



# City of Alexandria Waterfront Master Plan



Public Charrette / June 27<sup>th</sup>, 2009 / 9:30am



Alan Harwood / EDAW | AECOM  
Tom Moriarity / ERA | AECOM  
Ryan Bouma / EDAW | AECOM  
Nathan Imm / EDAW | AECOM  
Craig Perl / T&ES City of Alexandria  
Peter Elkan / Moffatt & Nichol  
Doug Sarno / Perspectives Group

# Agenda



- 9:00 Doors Open (Open House)
- 9:30 Welcome / Introductions
- 9:40 Waterfront Goals (Basis and Inspiration)
- 10:15 Summary of Findings / Issues / Opportunities
- 11:40 Public Engagement Exercise
- 12:00 Lunch Break
- 12:30 Key Challenge Questions to be Addressed
- 12:40 Vision Break-Out Groups (8)
- 2:20 Reports from Break-Out Groups
- 2:50 Next Steps
- 3:00 Adjournment



# City of Alexandria Waterfront Master Plan



## Context, History and Land Use



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# EDAW / Experience on Previous Plan



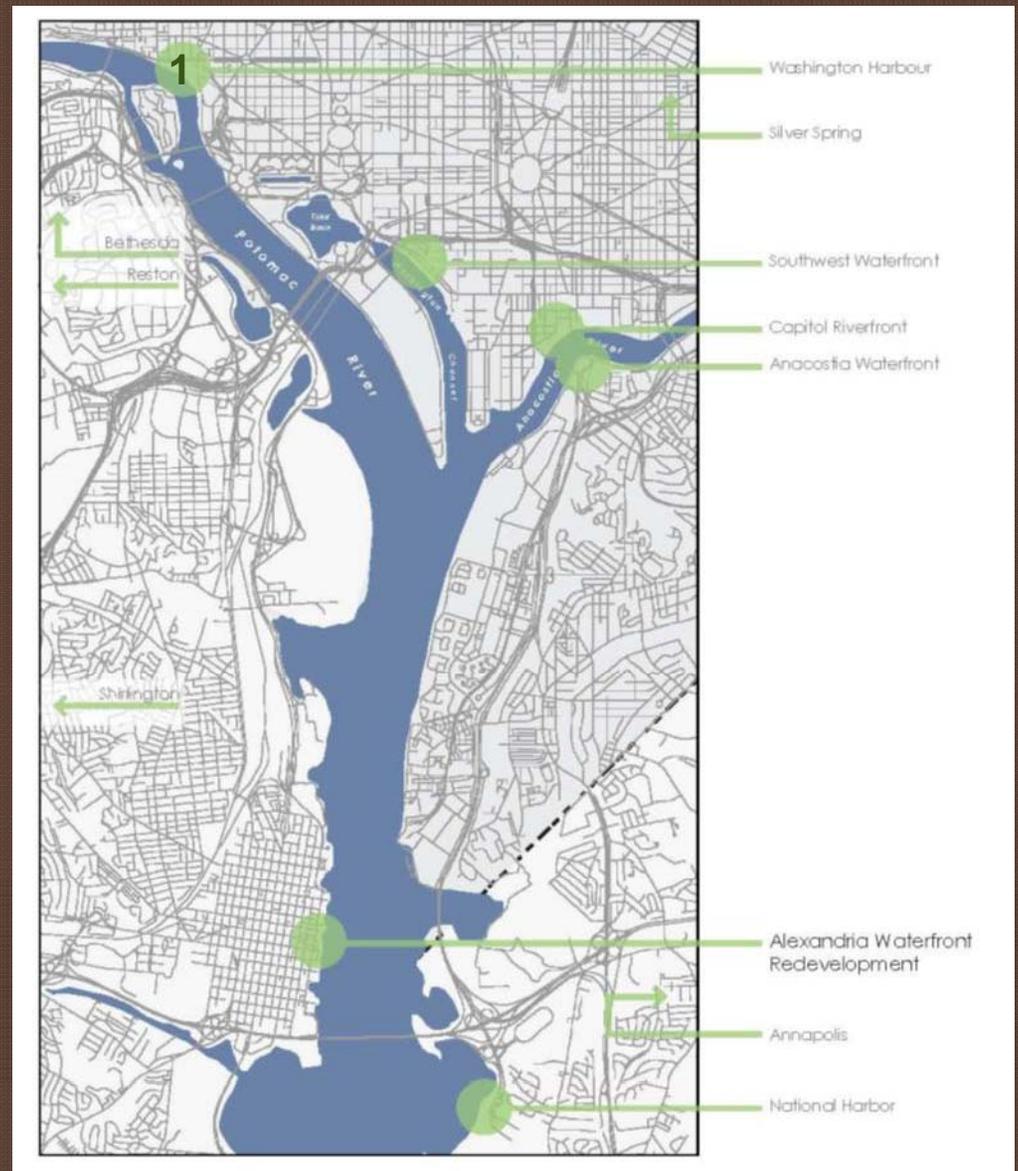
# Context, History & Land Use / Project Setting

## ▲ Increasing Competition

1. Washington Harbor
2. Southwest Waterfront
3. The Yards
4. Poplar Point
5. Hill East
6. National Harbor

## ▲ Changing Circumstances

## ▲ New Thinking



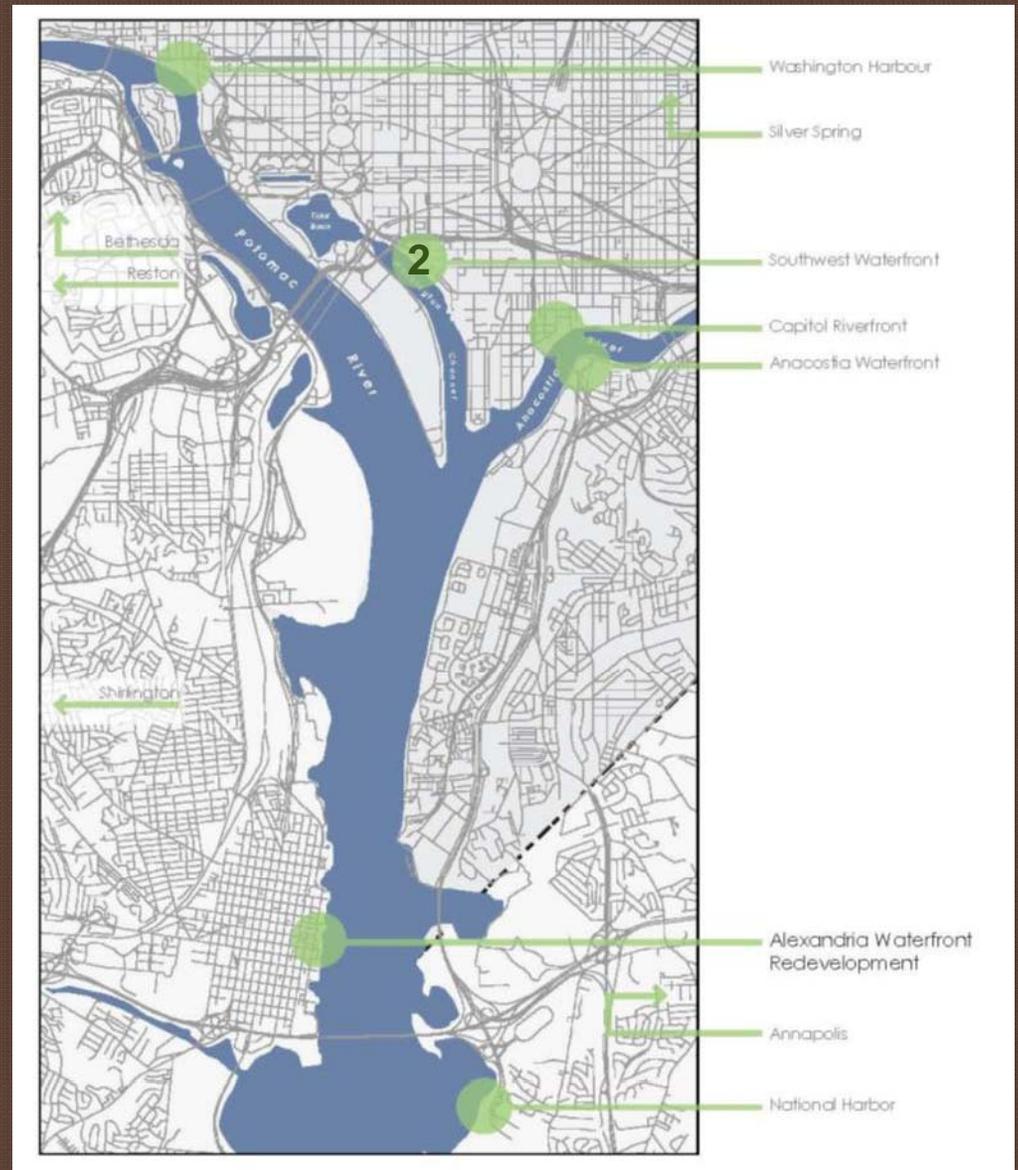
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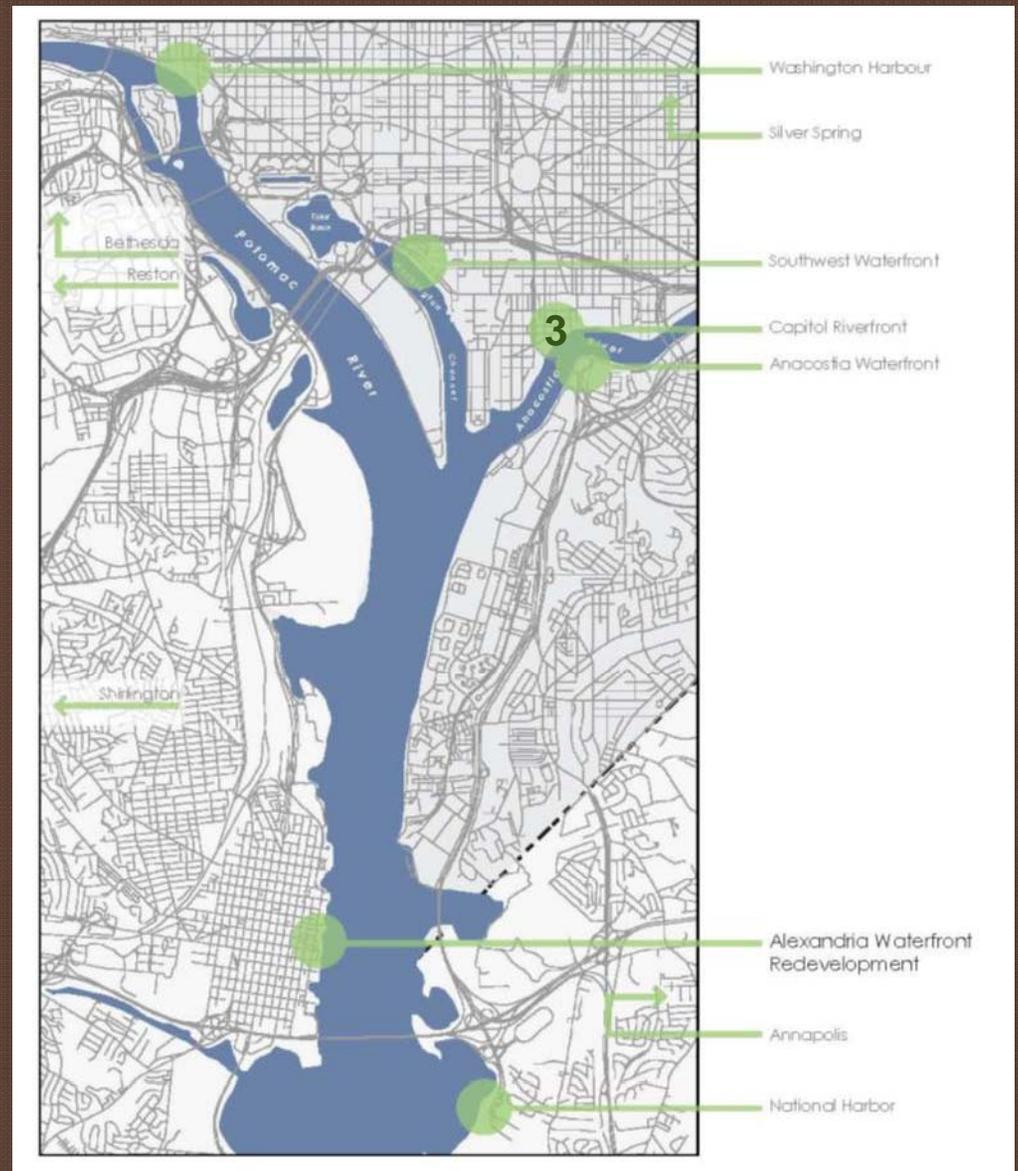
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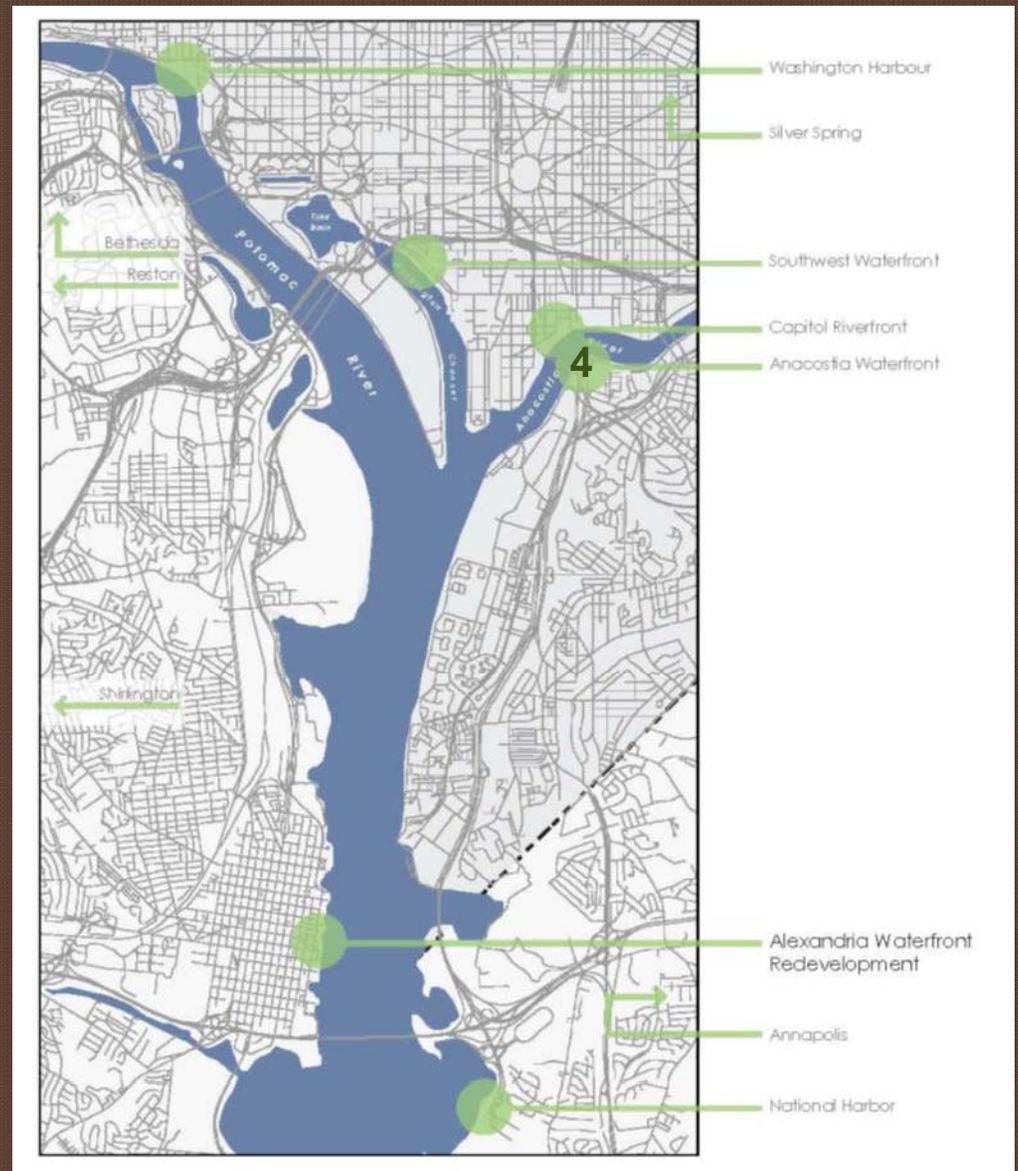
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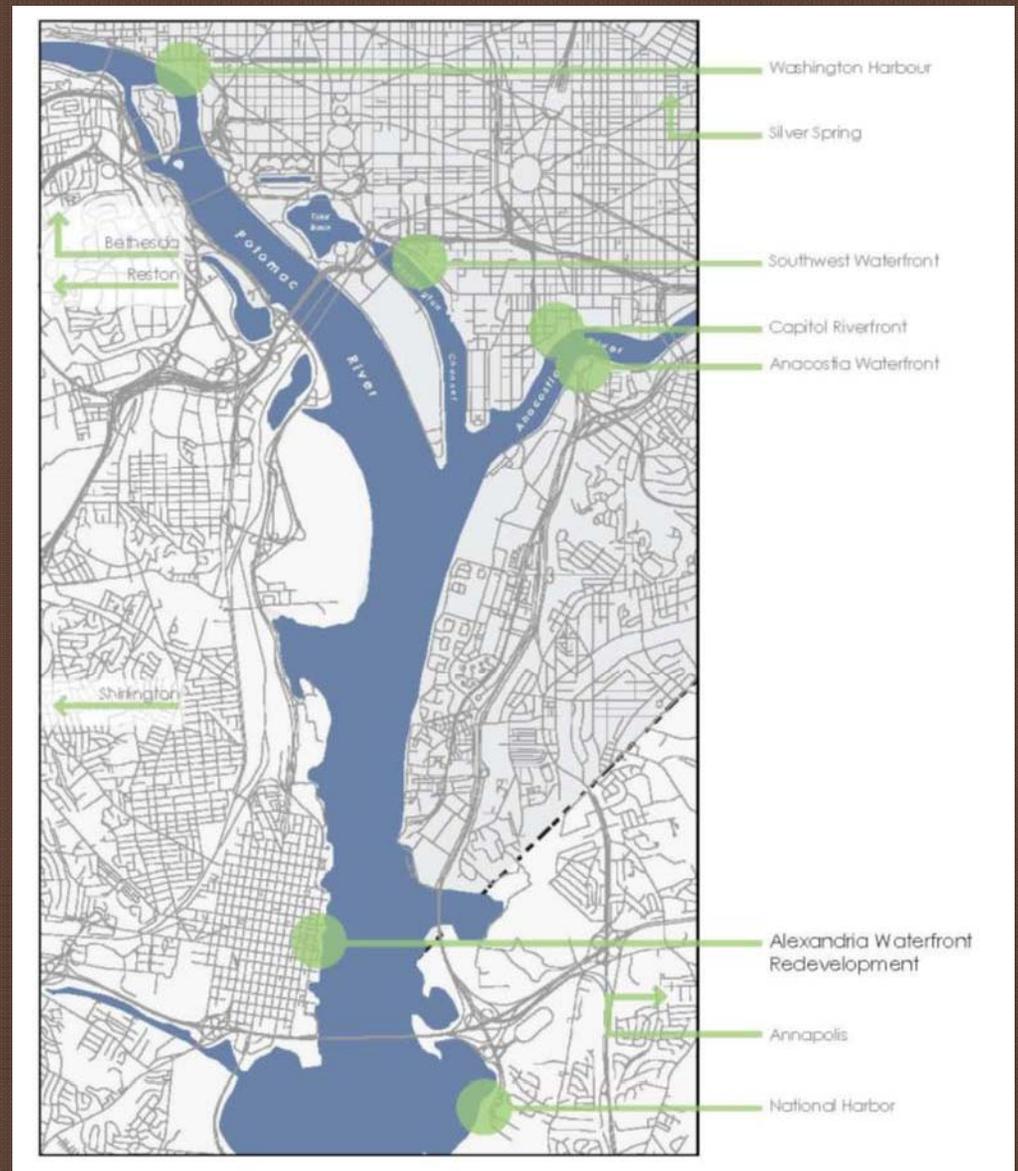
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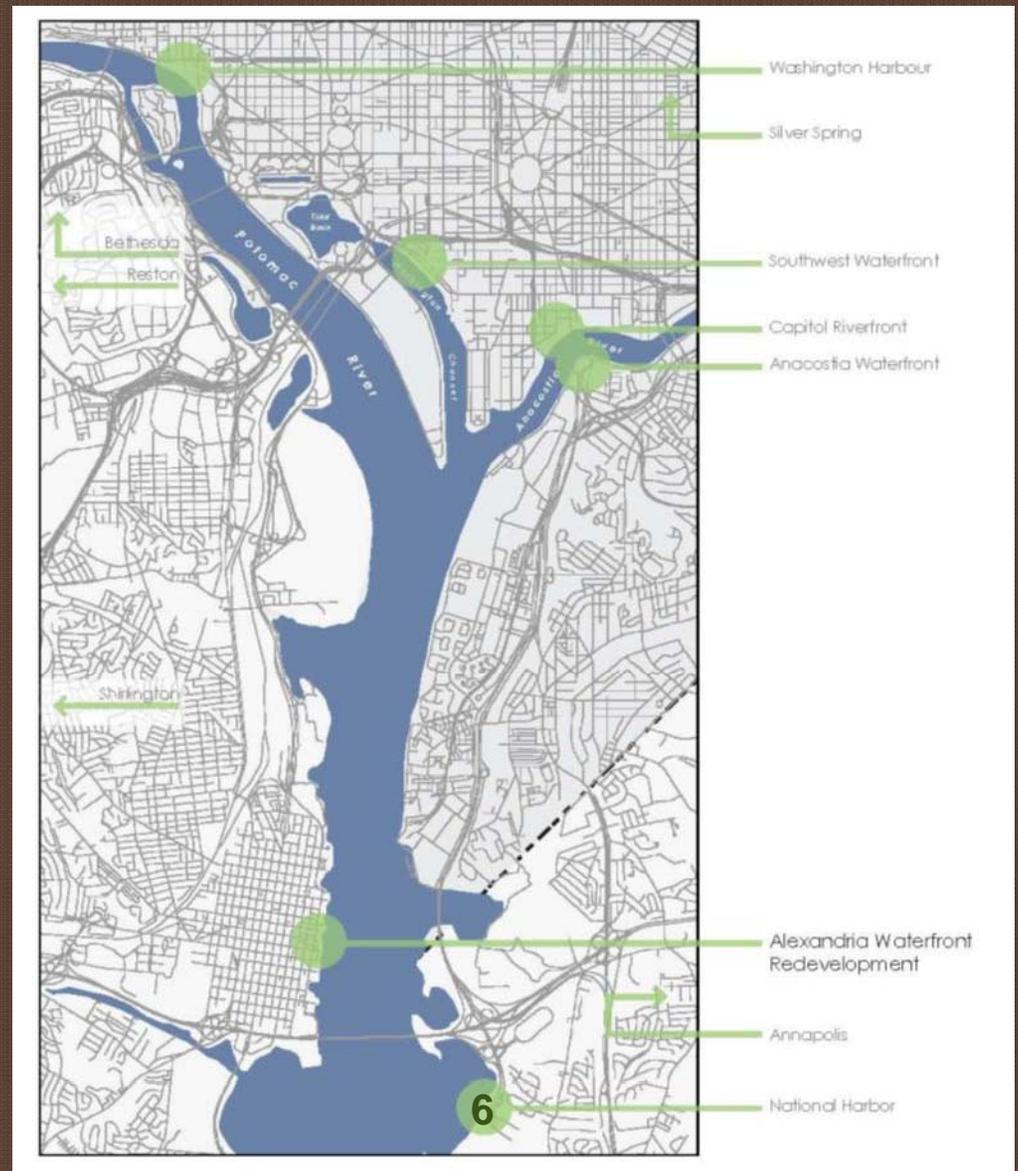
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# Context, History & Land Use / Study Area

- ▲ Address the future of the waterfront (20+ years)
- ▲ Waterfront extends from Jones Point to Daingerfield Island
- ▲ Water is the basis for the waterfront





# Context, History & Land Use / Base Map



# Context, History & Land Use / Historical Perspective 1700's

- ▲ History is foundation for looking forward
- ▲ Pt. Lumley to West's Point (Duke St. to Oronoco St.)
- ▲ 1749 – Town founded and consisted of 21 blocks
- ▲ City grew into the Potomac River by 'banking out'



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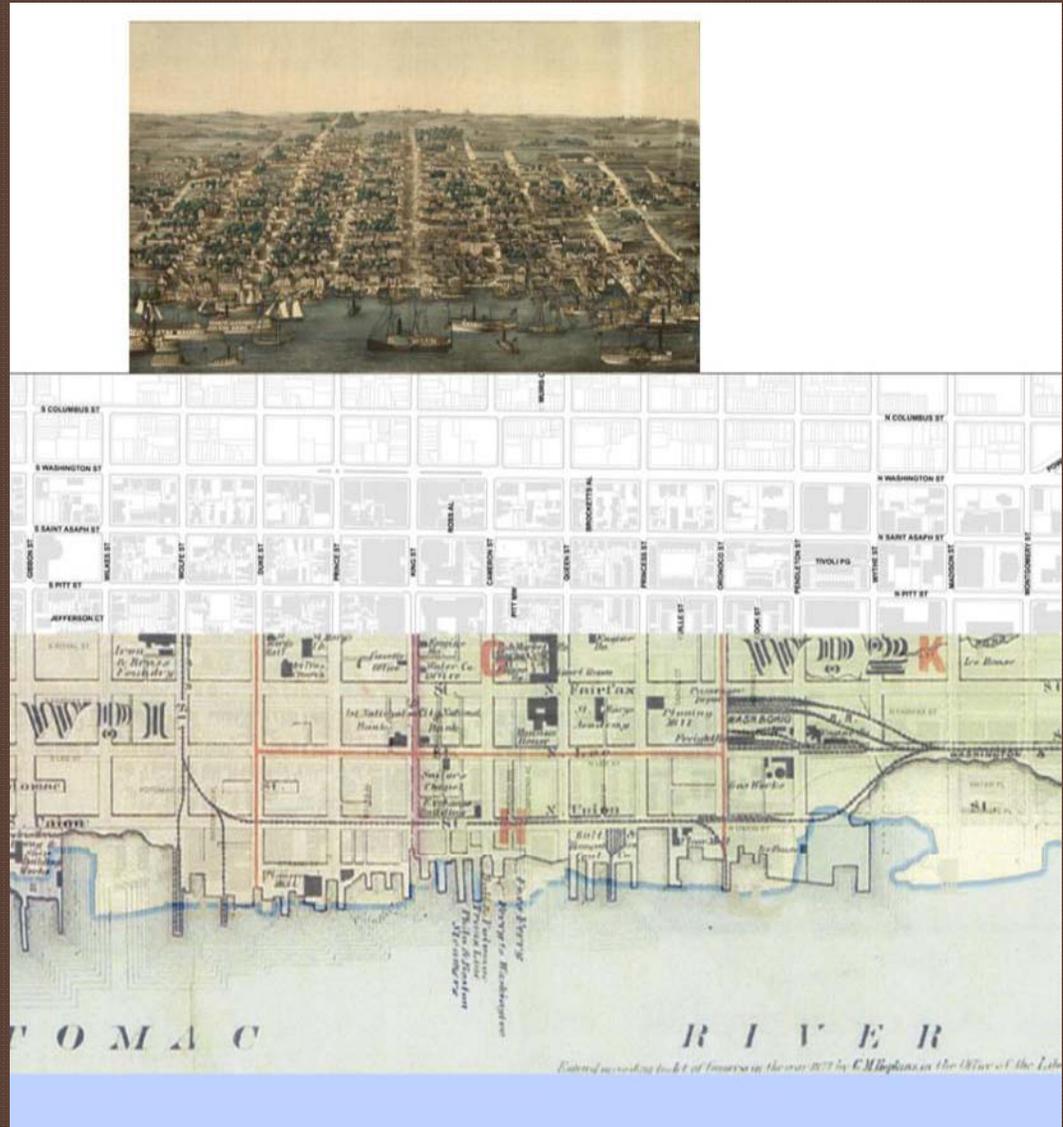
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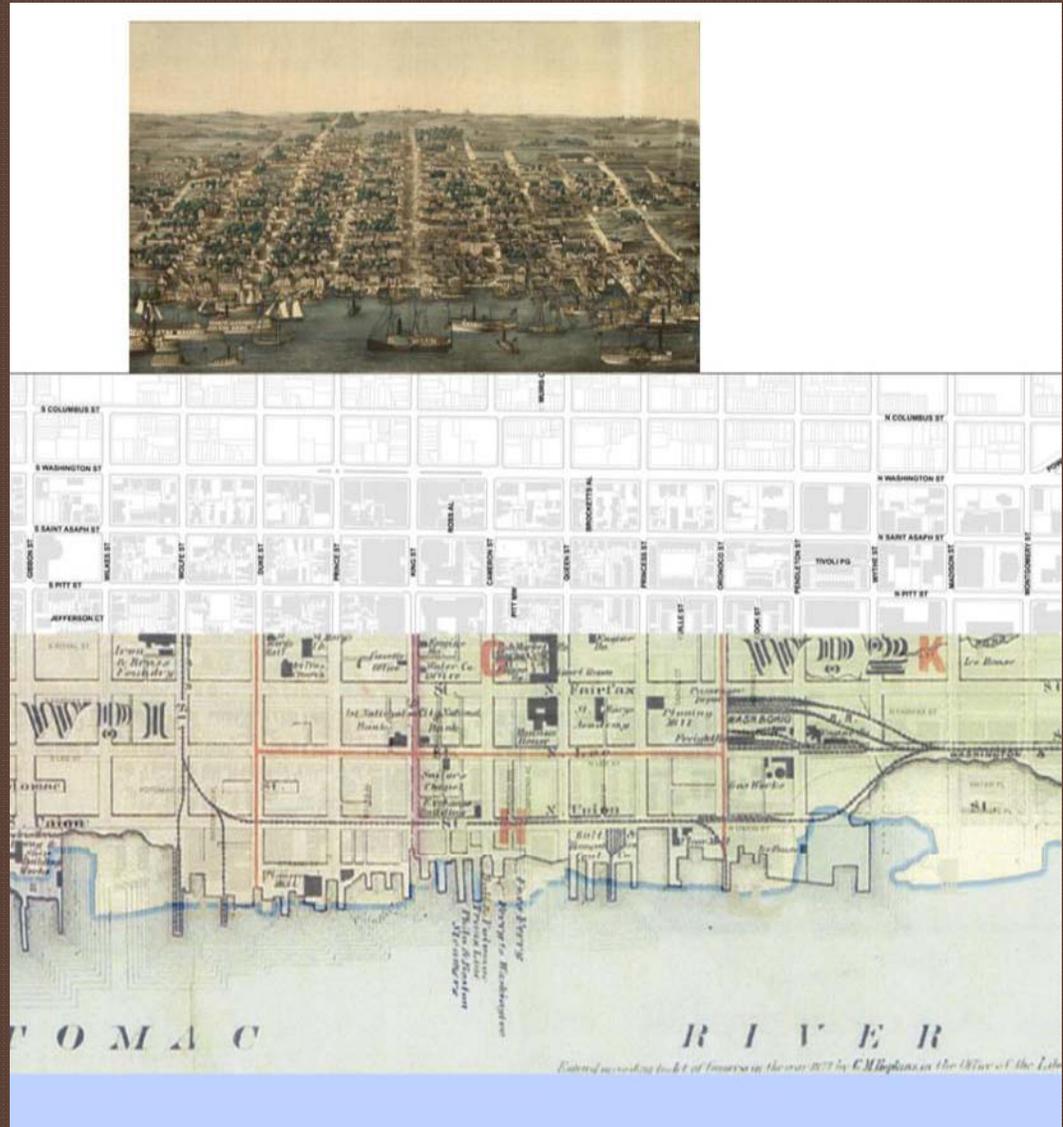
# Context, History & Land Use / Historical Perspective 1800's

- 1838 – Development extended to West St. and Hunting Creek (235 blocks)
- 1846 – Virginia retroceded Alexandria from the District of Columbia
- 1860's – Population of 12,000 was displaced and occupied by the Union Army
- 1869 – Alexandria became a city



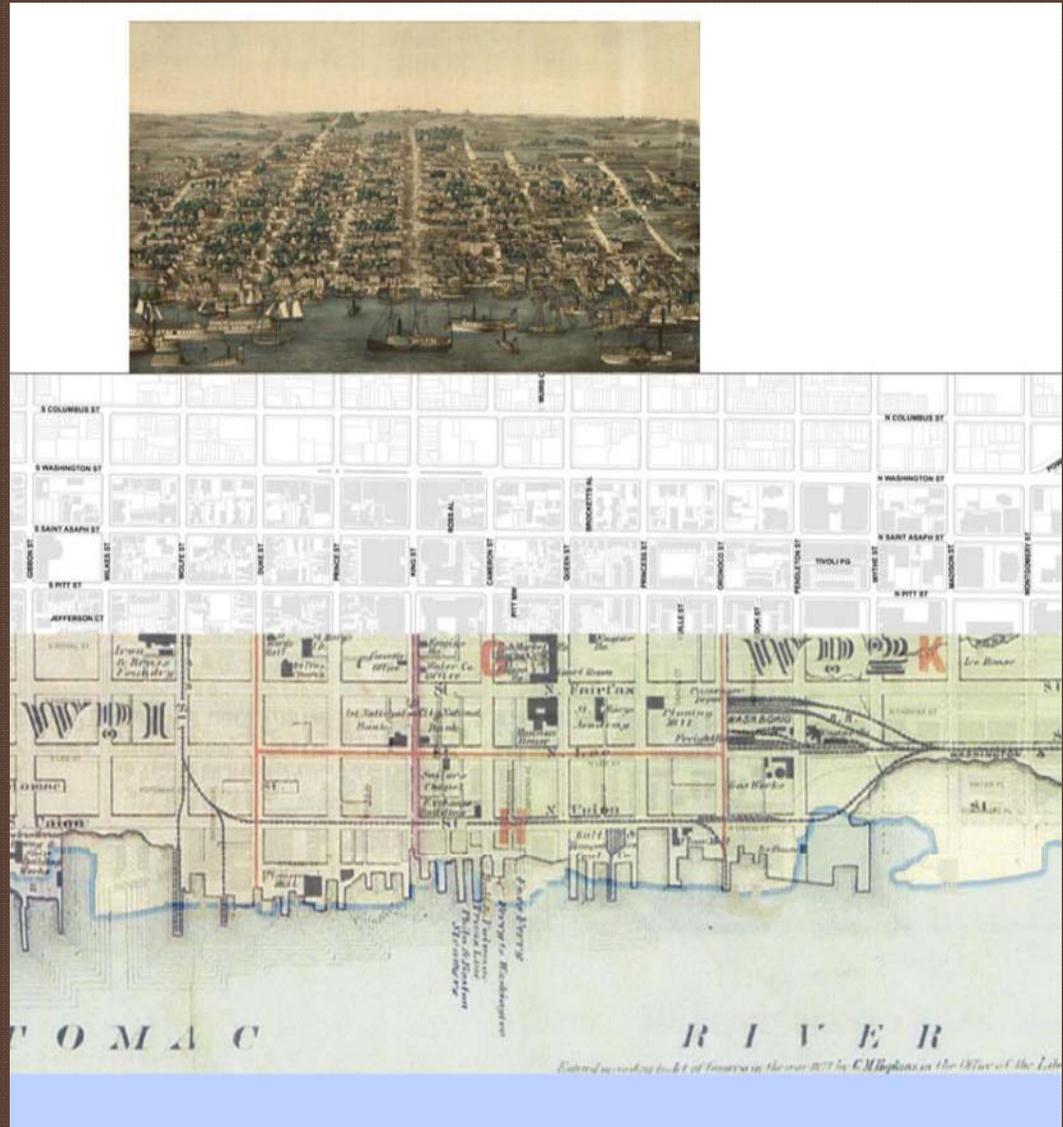
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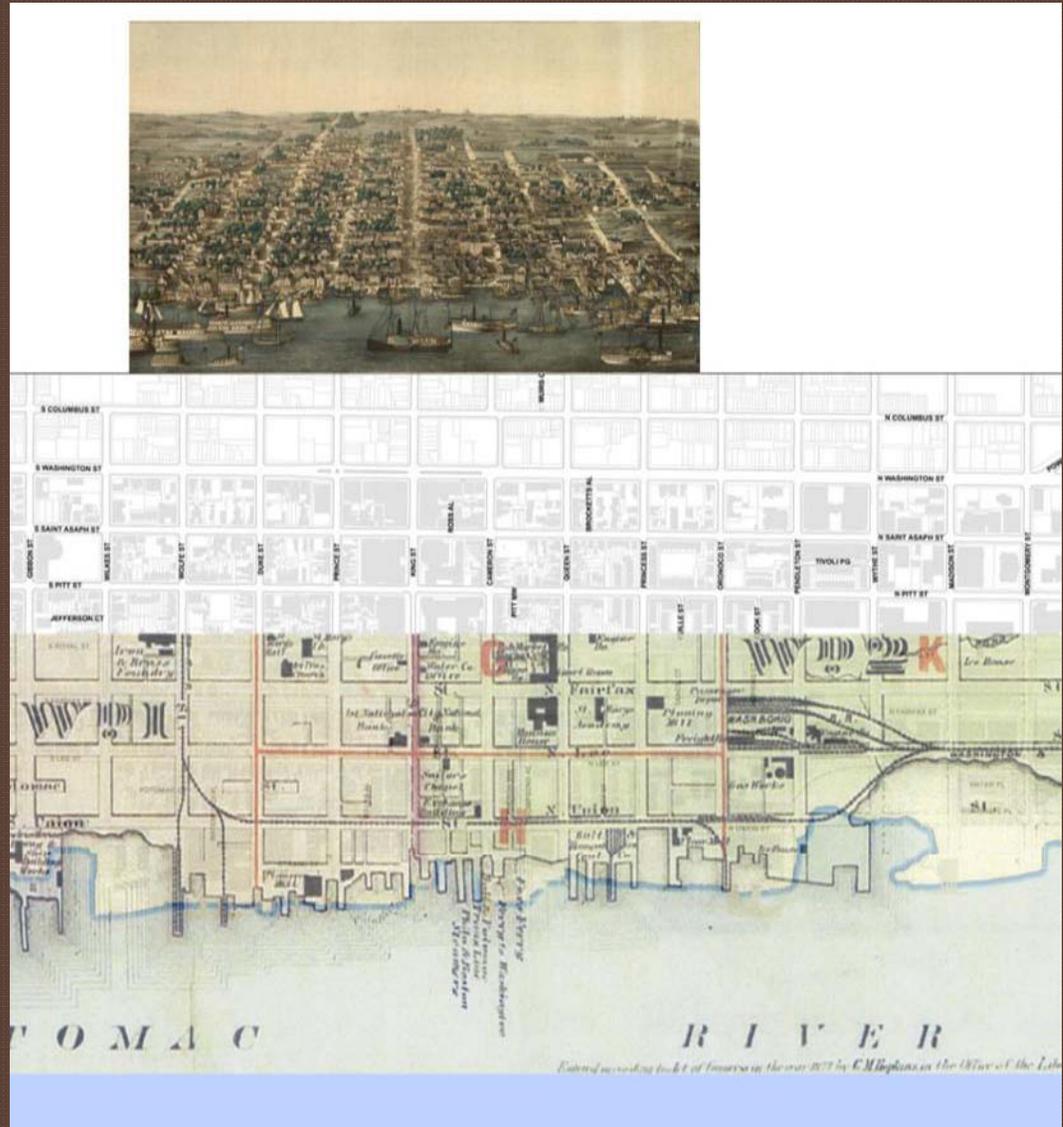
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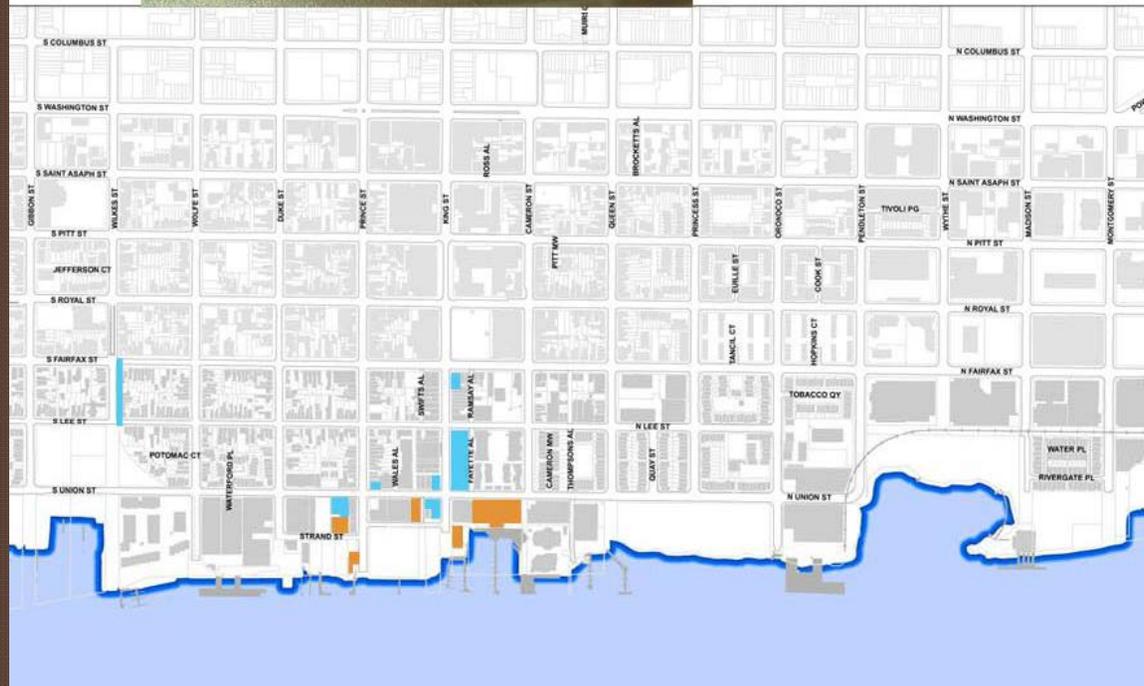
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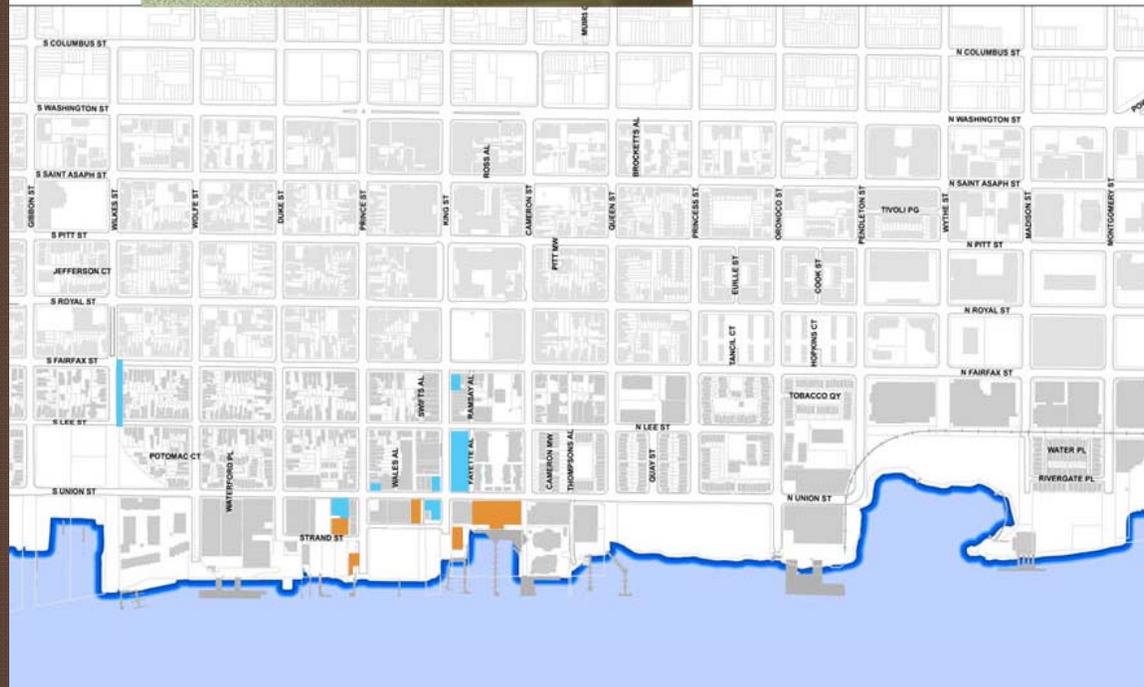
# Context, History & Land Use / Historical Perspective 1900's

- ▲ 1900's – Alexandria reached Shuter's Hill
- ▲ 1930's – Historic preservation began with Mount Vernon and Gadsby's Tavern
- ▲ 1946 – 3<sup>rd</sup> Historic district in the nation
- ▲ Today there are more than 200 historic buildings



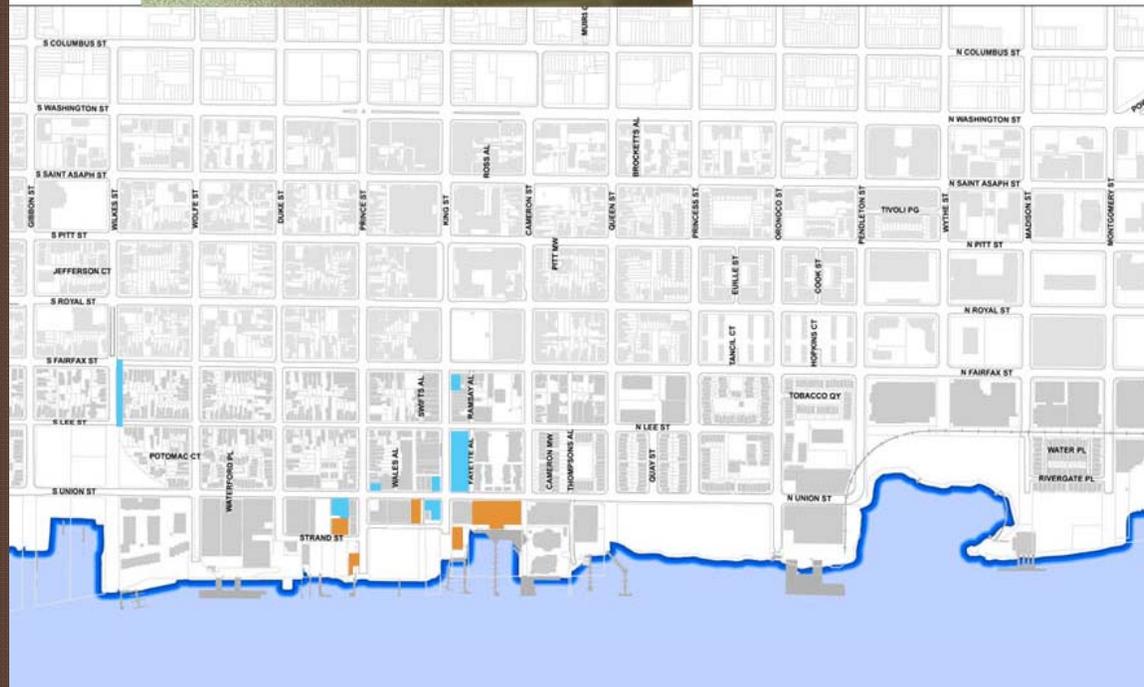
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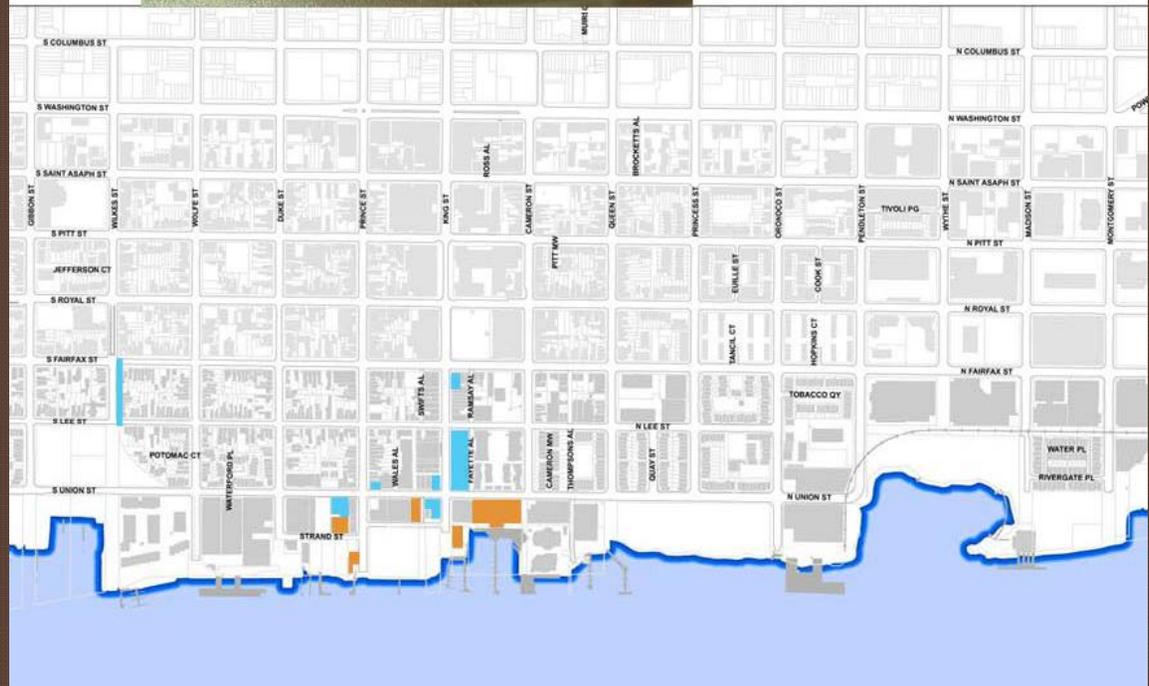
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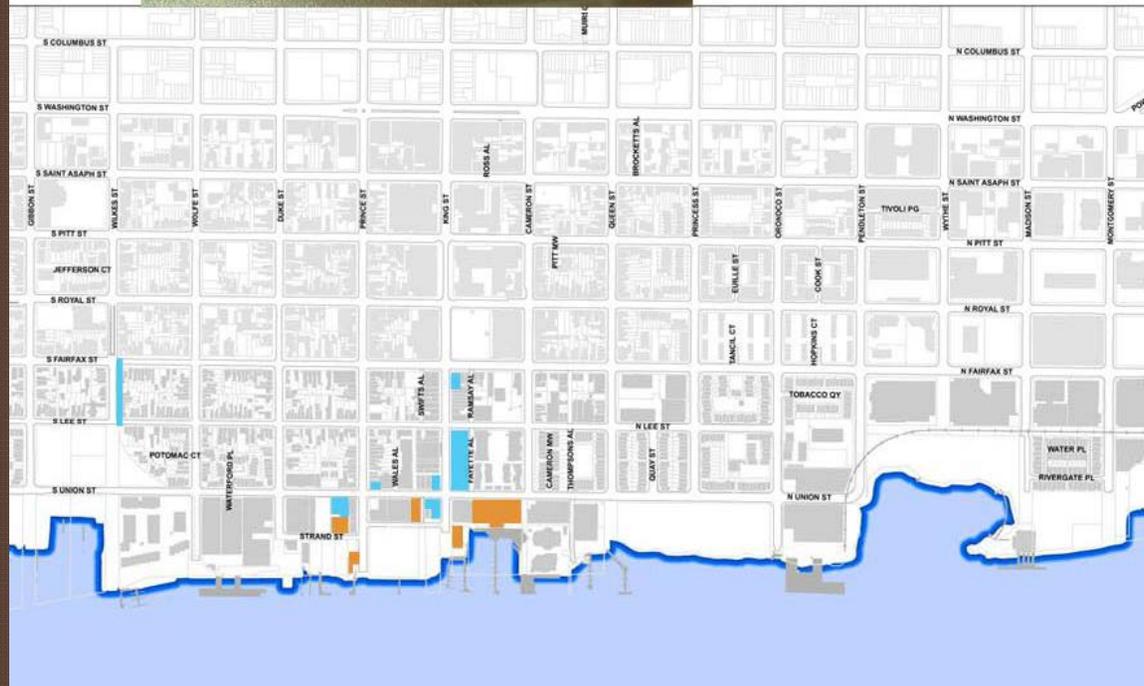
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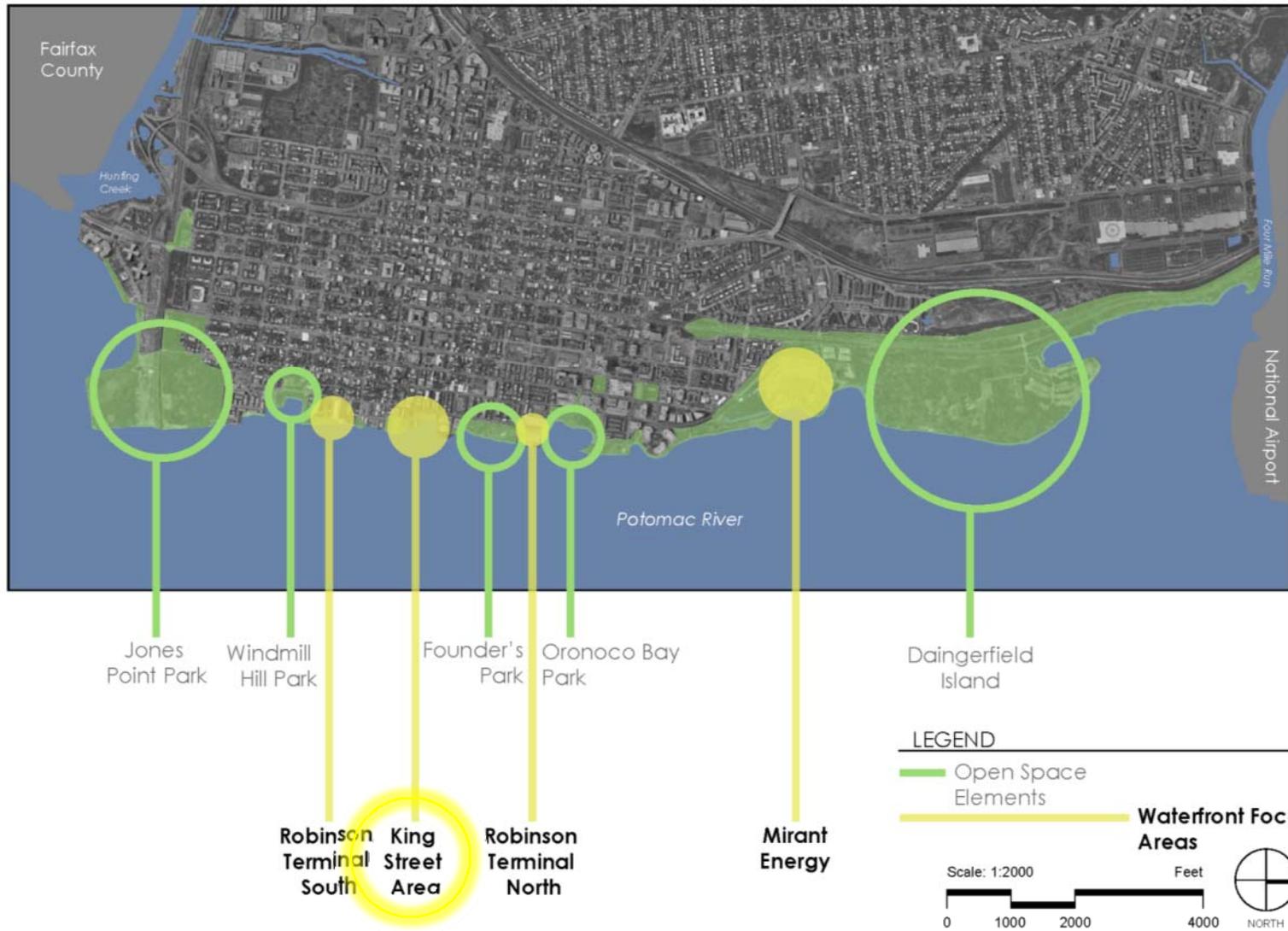


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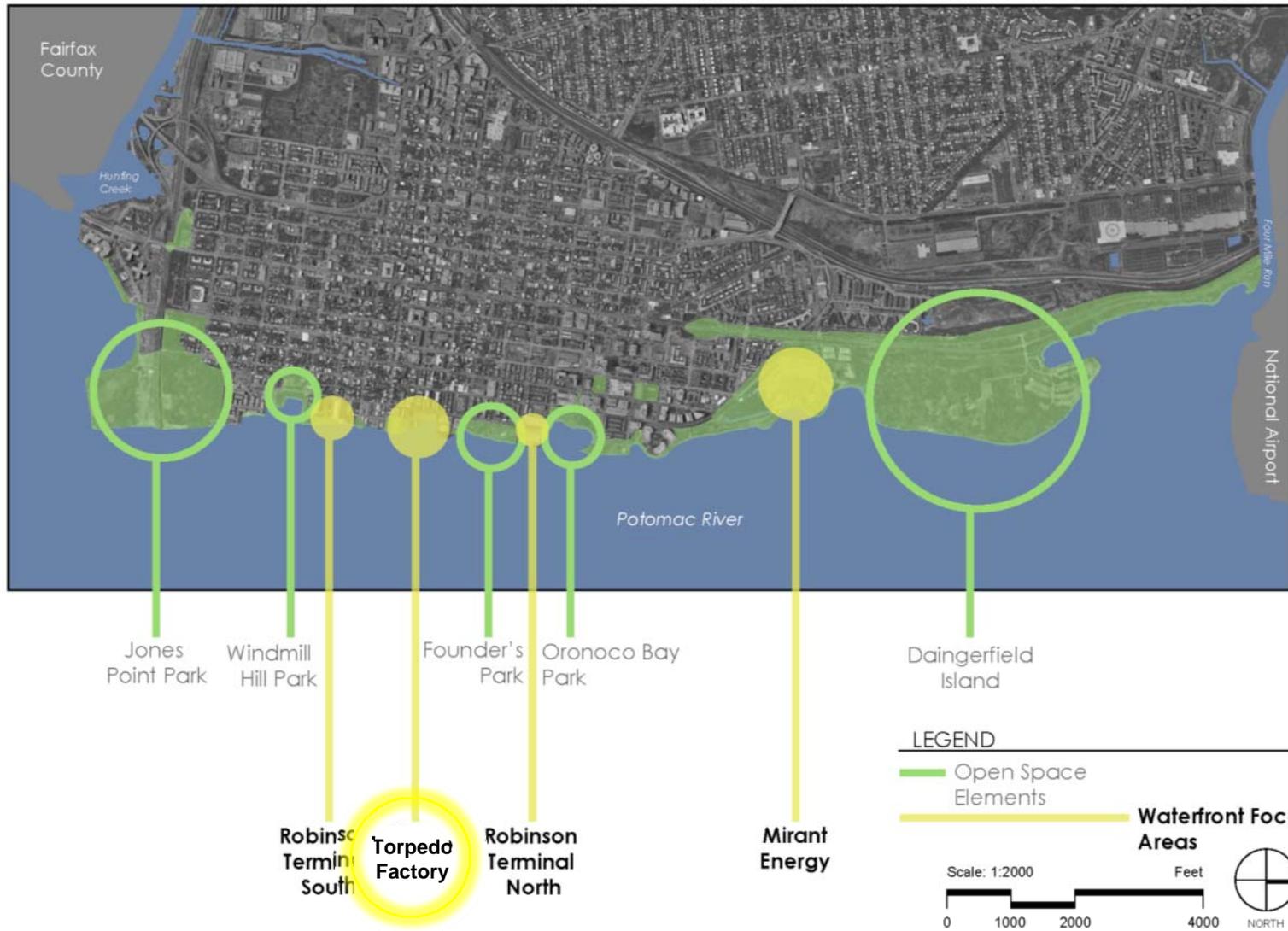
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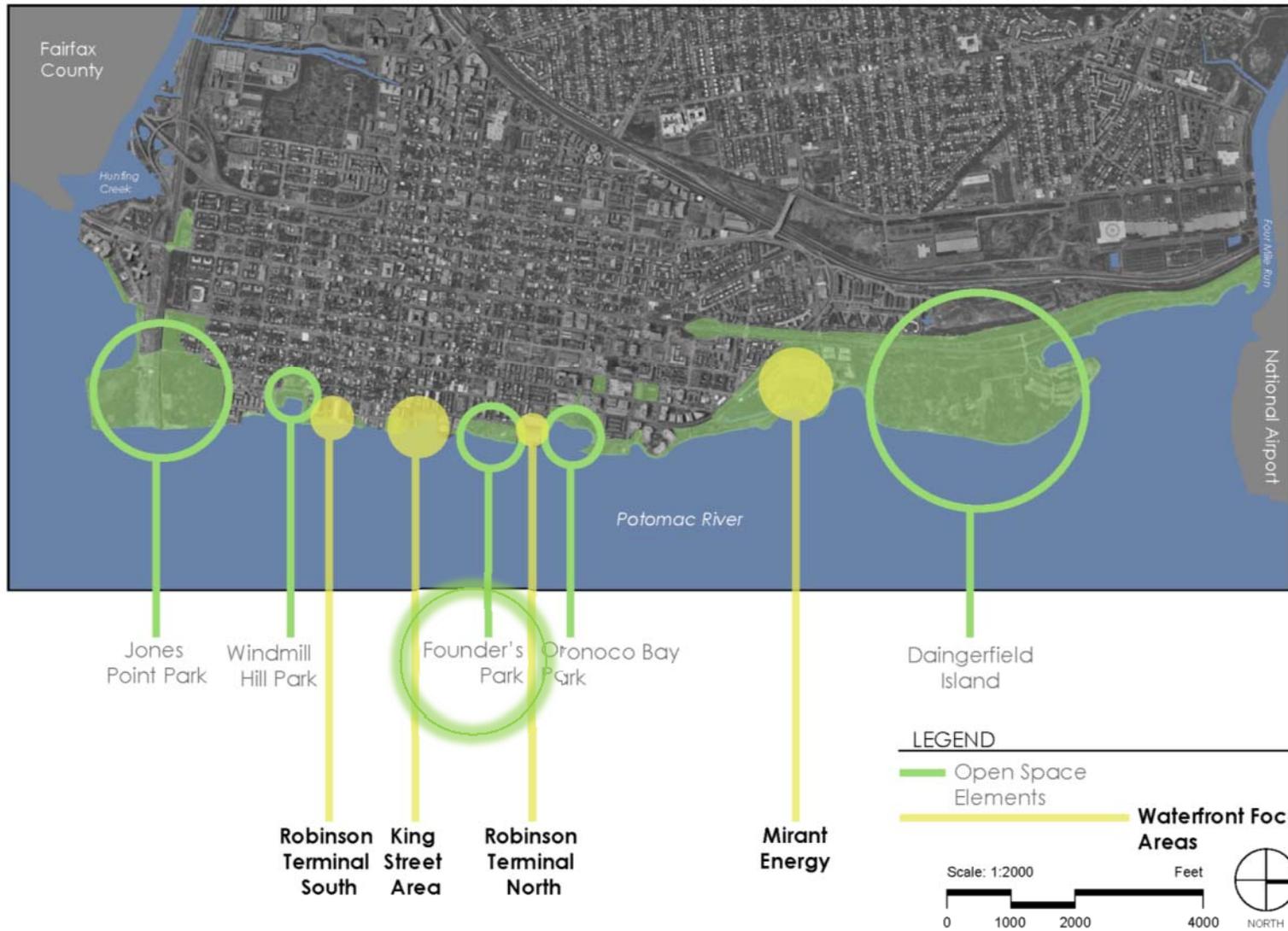
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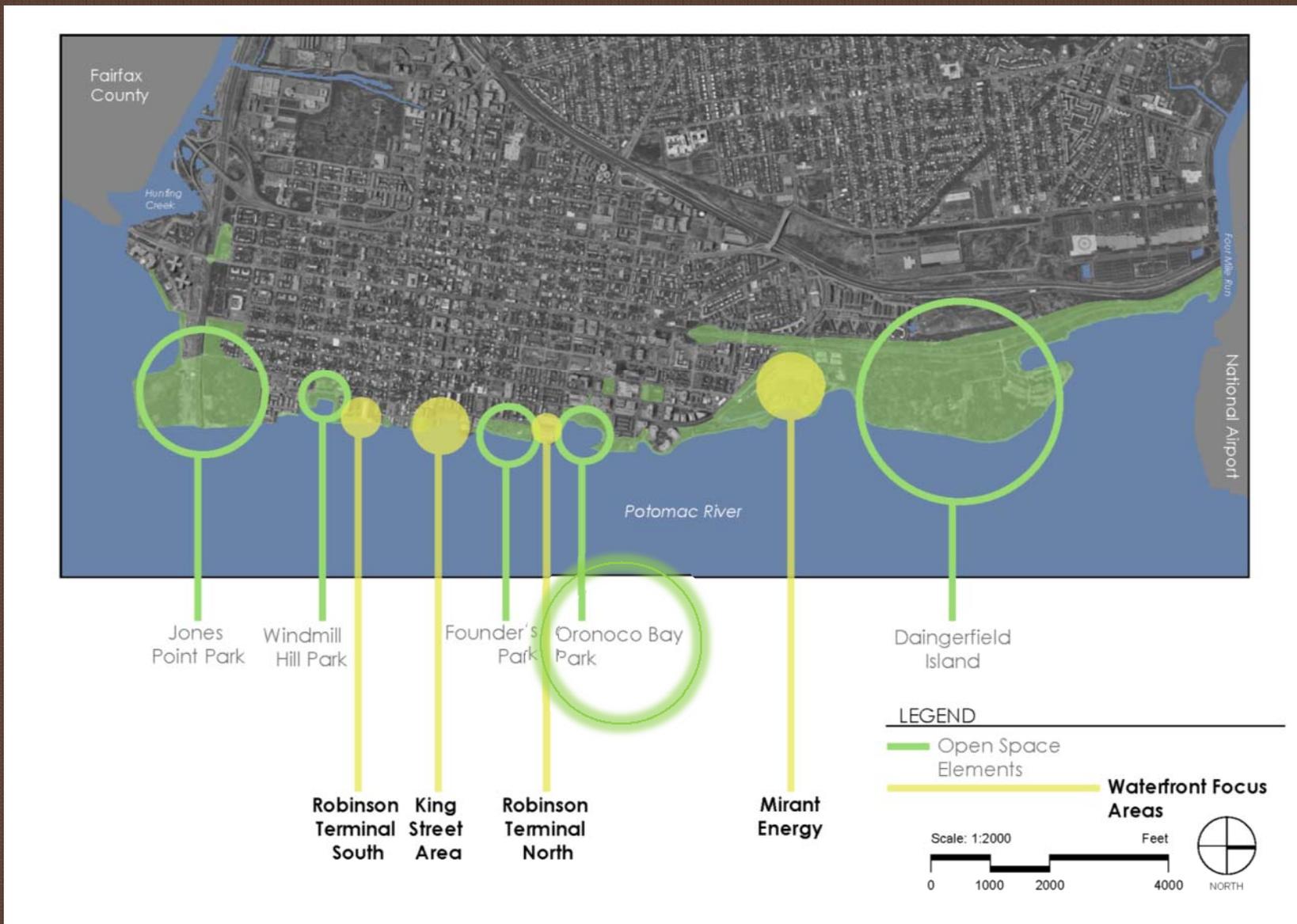
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# Context, History & Land Use / Waterfront Destinations



# Context, History & Land Use / Zoning

- ▲ Residential Neighborhoods
- ▲ Retail Spine
- ▲ Mixed-Use Areas



# Context, History & Land Use / Land Use Agreements



## Implemented

- Ford Plant to Ford's Landing
- VEPCO Property to Harbourside
- Norton Property to Rivergate

<p><b>3 Commander Walk Park</b></p> <p><b>Agreements:</b> Alexandria granted the US a scenic easement for public park and recreation area.</p> <p><b>Permitted Uses:</b> pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, plazas, public marinas and related facilities, docking for ships, transient boats and visiting vessels, berthing for historic vessels, outdoor restaurants/cafes, small service establishments for bakers, boaters and pedestrians, museums related to the waterfront and history of Alexandria.</p> <p><b>Building Height:</b> 30 ft max; 50 ft with SUP</p> <p><b>Restrictions:</b> A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p>	<p><b>Building Height:</b> 50 ft max</p> <p><b>Permitted Uses:</b> (Parcel B) restaurants/cafes, commercial shops, hotels and motels, offices, residential use, marina service facilities, museums, outdoor seafood and farmers' markets, vehicular parking, PEPCO power substation, and public park and recreation areas.</p> <p><b>Building Height:</b> 50 ft</p> <p><b>FAR:</b> 2.5</p>	<p><b>7 The Strand Properties</b></p> <p><b>Agreements:</b> None.</p> <p><b>Permitted Uses:</b> residential, office, C-1 commercial uses, public buildings, public parks, and athletic fields or other outdoor recreation facilities.</p> <p><b>Building Height:</b> 50 ft, except where a public park is provided then an additional height up to 77 feet is allowed.</p> <p><b>FAR:</b> 2.5</p>	<p><b>9 Old Dominion Boat Club</b></p> <p><b>Agreements:</b> None</p> <p><b>Permitted Uses:</b> Ownership remains contested</p> <p><b>Restrictions:</b> There is no public access to the waterfront from this property.</p>	<p><b>13 Robinson Terminal North</b></p> <p><b>Agreements:</b> RTWC granted the US a scenic easement in tract 1 and parcels A, B-1, B-2, C and D. RTWC also agreed to construct a small waterfront park (West Point's Park) at the terminus of Oronoco Street. The US was granted title to the submerged lands of the Potomac River contiguous with the RTWC property.</p> <p><b>Permitted Uses:</b> all W-1, Waterfront Mixed Uses, plus commercial shipping with a special use permit.</p> <p><b>Building Height:</b> 30 ft max; 50 ft with SUP; 60ft west of Union Street.</p> <p><b>Restrictions:</b> Restrictions on this parcel will not take effect unless RTWC ceases use of the property for terminal and warehouse purposes. If this occurs, Parcel A may be used as a public park and recreation area, with the remaining parcels designated for varying levels of development. This property is subject to the 1992 Alexandria Zoning Ordinance.</p>	<p><b>14 Oronoco Bay</b></p> <p><b>Agreements:</b> The City granted a scenic easement to the US for use as a public park and title to the submerged lands of the Potomac River contiguous with the park.</p> <p><b>Permitted Uses:</b> pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, temporary facilities for special events, permanent facilities for the Alexandria High School rowing team located only on that part of the parcel within the building line.</p> <p><b>Building Height:</b> 38 ft within the building line and 15 ft elsewhere</p> <p><b>Restrictions:</b> No paved plazas. A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p>	<p><b>15 Rivergate</b></p> <p><b>Agreements:</b> A scenic easement is granted to the US for parcels A, B and F (known as Andrews Park) and title to the submerged lands of the Potomac River contiguous with the property. Parcel A is designated as a public park and recreation area, Parcel B was designated for development, and Parcel F must be used as a public park and recreation area.</p> <p><b>Permitted Uses:</b> (Parcel A &amp; F) pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, temporary facilities for special events.</p> <p><b>Building Height:</b> 15 ft</p> <p><b>Restrictions:</b> No paved plazas. All uses must remain open and accessible to the public. A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p> <p><b>Permitted Uses:</b> (Parcel B) restaurant/cafes, commercial shops, offices, residential use, marina service facilities, museums, outdoor seafood and farmers' markets and public park and recreation areas.</p> <p><b>Building Height:</b> 55 ft on Parcel B-1 and 30 ft on parcel B-2</p> <p><b>FAR:</b> 2.0</p> <p><b>Restrictions:</b> Parked cars must be screened from the park.</p>	<p><b>16 Canal Center</b></p> <p><b>Agreements:</b> A scenic easement is granted to the US for parcels A and B. Parcel A is designated as a public park and recreation area and Parcel B was designated for development.</p> <p><b>Permitted Uses:</b> (Parcel A) pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, temporary facilities for special events, paved plazas and the restored Alexandria Canal tidallock. The owner may use the subsurface of Parcel A for underground parking and other uses consistent with the use of the surface as a public park.</p> <p><b>Building Height:</b> 12ft</p> <p><b>Restrictions:</b> All uses must remain open and accessible to the public.</p> <p><b>Permitted Uses:</b> (Parcel B) restaurant/cafes, commercial shops, offices, residential use (restricted to no more than 40 units per acre), marina service facilities, museums related to the history of the city and the waterfront, outdoor farmers' and seafood markets, and public park and recreation areas.</p> <p><b>Building Height:</b> Varies</p> <p><b>Restrictions:</b> Parcel B must include a minimum of 30,000 square feet devoted to non-office use. At least 1,000 sq ft must be provided to the city, rent free, for a museum devoted to the history of the city and the waterfront.</p>	<p><b>17 Mirant/PEPCO Plant</b></p> <p><b>Agreements:</b> An agreement was reached to exchange interests in land along the Potomac and to cooperate in the construction of the Mount Vernon Trail. A settlement between the City and Mirant was reached, requiring an investment of \$34 million by Mirant on new pollution control technology for PM 2.5 and PM 10 emissions to comply with National Ambient Air Quality Standards.</p> <p><b>Permitted Uses:</b> Utilities and Transportation uses.</p> <p><b>Building Height:</b> 50 ft</p>	<p><b>18 Marina Towers</b></p> <p><b>Agreements:</b> The US quit-claimed its interest in exchange for an easement across the Marina Towers property to be used for the Mount Vernon Trail. Marina Associates grants and conveys to the US an easement and right-of-way over and through the easement property. The US owns title to the submerged lands of the Potomac River adjacent to the property.</p> <p><b>Permitted Uses:</b> High density apartment buildings and limited commercial uses in such structures.</p> <p><b>Building Height:</b> 100ft max</p> <p><b>19 Daingerfield Island</b></p> <p><b>Agreements:</b> None</p> <p><b>Permitted Uses:</b> Waterfront Park and Recreation</p> <p><b>Building Height:</b> None</p>
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# Context, History & Land Use / Land Use Agreements



## Remaining

- Robinson Terminals
- Old Dominion Boat Club

<p><b>3 Commander Walk Park</b></p> <p><b>Agreements:</b> Alexandria granted the US a scenic easement for public park and recreation area.</p> <p><b>Permitted Uses:</b> pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, plazas, public marinas and related facilities, docking for ships, transient boats and visiting vessels, berthing for historic vessels, outdoor restaurants/cafes, small service establishments for bakers, boaters and pedestrians, museums related to the waterfront and history of Alexandria.</p> <p><b>Building Height:</b> 30 ft max, 50 ft with SUP</p> <p><b>Restrictions:</b> A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p>	<p><b>Building Height:</b> 50 ft max</p> <p><b>Building Height:</b> 15 ft</p> <p><b>Permitted Uses:</b> (Parcel B) restaurants/cafes, commercial shops, hotels and motels, offices, residential use, marina service facilities, museums, outdoor seafood and farmers' markets, vehicular parking, PEPCO power substation, and public park and recreation areas.</p> <p><b>Building Height:</b> 50 ft</p> <p><b>FAR:</b> 2.5</p>	<p><b>Restrictions:</b> (Hobardeau and Point Lumley Park) No permanent building allowed. No construction of a pier or other marine facility is permitted on the southern half of Point Lumley's waterfront. This property is subject to the 1992 Alexandria Zoning Ordinance.</p> <p><b>7 The Strand Properties</b></p> <p><b>Agreements:</b> None.</p> <p><b>Permitted Uses:</b> residential, office, C-1 commercial uses, public buildings, public parks, and athletic facilities or other outdoor recreation facilities.</p> <p><b>Building Height:</b> 50 ft, except where a public park is provided then an additional height up to 77 feet is allowed.</p> <p><b>FAR:</b> 2.5</p>	<p><b>9 Old Dominion Boat Club</b></p> <p><b>Agreements:</b> None</p> <p><b>Permitted Uses:</b> Ownership remains contested</p> <p><b>Restrictions:</b> There is no public access to the waterfront from this property</p>	<p><b>Building Height:</b> 45 ft</p> <p><b>FAR:</b> 2.85</p> <p><b>Restrictions:</b> Parking must be screened from any adjacent parkland. A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p>	<p><b>14 Oronoco Bay</b></p> <p><b>Agreements:</b> The City granted a scenic easement to the US for use as a public park and title to the submerged lands of the Potomac River contiguous with the RTWC.</p> <p><b>Permitted Uses:</b> pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, temporary facilities for special events, permanent facilities for the Alexandria High School rowing team located only on that part of the parcel within the building line.</p> <p><b>Building Height:</b> 38 ft within the building line and 15 ft elsewhere</p> <p><b>Restrictions:</b> No paved plazas. A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p>	<p><b>15 Robinson Terminal North</b></p> <p><b>Agreements:</b> RTWC granted the US a scenic easement in tract 1 and parcels A, B-1, B-2, C and D. RTWC also agreed to construct a small waterfront park (West Point Park) at the terminus of Oronoco Street. The US was granted title to the submerged lands of the Potomac River contiguous with the RTWC property.</p> <p><b>Permitted Uses:</b> all W-1, Waterfront Mixed Uses, plus commercial shipping with a special use permit.</p> <p><b>Building Height:</b> 30 ft max, 50 ft with SUP; 60ft west of Union Street.</p> <p><b>Restrictions:</b> Restrictions on this parcel will not take effect unless RTWC ceases use of the property for terminal and warehouse purposes. If this occurs, Parcel A may be used as a public park and recreation area, with the remaining parcels designated for varying levels of development. This property is subject to the 1992 Alexandria Zoning Ordinance.</p>	<p><b>15 Rivergate</b></p> <p><b>Agreements:</b> A scenic easement is granted to the US for parcels A, B and F (known as Andrews Park) and title to the submerged lands of the Potomac River contiguous with the property. Parcel A is designated as a public park and recreation area, Parcel B was designated for development, and Parcel F must be used as a public park and recreation area.</p> <p><b>Permitted Uses:</b> (Parcel A &amp; F) pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, temporary facilities for special events.</p> <p><b>Building Height:</b> 15 ft</p> <p><b>Restrictions:</b> No paved plazas. All uses must remain open and accessible to the public. A 25 ft strip must be reserved for a pedestrian walkway and bike path running north to south across the park.</p> <p><b>Permitted Uses:</b> (Parcel B) restaurant/cafes, commercial shops, offices, residential use, marina service facilities, museums, outdoor seafood and farmers' markets and public park and recreation areas.</p> <p><b>Building Height:</b> 55 ft on Parcel B-1 and 30 ft on parcel B-2</p> <p><b>FAR:</b> 2.0</p> <p><b>Restrictions:</b> Parked cars must be screened from the park.</p>	<p><b>16 Canal Center</b></p> <p><b>Agreements:</b> A scenic easement is granted to the US for parcels A and B. Parcel A is designated as a public park and recreation area and Parcel B was designated for development.</p> <p><b>Permitted Uses:</b> (Parcel A) pedestrian walkways, bicycle trails, seating, landscaped areas, fountains, gardens, play areas, temporary facilities for special events, paved plazas and the restored Alexandria Canal tidallock. The owner may use the subsurface of Parcel A for underground parking and other uses consistent with the use of the surface as a public park.</p> <p><b>Building Height:</b> 12ft</p> <p><b>Restrictions:</b> All uses must remain open and accessible to the public.</p> <p><b>Permitted Uses:</b> (Parcel B) restaurant/cafes, commercial shops, offices, residential use (restricted to no more than 40 units per acre), marina service facilities, museums related to the history of the city and the waterfront, outdoor farmers' and seafood markets, and public park and recreation areas.</p> <p><b>Building Height:</b> Varies</p> <p><b>Restrictions:</b> Parcel B must include a minimum of 30,000 square feet devoted to non-office use. At least 1,000 sq ft must be provided to the city, rent free, for a museum devoted to the history of the city and the waterfront.</p>	<p><b>17 Mirant/PEPCO Plant</b></p> <p><b>Agreements:</b> An agreement was reached to exchange interests in land along the Potomac and to cooperate in the construction of the Mount Vernon Trail. A settlement between the City and Mirant was reached, requiring an investment of \$34 million by Mirant on new pollution control technology for PM 2.5 and PM 10 emissions to comply with National Ambient Air Quality Standards.</p> <p><b>Permitted Uses:</b> Utilities and Transportation uses</p> <p><b>Building Height:</b> 50 ft</p> <p><b>18 Marina Towers</b></p> <p><b>Agreements:</b> The US quit-claimed its interest in exchange for an easement across the Marina Towers property to be used for the Mount Vernon Trail. Marina Associates grants and conveys to the US an easement and right-of-way over and through the easement property. The US owns title to the submerged lands of the Potomac River adjacent to the property.</p> <p><b>Permitted Uses:</b> High density apartment buildings and limited commercial uses in such structures.</p> <p><b>Building Height:</b> 100ft max</p> <p><b>19 Daingerfield Island</b></p> <p><b>Agreements:</b> None</p> <p><b>Permitted Uses:</b> Waterfront Park and Recreation</p> <p><b>Building Height:</b> None</p>
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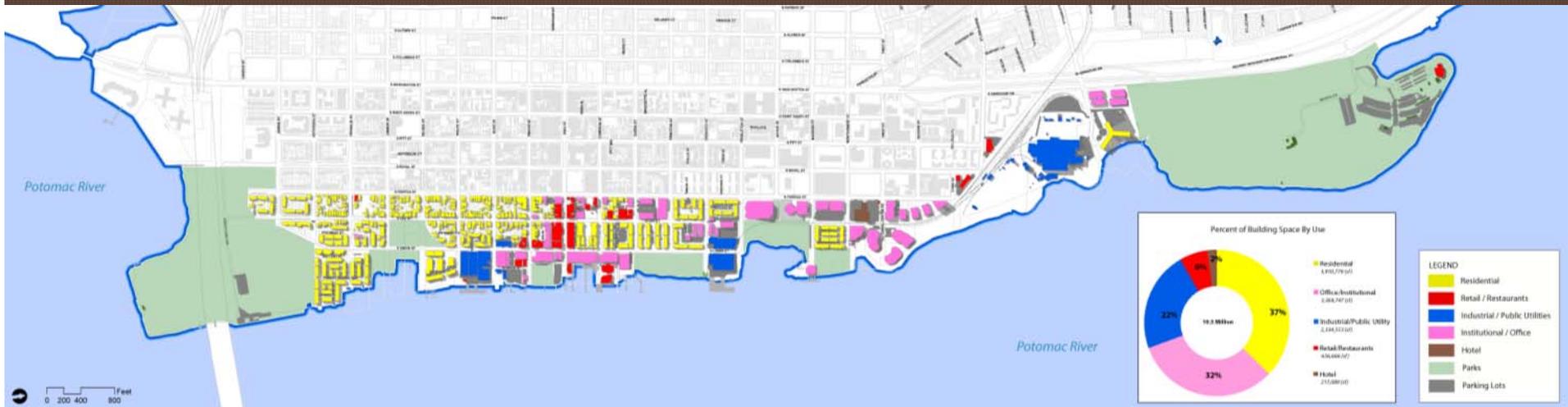
# Context, History & Land Use / Land Use by Building

## ▲ Categories

- Residential
- Retail / Restaurant
- Office / Institutional
- Industrial / Utilities

## ▲ Incompatible uses / Obstructions

- Mirant Power Plant
- Robinson Terminal North
- Robinson Terminal South
- Food Court
- Other



# Context, History & Land Use / Land Use by Building

## ▲ Categories

- Residential
- Retail / Restaurant
- Office / Institutional
- Industrial / Utilities

## ▲ Incompatible uses / Obstructions

- Mirant Power Plant
- Robinson Terminal North
- Robinson Terminal South
- Food Court
- Other



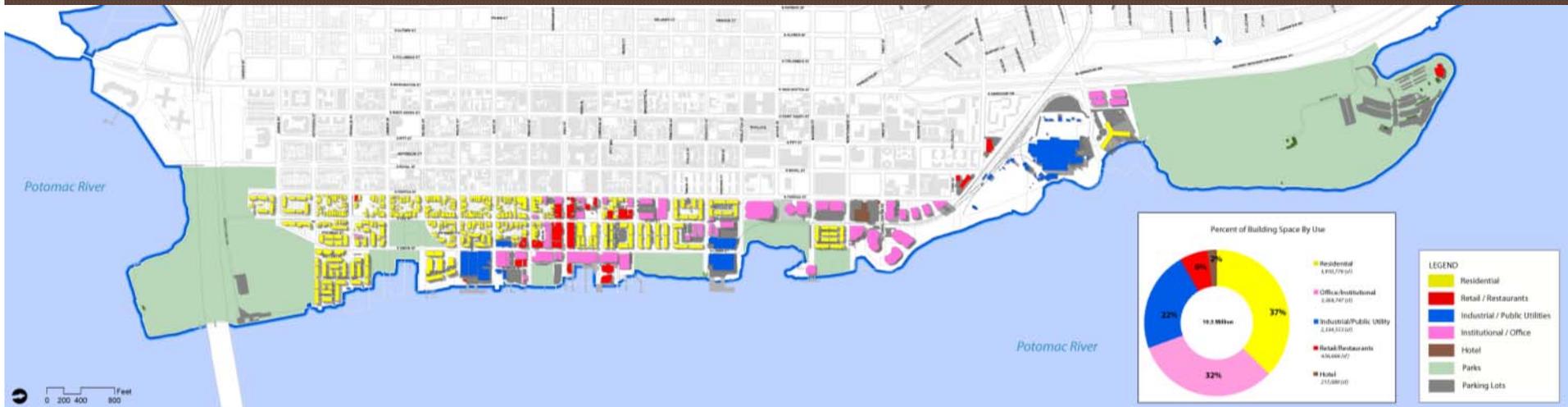
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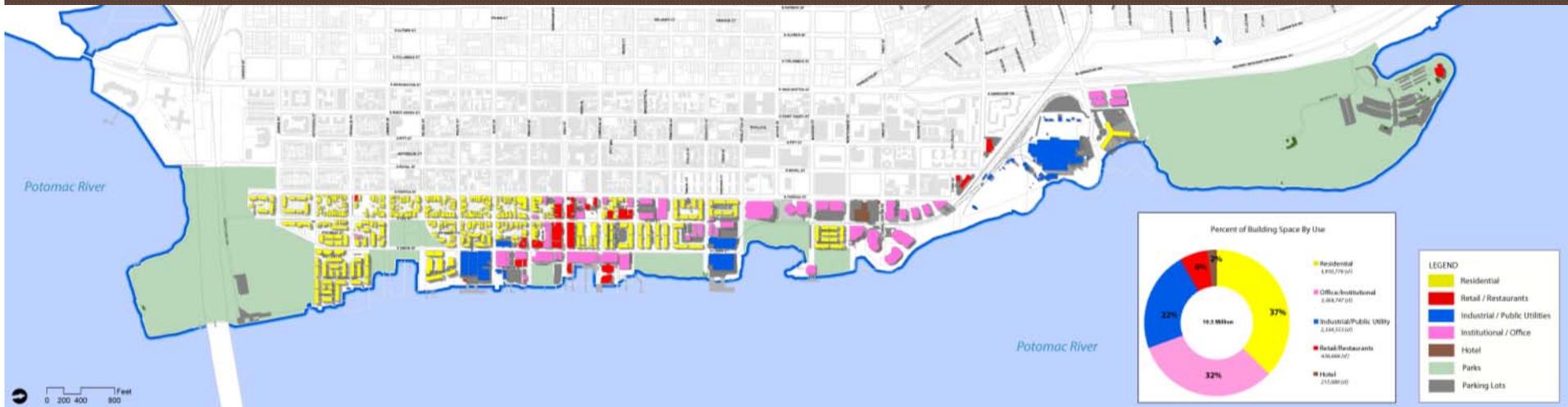
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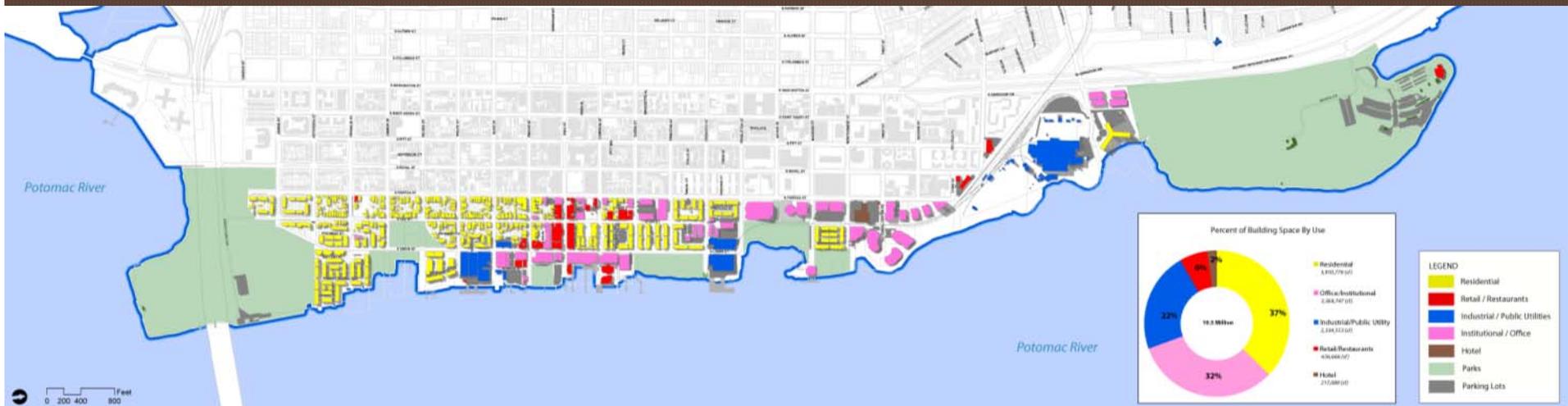
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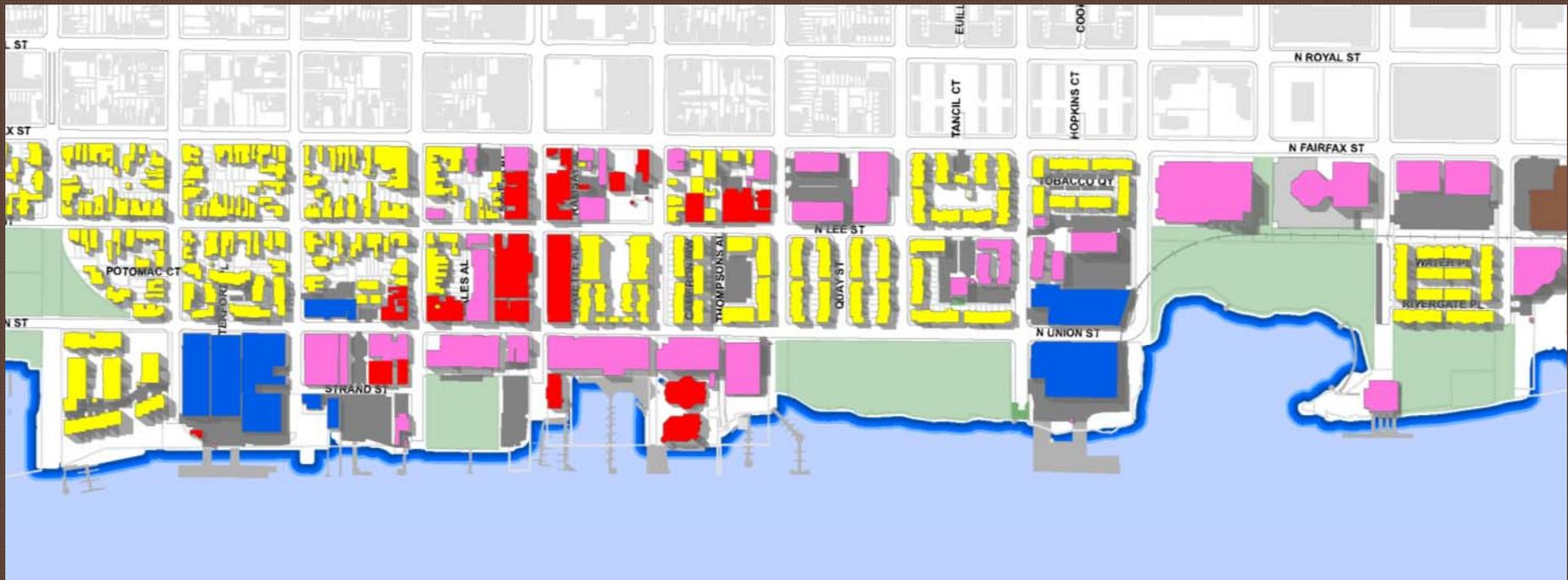
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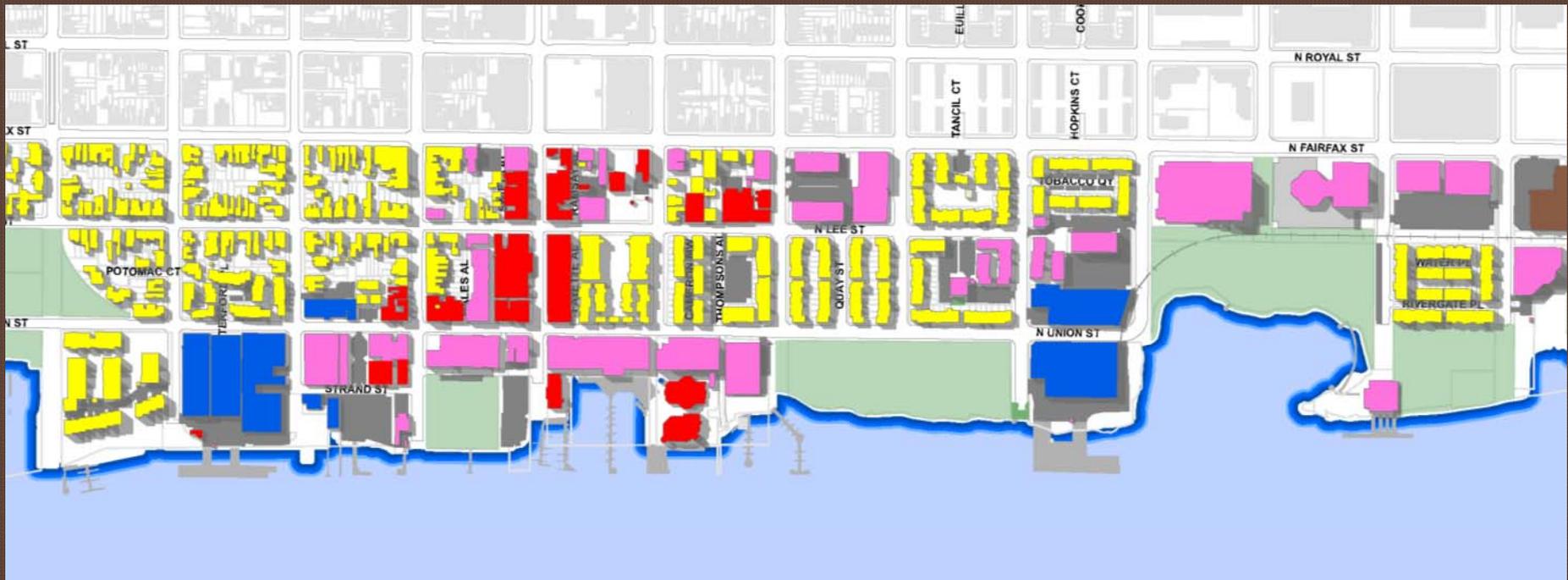
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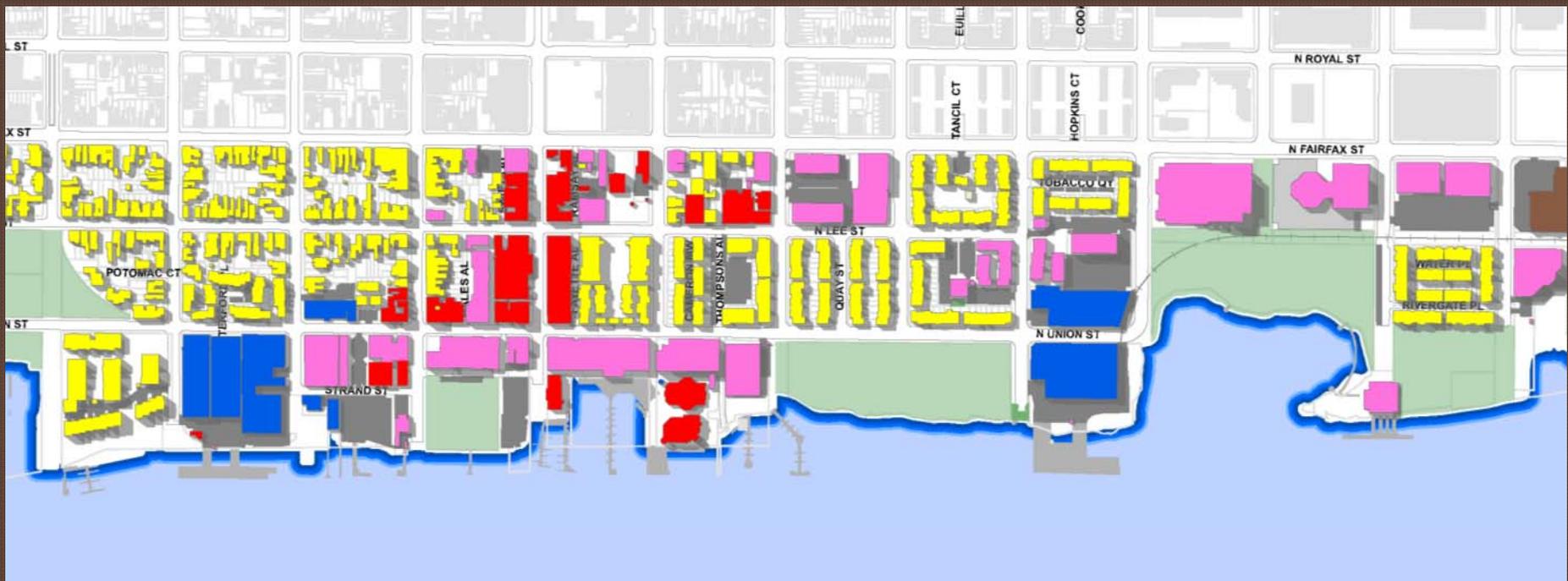
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# City of Alexandria Waterfront Master Plan



## Economic Analysis

- Alan Harwood / EDAW | AECOM
- Tom Moriarity / ERA | AECOM
- Ryan Bouma / EDAW | AECOM
- Nathan Imm / EDAW | AECOM
- Craig Perl / T&ES City of Alexandria
- Peter Elkan / Moffatt & Nichol
- Doug Sarno / Perspectives Group



# Market Area Residents

- ▲ Based on TAZ (Traffic Analysis Zone) Data
- ▲ TAZ is basis for 2030 projections by Metropolitan Washington Council of Governments
- ▲ Basis for ERA/AECOM market analysis
- ▲ Four areas of residential market demand:
  - North Primary
  - North Secondary
  - South Primary
  - South Secondary

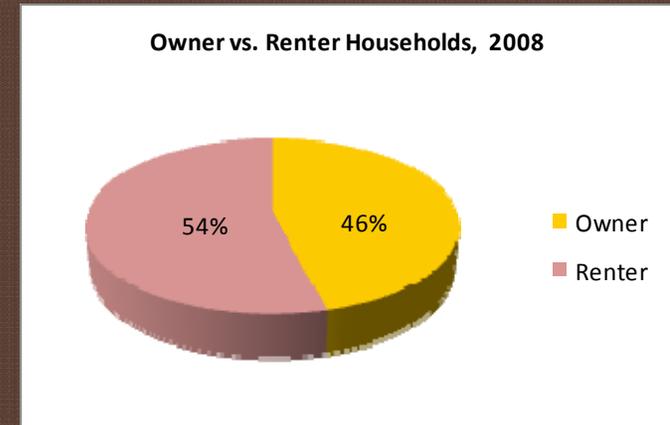


# Demographics

2010	Population	Households
<b>Market Area</b>	13,538	7,604
South Primary	3,618	2,049
South Secondary	2,054	1,250
North Primary	4,173	2,581
North Secondary	3,693	1,724
<b>City of Alexandria</b>	137,947	65,537
<b>Arlington County</b>	203,828	90,864
<b>Fairfax County</b>	1,035,674	376,332
<b>Washington, DC</b>	589,366	260,214

# Market Area Demographics

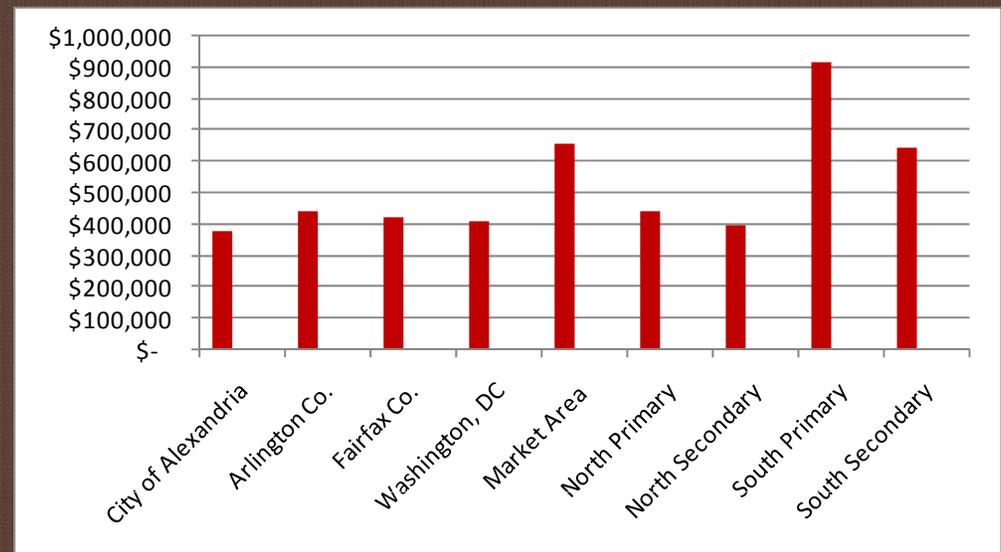
- Owner to renter split roughly equal



## Median Home Value

South Primary: \$919,000  
Overall Market Area: \$664,000  
City of Alexandria: \$377,500

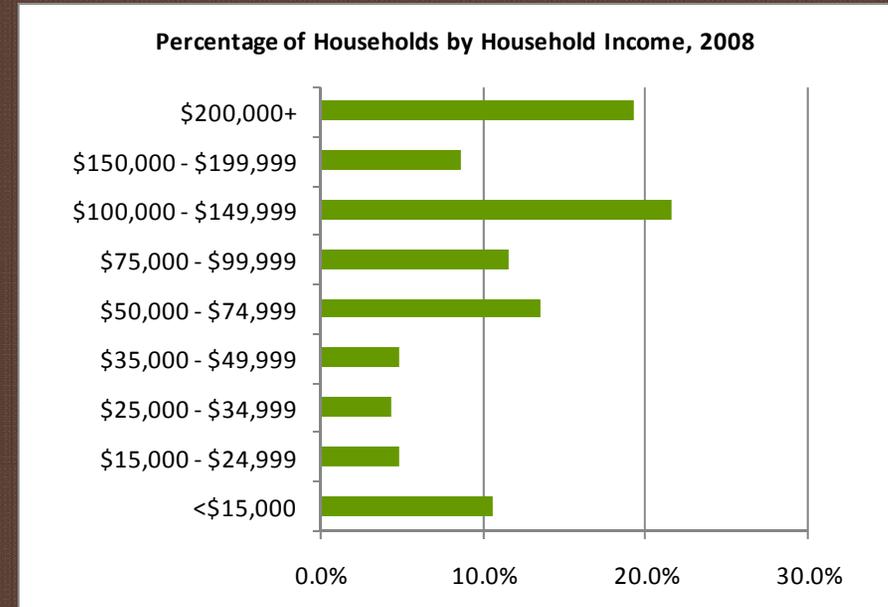
Median Household Income, 2008



# Market Area Demographics

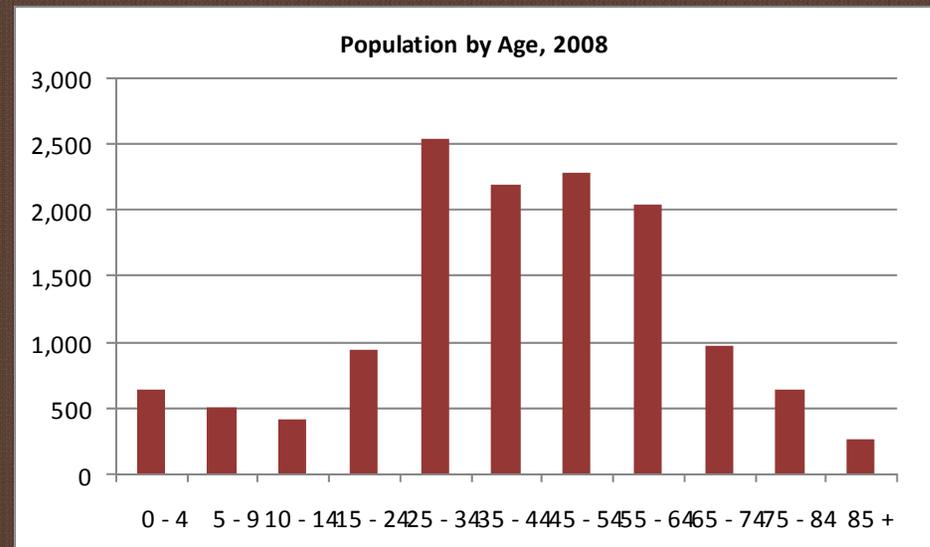
## Market Area HH Income

- 50 percent of market area households earn more than \$100,000 annually compared to 36 percent in the entire City of Alexandria



## Market Area Spending Power

- 67 percent of market area households are between the ages of 25 and 65; age cohorts with the most spending power



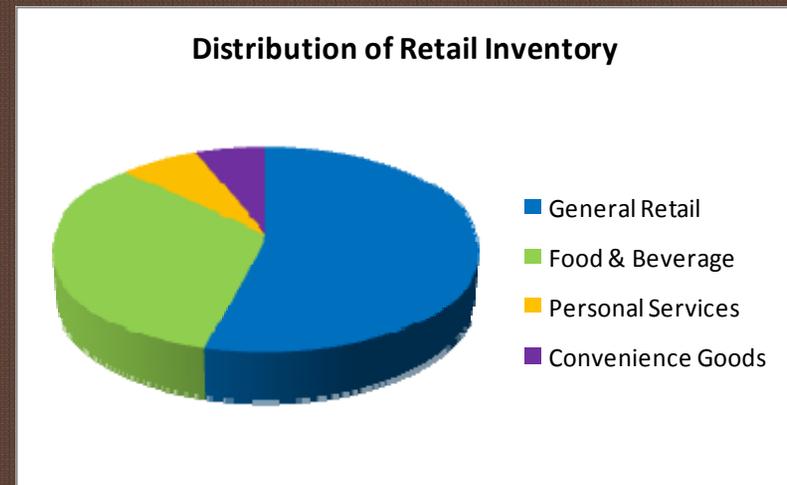
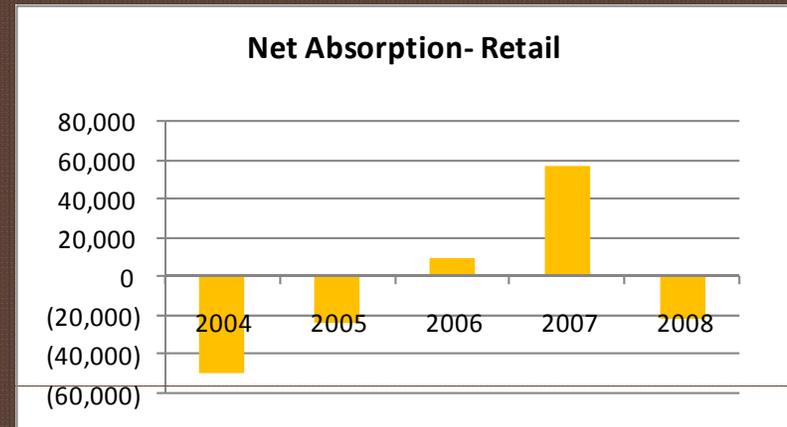
# Market Area Employees

- ▲ Employment demand also includes Metro/Upper King St. TAZ
  - Made possible by King St. Trolley
- ▲ Total employment in 2010 equals 36,300
- ▲ North Employment about 45 percent
- ▲ South employment about 19 percent
- ▲ Upper King/Metro about 35 percent



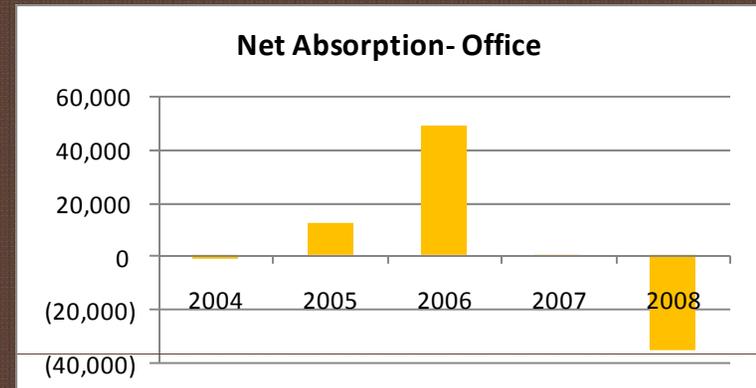
# Economics- Retail

- ▲ Estimated 940,100 square feet of existing retail space (King St./Washington Street from Metro to waterfront)
- ▲ CoStar reports 4.1% vacancy rate (5 percent is typical target)
- ▲ Current rents average \$37.71, triple net
- ▲ Five-year average net absorption of (31,362) square feet
- ▲ According to the King Street Retail Strategy (2005) 77% of retail inventory is located in ground-floor space
- ▲ Retail sales between 1999 and 2002 remained relatively steady at approximately \$120 million annually



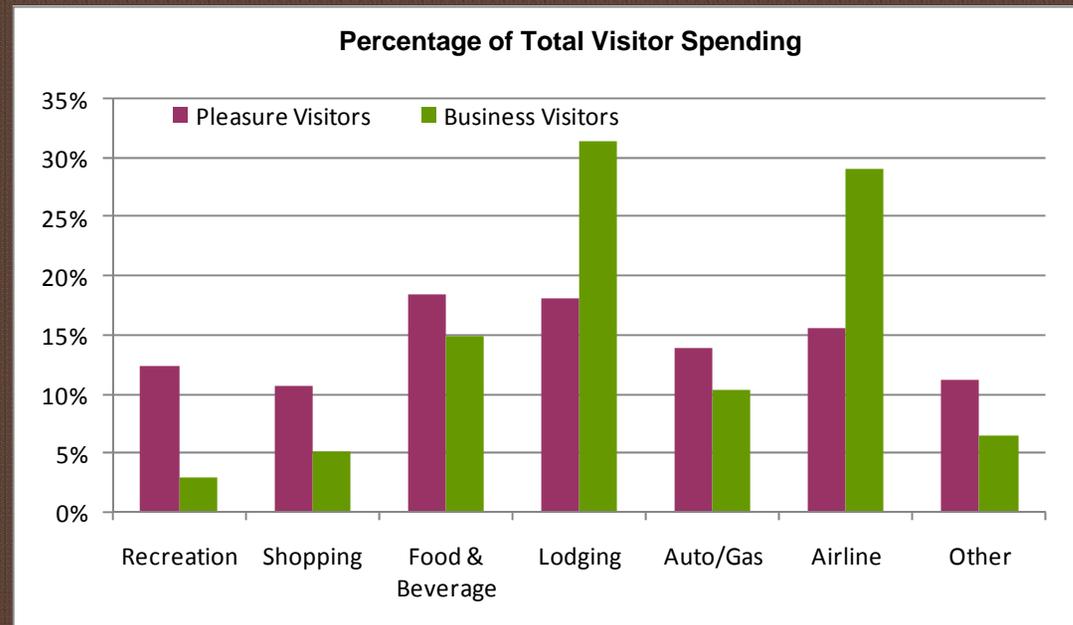
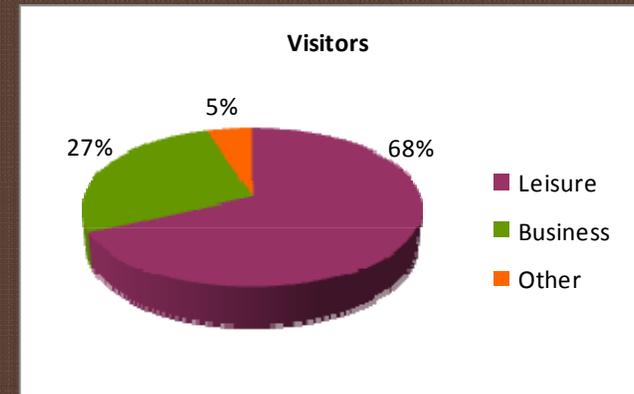
# Economics- Office

- ▲ 3.6 million square feet of office space along King Street/Washington Street from Metro to waterfront
- ▲ CoStar reports 7.8% vacancy rate
- ▲ Current average rental rate of \$31.57, full service
- ▲ Five-year average net absorption of 5,100 square feet



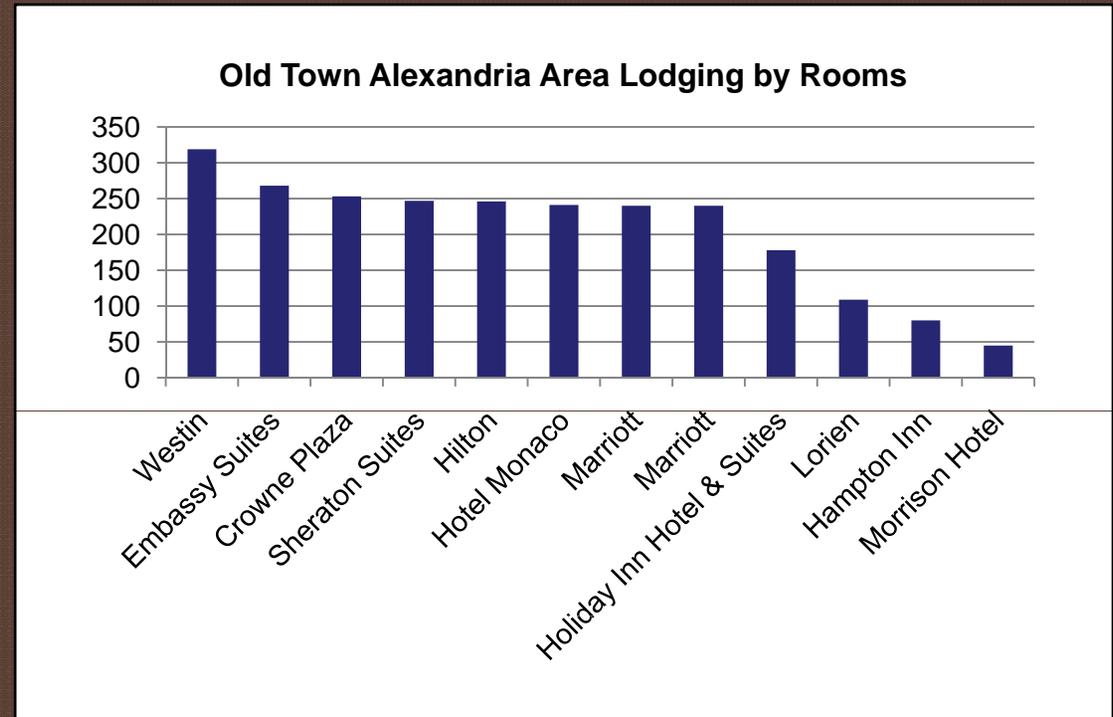
# Visitors

- ▲ Estimated 3.3 million annual visitors to Alexandria (source: Alexandria Convention and Visitors Association)
- ▲ Visitor categories include:
  - Business visitors,
  - Leisure visitors,
  - Torpedo Factory and other attractions (Mt. Vernon, George Washington Memorial etc),
  - Mount Vernon Trail recreation and commuter biking ,
  - Area inflow for events, dining etc.,
  - Dinner cruise passengers,
  - Recreation boaters,
  - Motor coach tours and
  - School groups



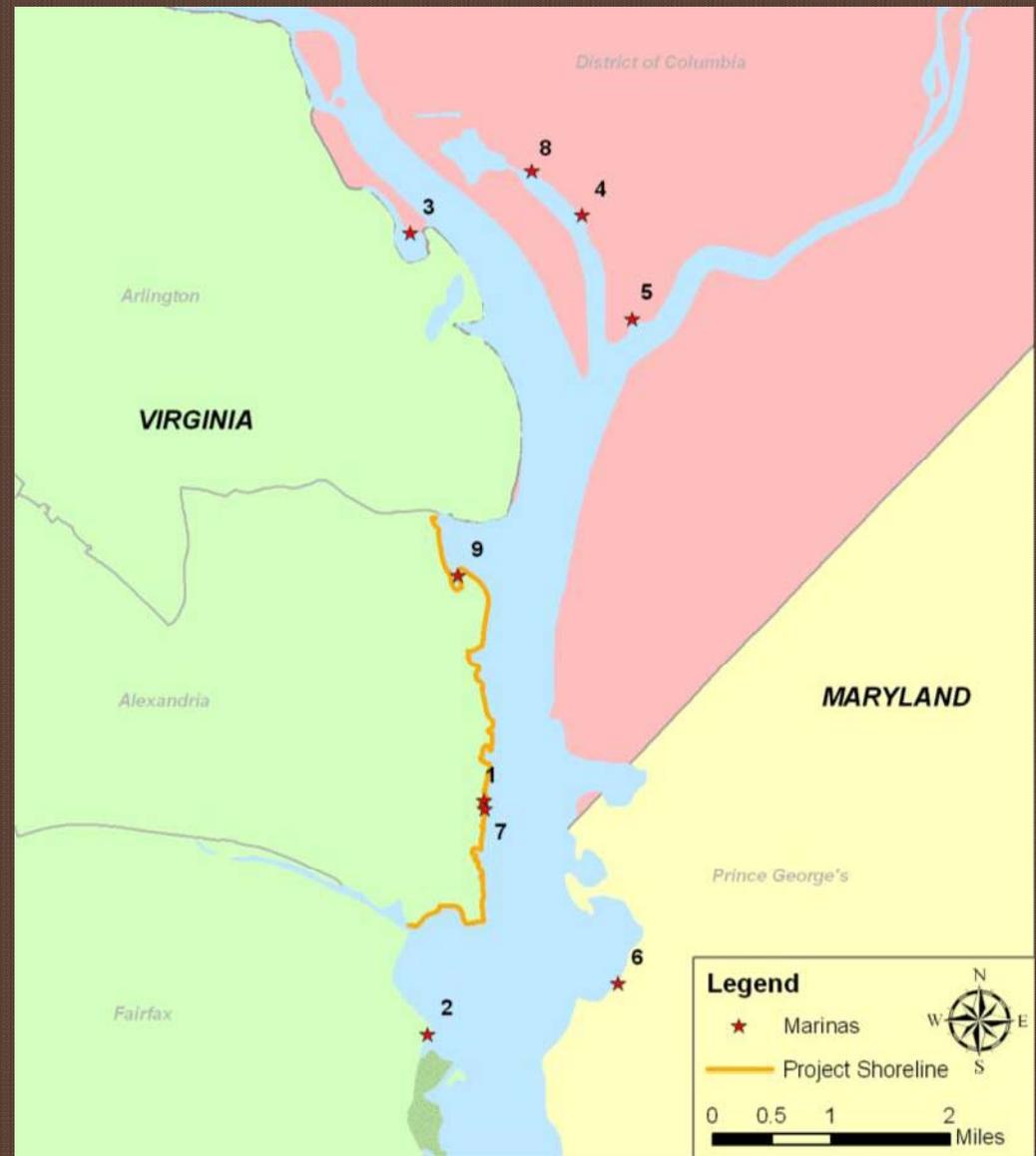
# Economics - Lodging

- ▲ The old town Alexandria area has 2,466 rooms in 12 properties
- ▲ Average city-wide occupancy in (May 2009) equals 76%
- ▲ Average Daily Rate (ADR) equals \$114.98 (May 2009) vs. \$126.28 (May 2008)



# Marina

- ▲ Approx. 1,500 slips regionally
- ▲ 113 slips locally (Alexandria City 60, ODBC 53)
- ▲ Fewer than 50 vacant slips
- ▲ 90% average occupancy



# Preliminary Market Potential

- ▲ ERA/AECOM estimates 64,000 square feet of supportable retail space along the Alexandria Waterfront
  - Resident spending supports 34,000 square feet (53 percent)
  - Employee spending supports 14,000 square feet (22 percent)
  - Visitor spending supports 15,600 square feet (25 percent)
- ▲ Estimates include existing waterfront retail space to be re-programmed or redeveloped

Retail Category	Supportable Square Feet
<b>Residential &amp; Inflow</b>	
Apparel & Apparel Services	6,295
Entertainment & Recreation	12,299
Personal Care	841
Household Furnishings and Equipment	3,629
<u>Food and Drink Away From Home</u>	<u>10,896</u>
<b>Subtotal Supportable Demand</b>	<b>33,959</b>
<b>Employee</b>	
Apparel & Apparel Services	1,729
Entertainment & Recreation	2,506
Personal Care	2,147
Household Furnishings and Equipment	577
<u>Food and Drink Away From Home</u>	<u>7,455</u>
<b>Subtotal Supportable Demand</b>	<b>14,414</b>
<b>Visitors</b>	
Apparel & Apparel Services	3,294
Entertainment & Recreation	3,297
Personal Care	2,293
Household Furnishings and Equipment	766
<u>Food and Drink Away From Home</u>	<u>5,979</u>
<b>Subtotal Supportable Demand</b>	<b>15,628</b>
<b>Total Demand</b>	<b>64,001</b>

Source: ERA AECOM, 2009

# Problems / Issues

- ▲ Census data (2010 Census)
- ▲ Hotel information pending
- ▲ Marina permitting for water-based uses
- ▲ Use transitions (Robinson Terminal, Mirant Power Plant)
- ▲ Flood plain and flooding conditions
- ▲ Parking

# Funding

Potential funding strategies include:

- ▲ Form a public/private Alexandria Waterfront Foundation for bequests, memorial gifts, and special project funding
- ▲ Establish a seasonal kiosk/cart concessions program for public spaces (permitted uses and locations, specific design, operations and health standards), etc.
- ▲ Create a water/view events rental venue for exhibits, art presentations, weddings, receptions and parties
- ▲ Explore potential to bond public marina expansion backed by incremental revenues
- ▲ Create a sponsorship program to fund capital improvement projects and operating costs
- ▲ Develop a fee based programmable public/parking open space for outdoor events, community ceremonies, and public markets etc.

# Opportunity

- ▲ Potential
  - Views add premiums for residential, office and retail uses
  - Redevelopment affected by high land values
- ▲ Old Town character affects scale and density
- ▲ Approach
- ▲ Suggestions