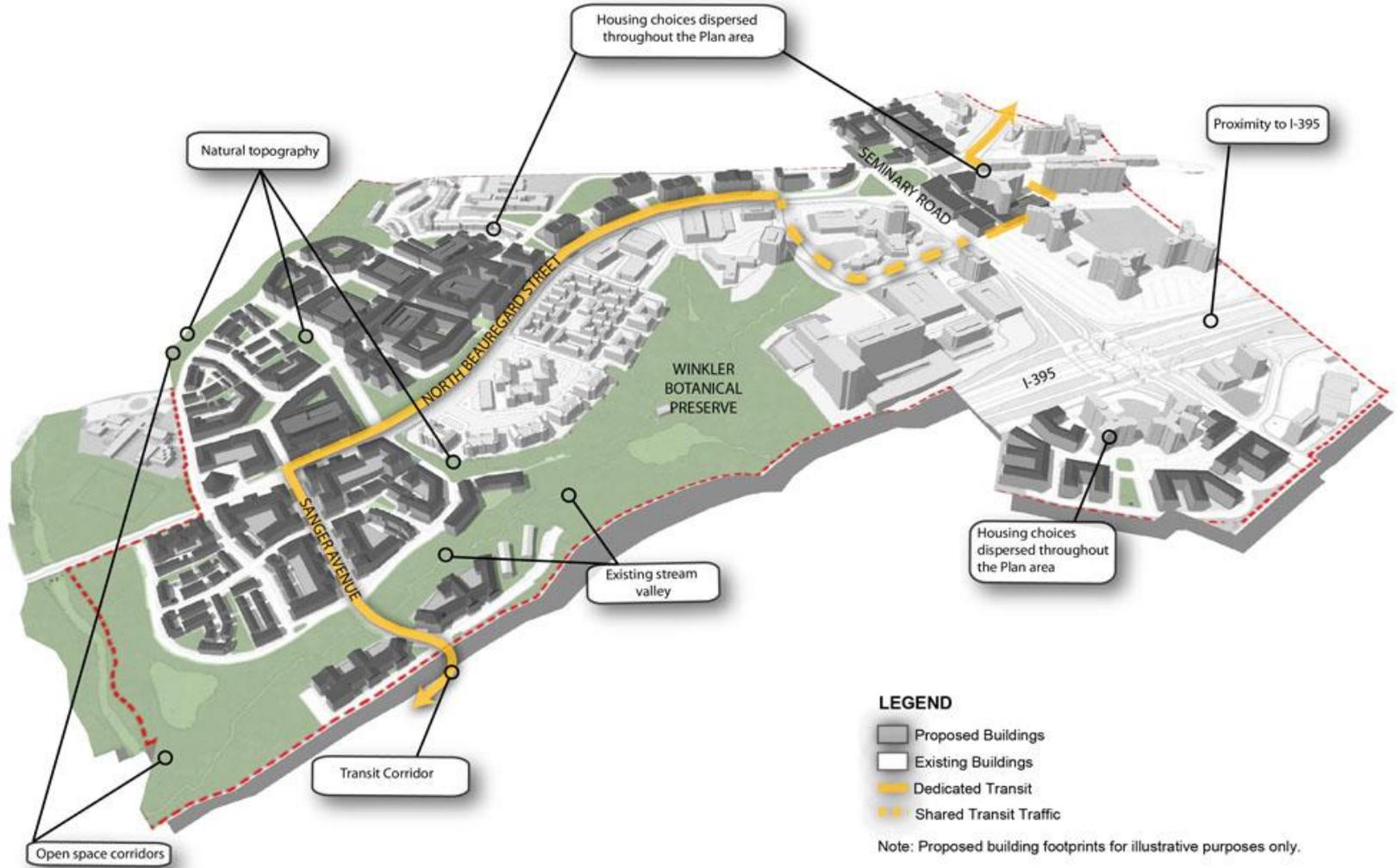
Student Generation by Average Project Rent
2012-13 Academic Year



Example: Beauregard Corridor Plan



Example: Beauregard Corridor Plan



Example: Beauregard Corridor Plan

Housing type	Existing	5 years	10 years	15 years	20 years	25 years	30 years
Detached	15	0	0	0	0	0	15
Townhouse	0	20	98	149	149	241	275
Garden Apartment	2,560	2,066	1,757	1,541	1,390	536	130
Mid-Rise Apartment	0	1,729	2,819	3,239	3,894	5,592	6,272
High-Rise Apartment	2,925	2,925	2,925	2,925	2,925	2,925	2,925
Total Dwelling Units	5,500	6,740	7,599	7,854	8,358	9,294	9,617
Students	823	770	744	715	703	583	521

The Alexandria school building boom ended 40 years ago

Mount Vernon	1923	}	Buildings over 60 years old
Matthew Maury	1929		
George Washington	1935		
George Mason	1939		
Douglas MacArthur	1942		
Charles Barrett	1949	}	Buildings 40-60 years old
Patrick Henry	1953		
Minnie Howard	1954	}	Buildings 40-60 years old
Cora Kelly	1955		
Francis Hammond	1956		
Lyles-Crouch	1958		
James Polk	1965		
John Adams	1966		
Samuel Tucker	2000		
TC Williams	2007		
Jefferson Houston	2014		

Alexandria planning and implementation policies

Master Plan

- Identify infrastructure needed to support growth
 - Concept-level design
 - Cost estimates
- Calculate “value added” by Plan
 - To developer
 - To the City
- Create funding strategy based on sharing the cost
- Phasing growth and infrastructure



Rezoning

- Coordinated development district zone(s).
- Customized for plan.
- Includes concept plan, design guidelines, etc.
- Interim step between general guidelines of Master Plan and the specific conditions on individual development projects



Development Review

- Development special use permit
- Individual requirements for a specific development project
- Consistent with Master Plan guidance: what, how much, and when

Public share of contribution provided through CIP

Long Range Education Facilities Plan

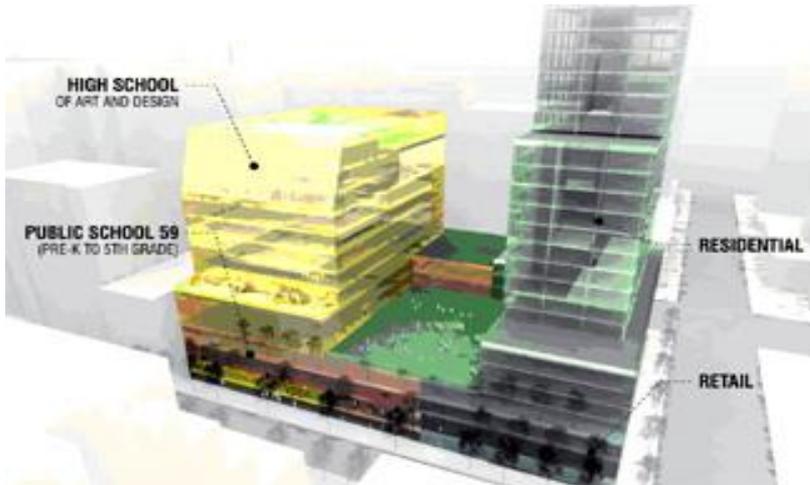
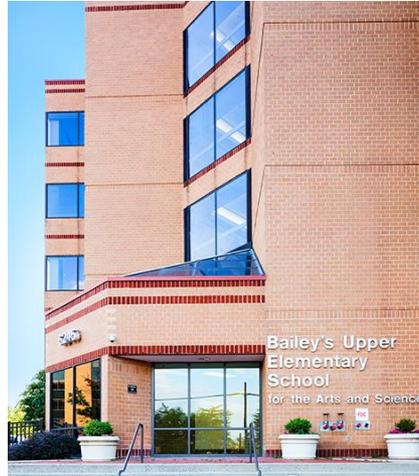
Guidance for urban school models

- Smaller sites
- Smaller building footprints
- Acceptance of co-location
 - Other public uses (rec centers, etc.)
 - Private uses (office, housing)
- Student outdoor space: rooftops and nearby parks
- Urban approaches to bus, auto, and non-auto travel
- Zoning



What is an urban school model?

- Vertical/Multi-level
- Smaller footprint
- Mixed – Use Education
- Multi-Use
- Joint-Use
- Creative Ownership
- Repurposing Existing Buildings



- The new urban school model is an opportunity to maximize community benefit while creating synergies with education programs by finding creative ways to:
 - Create facilities which provide greater benefits to the neighborhood through **joint use** of the facility.
 - Generate **capital revenue or cash flows** to offset either or both school development And ongoing operations and maintenance costs
 - Utilize properties more **efficiently** where buildings/space/resources are in short supply
 - **Recruit, retain and empower** talented teachers
 - Make possible **synergies** with school activities and educational programing

Developing Creative Solutions – Union High School

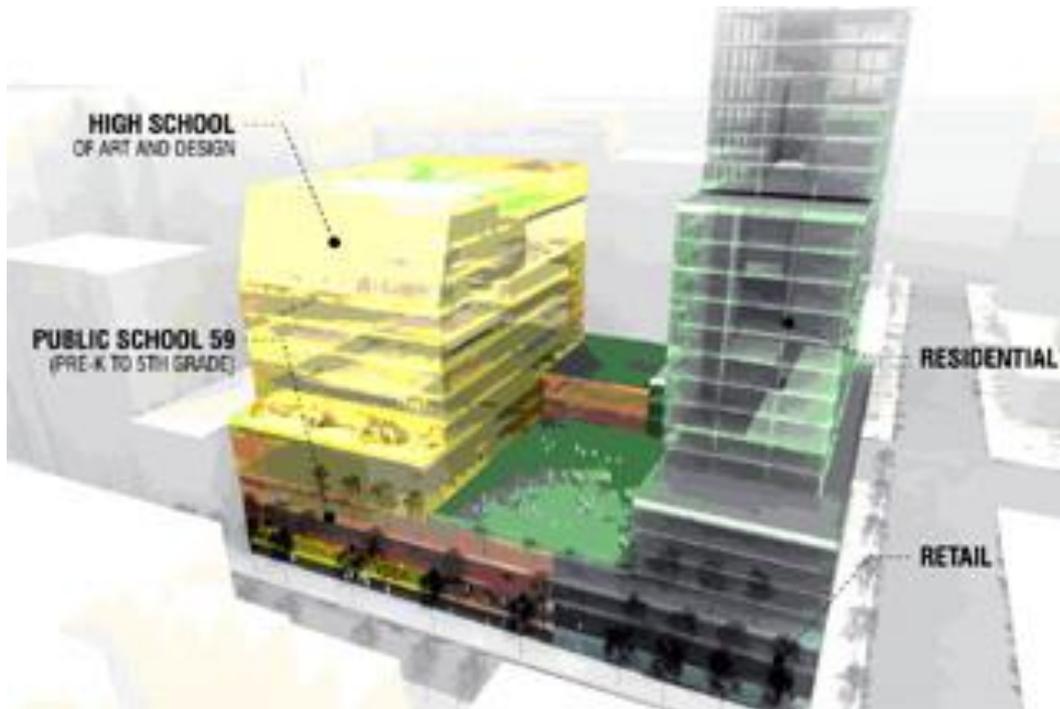
Two Rival Schools + City Agency = One consolidated High School

- 2,200 seat **joint use** synthetic turf football, soccer and baseball stadium.
- Four story school housing classrooms for 1,850 students
- Three court 2,400 seat gym
- Black box theater
- Cafeteria
- Health center
- Media labs



The school is able to pay for the debt service on two new schools **without using any tax-payer dollars** by leasing the development rights.

The mixed-use development totals 925,000 square feet



Developing Creative Solutions - Xavier High School New York, New York



Developing Creative Solutions – Bailey's Upper Elementary School – Fairfax, VA



Developing Creative Solutions – Northwest School – Seattle, WA



Developing Creative Solutions Aviation High School + Boeing Fields + Museum of Flight

- First college preparatory aviation-themed high school in the nation.
- Open to students all across the region
- AHS outperformed most high schools district and statewide in test scores.
- Local workforce development benefits



- Recruit, retain and empower talented teachers
 - Mixed-use development that includes
 - Two school buildings with three charter schools and a daycare center
 - Rental apartments for Newark teachers.
 - 70,000 square feet of retail space.

