The mTAP provided an analysis of the Subject Property and the City’s programmatic and facility needs to the City of Alexandria in response to the following four questions:

1. Develop and evaluate alternative redevelopment scenarios that would maximize public benefit, be financially feasible, and designed to the latest trends serving these types of social services. At least one scenario, possibly more, should assume retaining the existing social service uses on-site and adding affordable housing. What types of land uses and building types would maximize the redevelopment of affordable and/or workforce housing, community shelter and substance abuse center in this site or surrounding area?

In response, the mTAP proposed four redevelopment scenarios:

1. **Renovate and Expand Existing Building with Existing Uses On Site**
   The substance abuse center and shelter would remain in the existing building with proposals for some short- and long-term improvements to the building including options for modest and full expansion to better meet their programmatic needs.

2. **PREFERRED ALTERNATIVE New Construction On Site with Center and Shelter Uses plus Affordable Housing**
   The existing building would be razed and a new, larger building constructed in compliance with current zoning regulations (matter of right) with the clinic and shelter on the lower levels and affordable housing and some market rate housing on the upper levels. This scenario did not require acquisition of an additional site or a rezoning of the subject property and it would meet many of the City’s goals including affordable housing and was the mTAP’s Preferred Alternative.

3. **Relocate Uses and Redevelop Site**
   The existing building would be razed and the clinic and shelter would be moved to another location; the subject site would be redeveloped with a new, larger building constructed in compliance with current zoning regulations (matter of right) as an all-affordable housing building

4. **Sell Site and Construct New Building on Different Site**
   The City would sell the subject property and use the proceeds to invest in a new building with the substance abuse center and shelter and possibly affordable housing at another location. The Mill Road site could be rezoned and a 10-story mixed use building could be constructed by the private sector.

Scenario 2 would require the City to identify swing space during construction and Scenarios 3 and 4 would require the City to identify a new site for the two uses that would be relocated.
An additional scenario raised as a possibility for the City to explore further was to acquire the adjacent WMATA-owned parcels and incorporate them into a larger redevelopment of both properties along Mill Road. The existing shelter and center uses would remain at this location. The larger site could be rezoned and developed as part of the Eisenhower East Development District.

2. What creative economic and/or financing tools and/or public-private-nonprofit partnerships should the City explore?

The mTAP proposed possible financing tools to be explored for this project and the various redevelopment scenarios including tax credits and abatements like LIHTC and PILOT. Scenarios 2 and 3 were expected to be Public-Private Partnerships and recommendations were provided for the content of an RFP/RFI issued by the City.

3. Taking into consideration the recently approved “road diet” on Mill Road, what short- and long-term improvements would further revitalize and transform Mill Road into a welcoming public realm?

The mTAP provided possible improvements that could revitalize Mill Road and the public realm including attractive and informative wayfinding signage, trees, bushes, and planter boxes, benches, bike and walk lanes, artistic murals or fencing to provide screening from the WMATA storage site, public art and playable art, and a landscaped buffer from the parking area to create a more attractive and inviting streetscape in front of the subject property.

4. Taking into consideration planned urban and neighborhood open space, what type of parks/open spaces should this site provide? Suggest other locations for a new park serving this site.

The scenarios proposed additional open space on the site for shelter residents to use as well as ideas for activating nearby vacant urban spaces with playable art, light and water features, play equipment, and additional access to recreation through bike lanes and signage. With better connectivity, this site could have more access to open spaces and public amenities being created nearby as part of the Eisenhower East development.

5. What regional or national examples could serve as models for incorporating these types of community services? What lessons were learned?

The mTAP explored a number of local and national examples to use as models, including similar projects in New York City, Denver, Jacksonville, and another similar project for a local shelter with affordable housing currently under construction in Alexandria.