

The Serrano Technical Assistance Panel

Presentation of Recommendations

THURSDAY, SEPTEMBER 5, 2024



Presentation Outline

- TAP Process
- Meet the Panel
- The Assignment
- Stakeholder Input
- Mission Alignment
- A Vision for Serrano
- Financial Strategies
- Key Recommendations & Next Steps
- Q&A



What is a TAP?

The Technical Assistance Panel (TAP) offers technical analysis to communities and organizations facing land-use challenges.

ULI members volunteer their time to provide unbiased, expert advice and specific recommendations for improvement. Local industry leaders draft a plan to revive, rethink, and restore communities to ultimately enact change and improve the lives of people in the DC region

Day One

- Meetings with sponsor representatives
- Interviews with stakeholders and community representatives

Day Two

- Work session to develop recommendations
- Presentation to sponsor and stakeholders

How does ULI provide this assistance?

A community group or organization approaches ULI with a request.

ULI convenes a group of experts to focus on specific questions in a concentrated, finite effort and communicates the results.

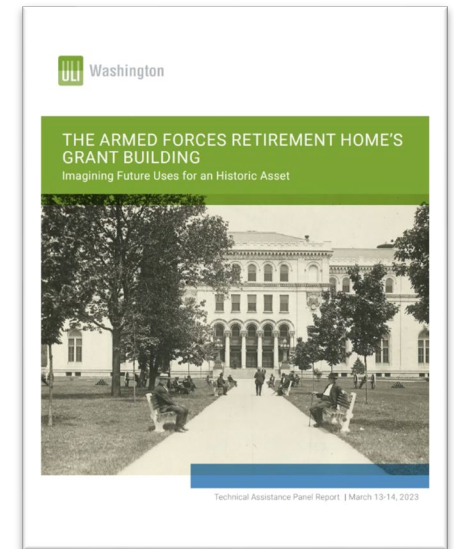
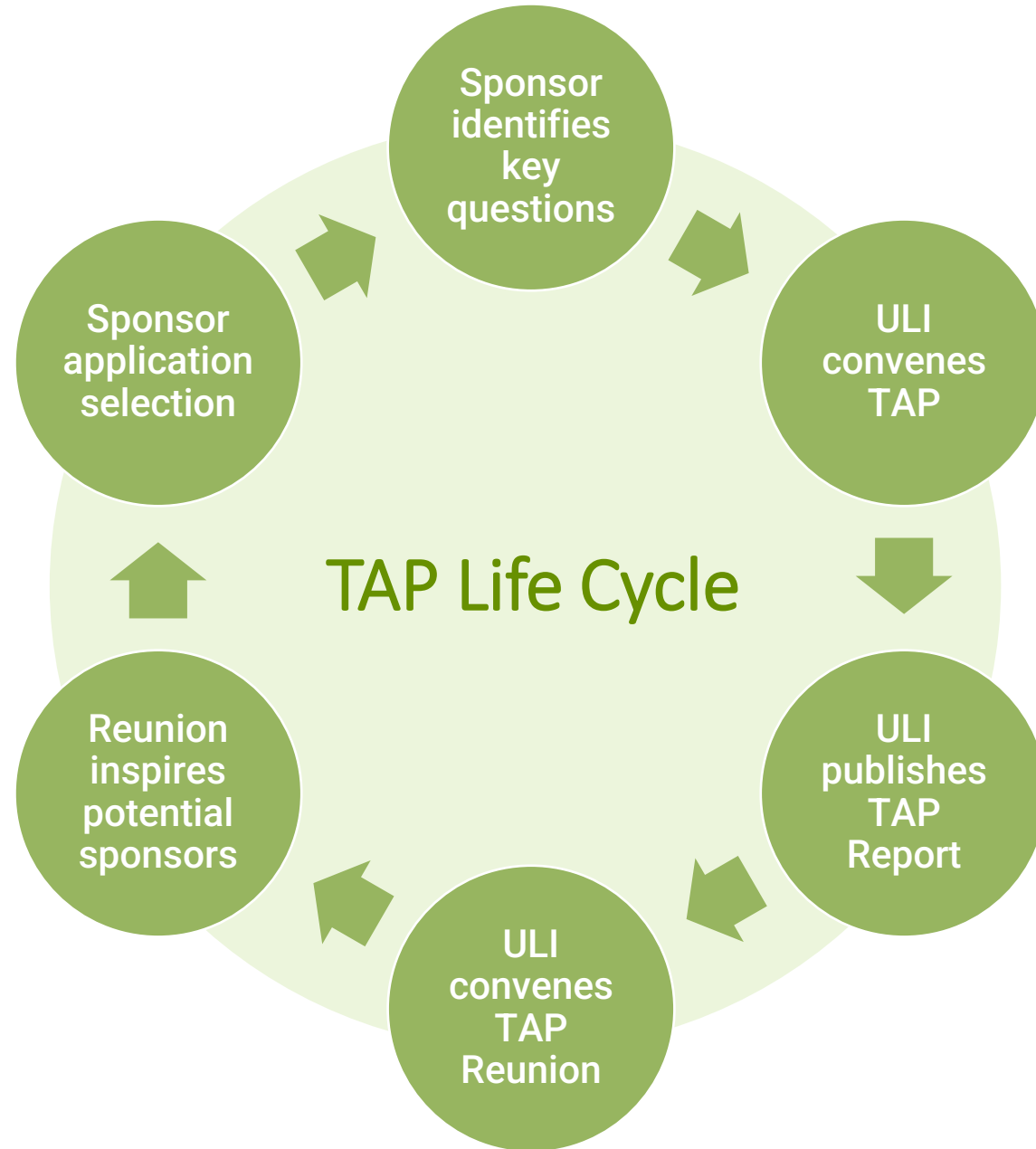
- group of experts = Technical Assistance Panel
- specific questions = defined by the sponsor
- concentrated, finite effort = two intense days
- communicates the results = presentation to the sponsor/stakeholders *and* published report

Sponsor pays a fee for service to ULI Washington.

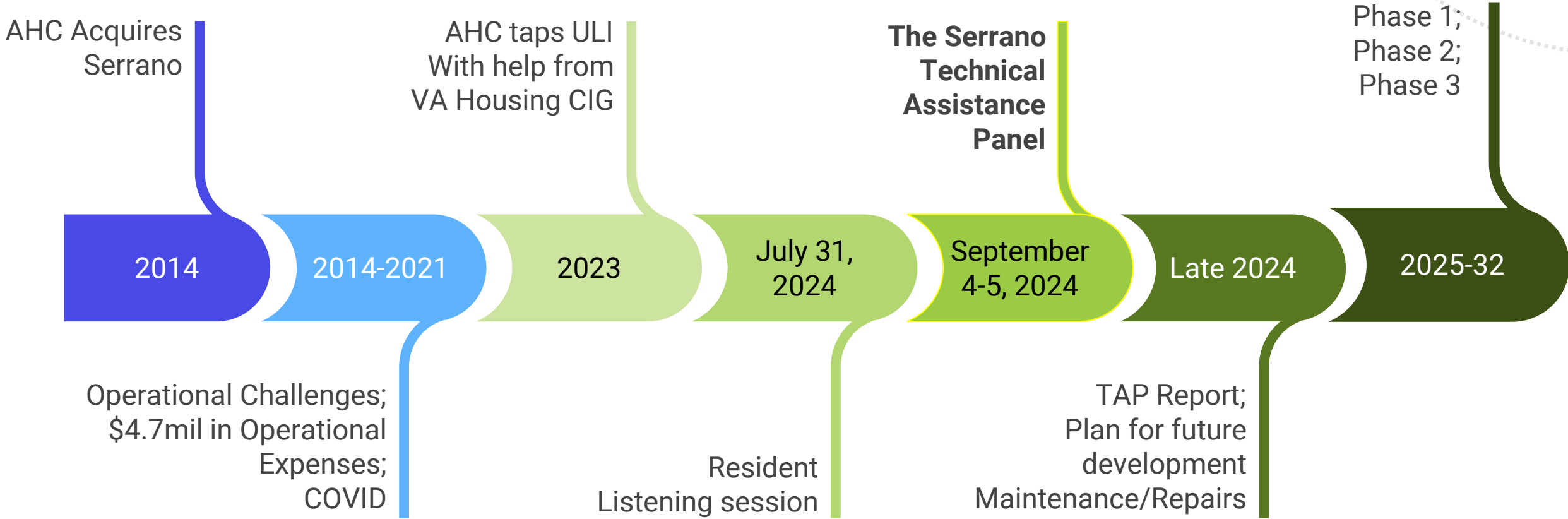
Additional funding comes from a Community Impact Grant from Virginia Housing



AFFORDABLE HOMES & COMMUNITIES™



How We Got Here





SERRANO
APARTMENTS

AN AHC INC.
APARTMENT COMMUNITY

703-633-3200

THESERRANO.COM

5535 29

- Panelist 1:** Tony [Name obscured]
- Panelist 2:** Kristin [Name obscured]
- Panelist 3:** Scott
Real Estate
BET Design Group
PANELIST

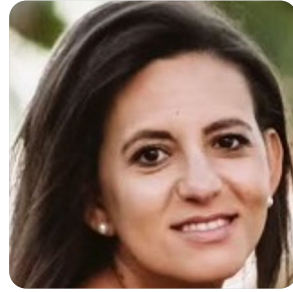
Panelists & Staff



Daniel Cunningham
Community
Preservation Trust
Panel Chair



Agnes Artemel
Artemel &
Associates



Hiba Aziz
A3J Consulting



Roberta Bosfield
Rawson Square CRE



Scot Foster
BCT Design
Group



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SK+I Architecture



Tony Marquez
Kanreki Capital



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Mike O'Hara
Bohler



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Housing
Authority of
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The Assignment

The Goals of the TAP



Image Credit: ULI Washington

1. Develop a **comprehensive vision for the Serrano** that aligns with the goals in AHC's Strategic Plan
2. Develop a **process, identify capital, and reimagine** the current site for a successful long-term repositioning.
3. Leverage capital to **maximize positive impacts** for Serrano residents

The Assignment

The Big Questions to Answer

1: PLACEMAKING

What placemaking opportunities exist at the site that would catalyze neighborhood transformation?

2: DESIGN

Rehab or redevelop? How to phase for financial viability & to minimize disruption to existing residents?

3: CAPITAL

What sources might fill financing gaps? How to align investor horizons and AHC's long-term ownership?

4: REGIONAL INTEGRATION

How to best leverage links via Columbia Pike to nearby assets to support workforce housing and job training?



Image Credit: TAP Briefing Materials

Thank You to Our Incredible Stakeholders!

Ginger Brown, *AHC Board*

Kimmel Cameron, *Hudson Housing Capital, LLC*

Adil Chauhan, *DES—Facilities*

Susan Cunningham, *Arlington County Board*

Ed Delany, *Capital One*

Hassan Dixon, *Berkadia*

Rosali Bentos, *BU-GATA*

Geoffrey Ferrell, *Columbia Pike Form-Based Code Committee*

Pat Findikoglu, *VOICE*

Anthony Fusarelli, *Arlington County Planning*

Joanne Gabor, *Arlington County Transportation*

Loretta Herbert, *Serrano Resident*

Roxana Hernandez, *APS*

Alice Hogan, *NVAHA*

Michelle Krockner, *AHC Board*

Phoebe Larson, *Cunningham / Pike Partnership Quill*

Brian Marroquin, *Arlington Community Foundation*

Demetra McBride, *Arlington County Environmental*

Scott McPartlin, *Arlington County, Parks & Rec*

James Newman, *Serrano Resident*

Jill Norcross, *NVAHA*

Sarah Pizzo, *Arlington County*

CPHD

Marie Randall, *Arlington County CPHD*

Saul Reyes, *BU-GATA*

Andrew Schneider, *Columbia*

Pike Partnership

Jennifer Smith, *Arlington County Planning*

John Snyder, *Columbia Pike Partnership*

Janeth Valenzuela

Anne Venezia, *Arlington County CPHD*

Tatjana Vichnesky, *Full Circle Montessori School*

Christie Yang, *Full Circle*

Montessori School

Stakeholder Roundtable Sessions



What We Heard in Stakeholder Roundtables:

There's a lot to love about Serrano now...

Diverse Community, large units and strong services

"If you are the owner, I want to let you know that I LOVE the Serrano!" Resident who approached TAP on its tour

Proximity to Columbia Pike Community & Neighborhood Amenities

...and Redevelopment provides even more opportunities

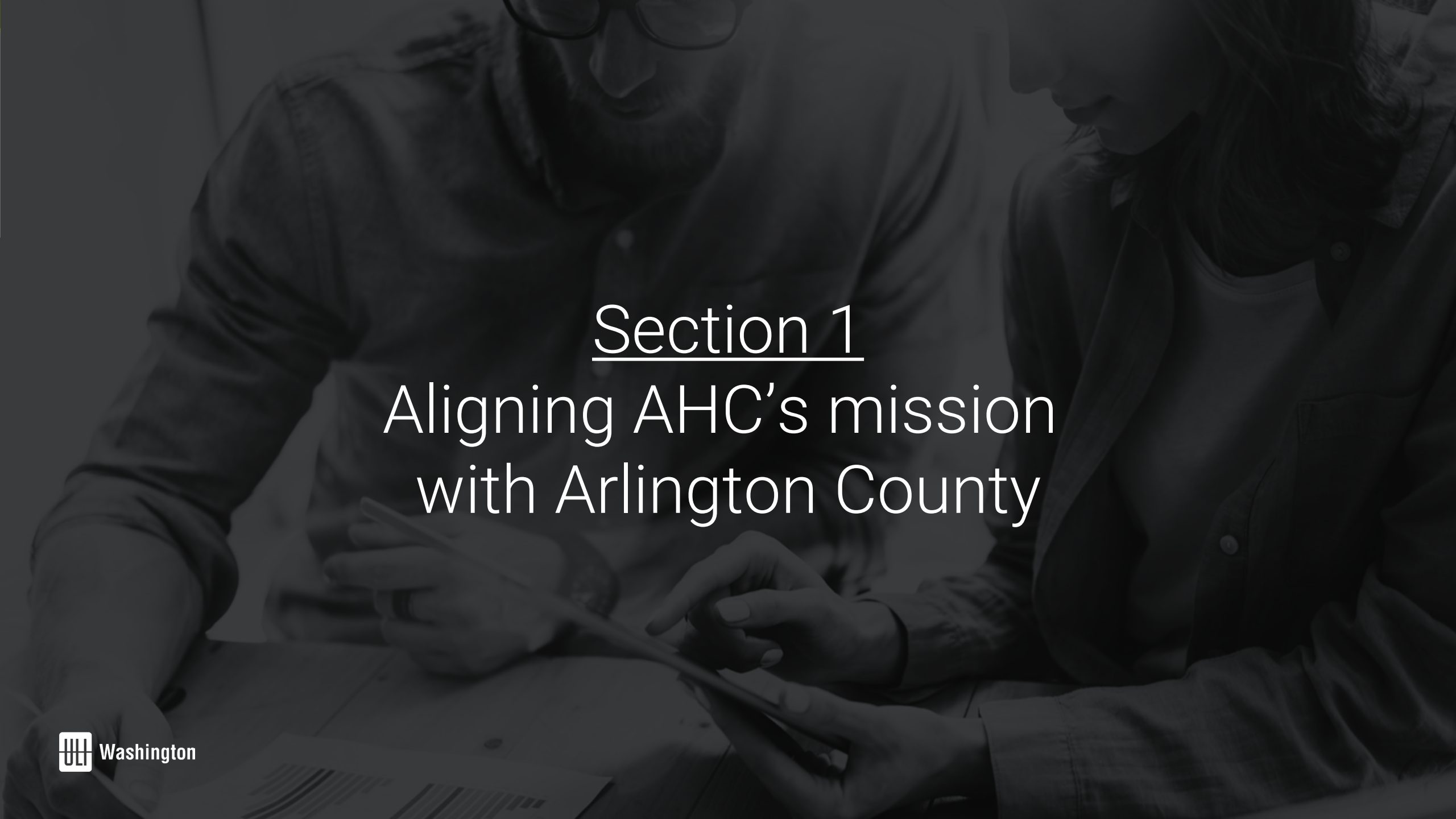
Increased density but not at the expense of green space

"People want connectivity - a 'cup of sugar' network"

Capital expenses to maintain the old buildings will keep adding up

A WORD TO RESIDENTS (CONSISTENT WITH AHC)

- **Ustedes**—los residentes—son primeros y lo más importante en todas las recomendaciones y ideas que presentaremos.
- **You**—the residents—are primary and the most important in all of the recommendations and ideas that we will present.



Section 1
Aligning AHC's mission
with Arlington County

OVERVIEW

- AHC has been the steward of the Serrano community since 2014
- They have expended significant dollars to make needed repairs and increase maintenance.
- They have asked us to develop a process, identify capital and reimagine the current site for a long-term repositioning of The Serrano
- They had done a number of analyses, including a number of possibilities, before coming to us.
- Our ideas are presented as a **first** step designed to meet
 - the needs of the residents,
 - the plans of the County,
 - the goals of the sponsor, AHC, and
 - the observations of the Stakeholders
- Our fellow panelists will explore these drivers as they discuss these factors



MISSION

AHC's Mission: prevent displacement of existing residents

This TAP's goal: to develop a process, identify capital, and reimagine a long-term repositioning.

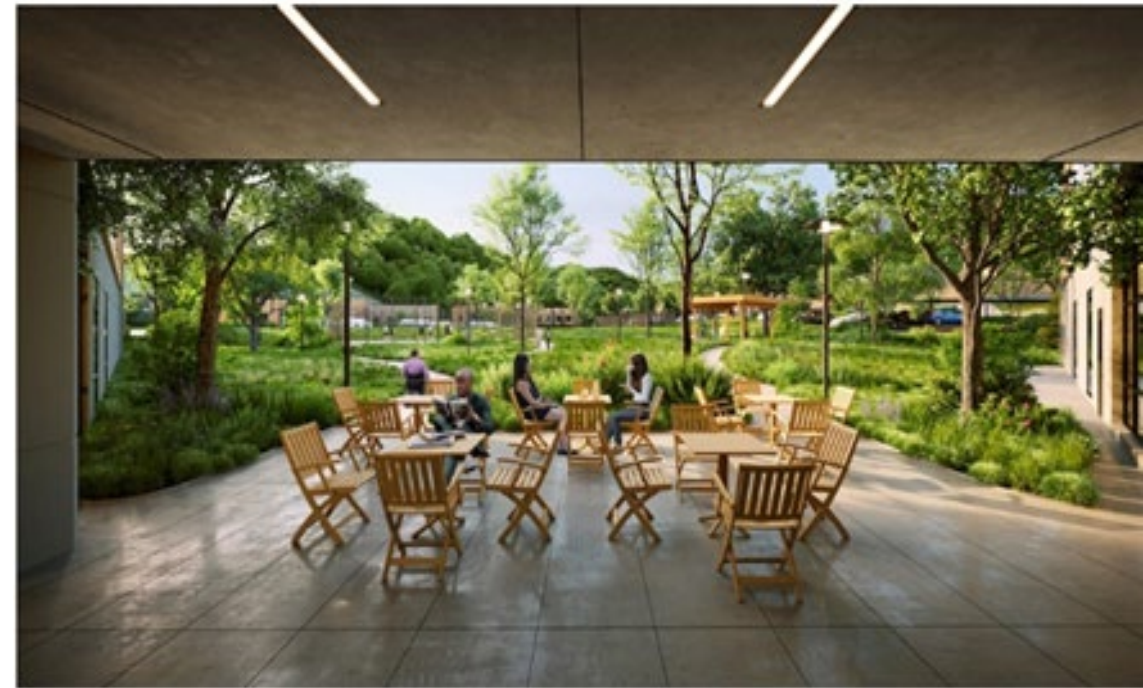


Resident Services at Serrano

Innovative resident services options

In conjunction to the services currently provided:

- Culturally Sensitive Trauma-Informed Care
- Community-Building platforms
- Eco-Friendly Services
- Health and Wellness
- Technology Integration
- Security Enhancements



Cordilleras Health System Replacement project – Redwood City, California

Image Credit: Skanska





Section 2
A Vision for Serrano

GUIDING PRINCIPLES

SITE CONDITIONS

- AHC MISSION: RESIDENTS, RESIDENTS, RESIDENTS!!!
- FORM BASED CODE & UMBRELLA DOCUMENTS
- COUNTY AFFORDABLE HOUSING GOALS
- EXISTING SITE TOPOGRAPHY

CONSIDERATIONS

- LEVERAGE POTENTIAL ARLINGTON COUNTY FIRE STATION
 - UNLOCK AVAILABLE DENSITY
- PERMEABILITY
- CONNECTIVITY
- COMMUNITY
- SUSTAINABILITY

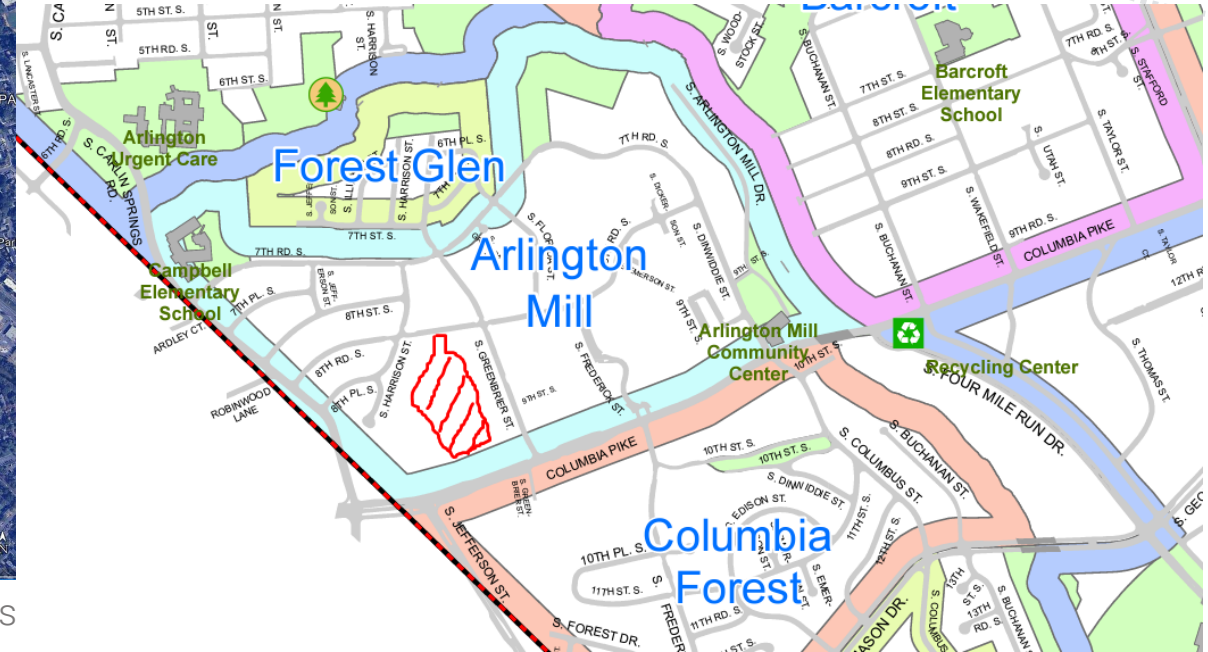


Image Credit: ULI Panel

Environs Community



Source: Google Maps

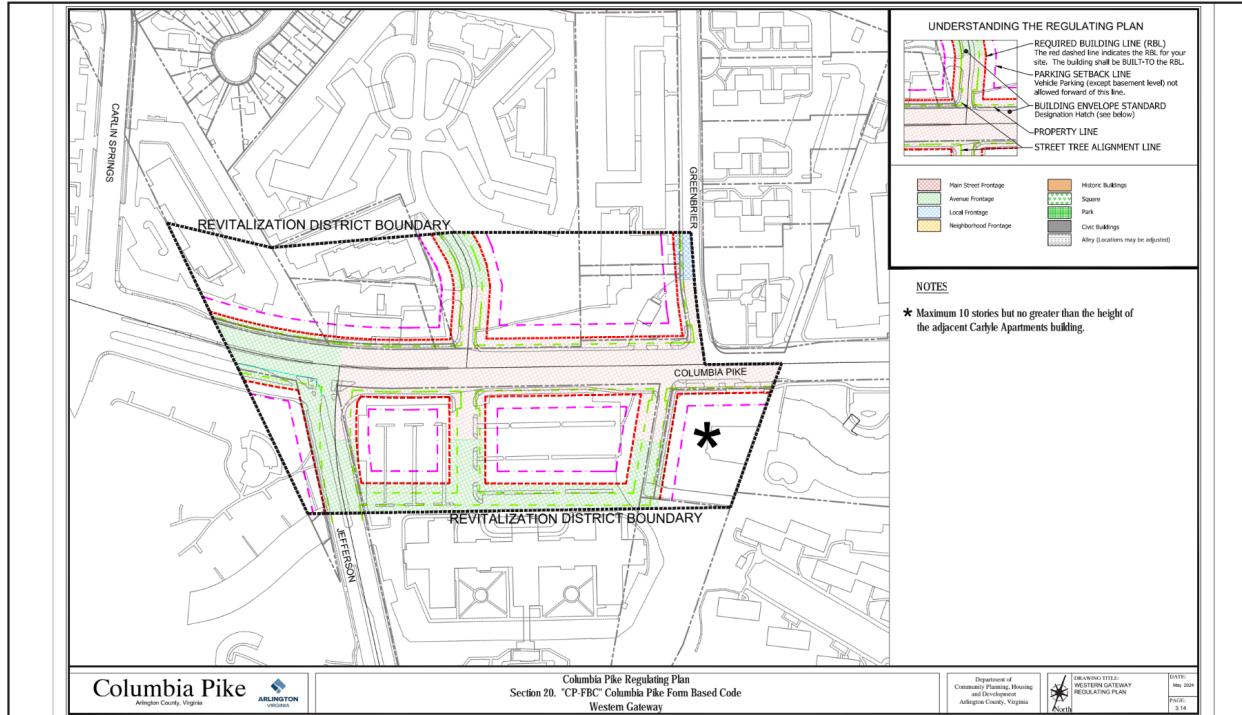


Source: Arlington County Civic Association Map

Guiding Plans

Form Based Code

Western Gateway Regulating Plan



Source: Arlington County

COMMERCIAL REVITALIZATION NODE

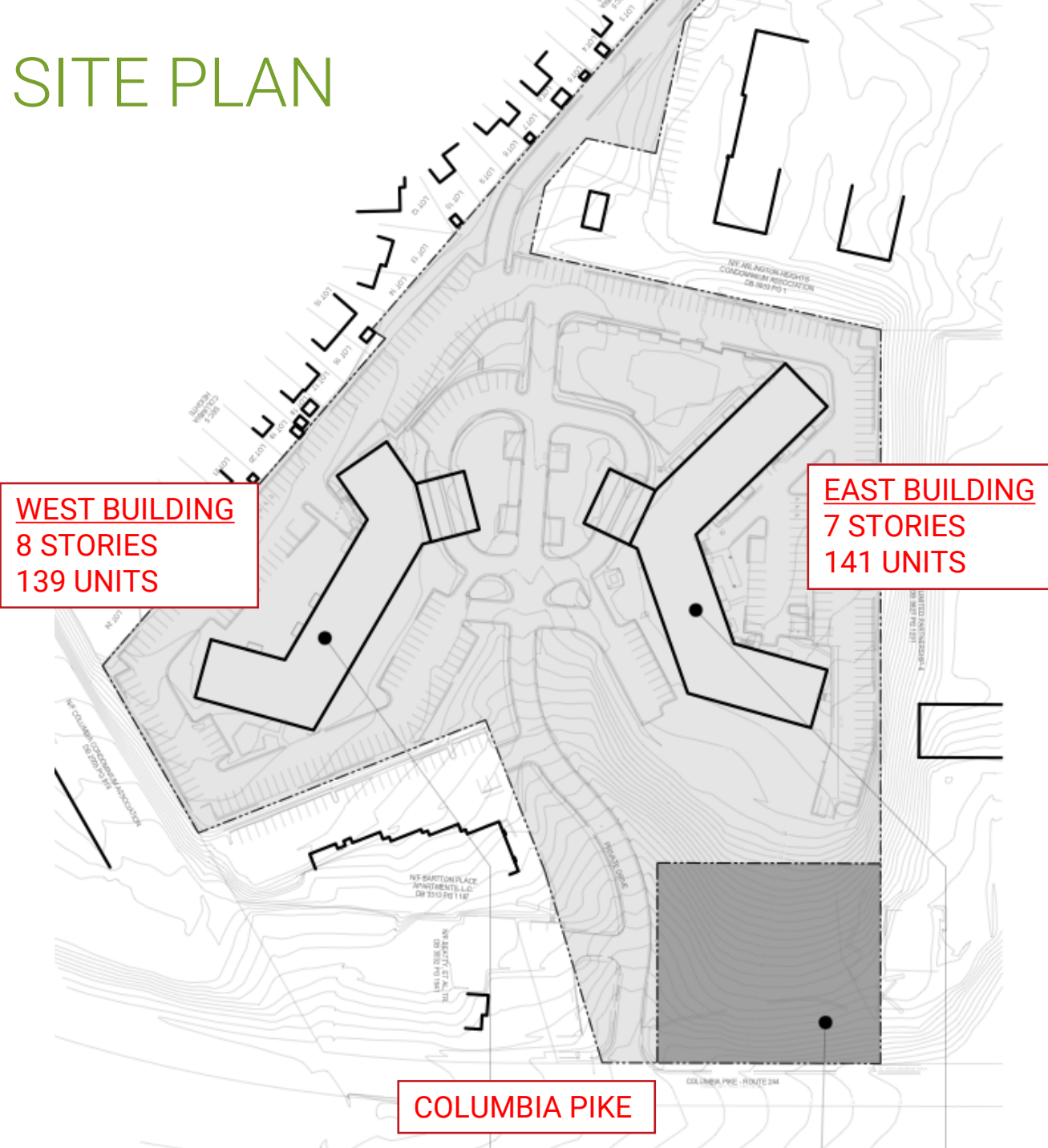
NEIGHBORHOOD AREAS PLAN

VISION

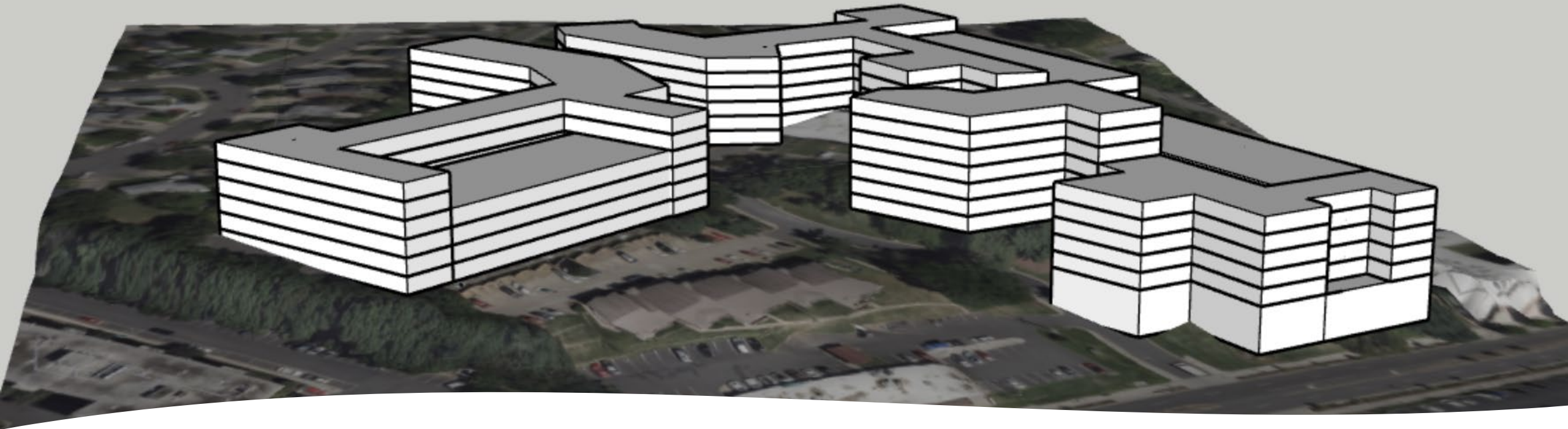
SUBAREA I - WESTERN PIKE



EXISTING SITE PLAN



THE SERRANO
3 PARCELS
280 UNITS
8.74 ACRES

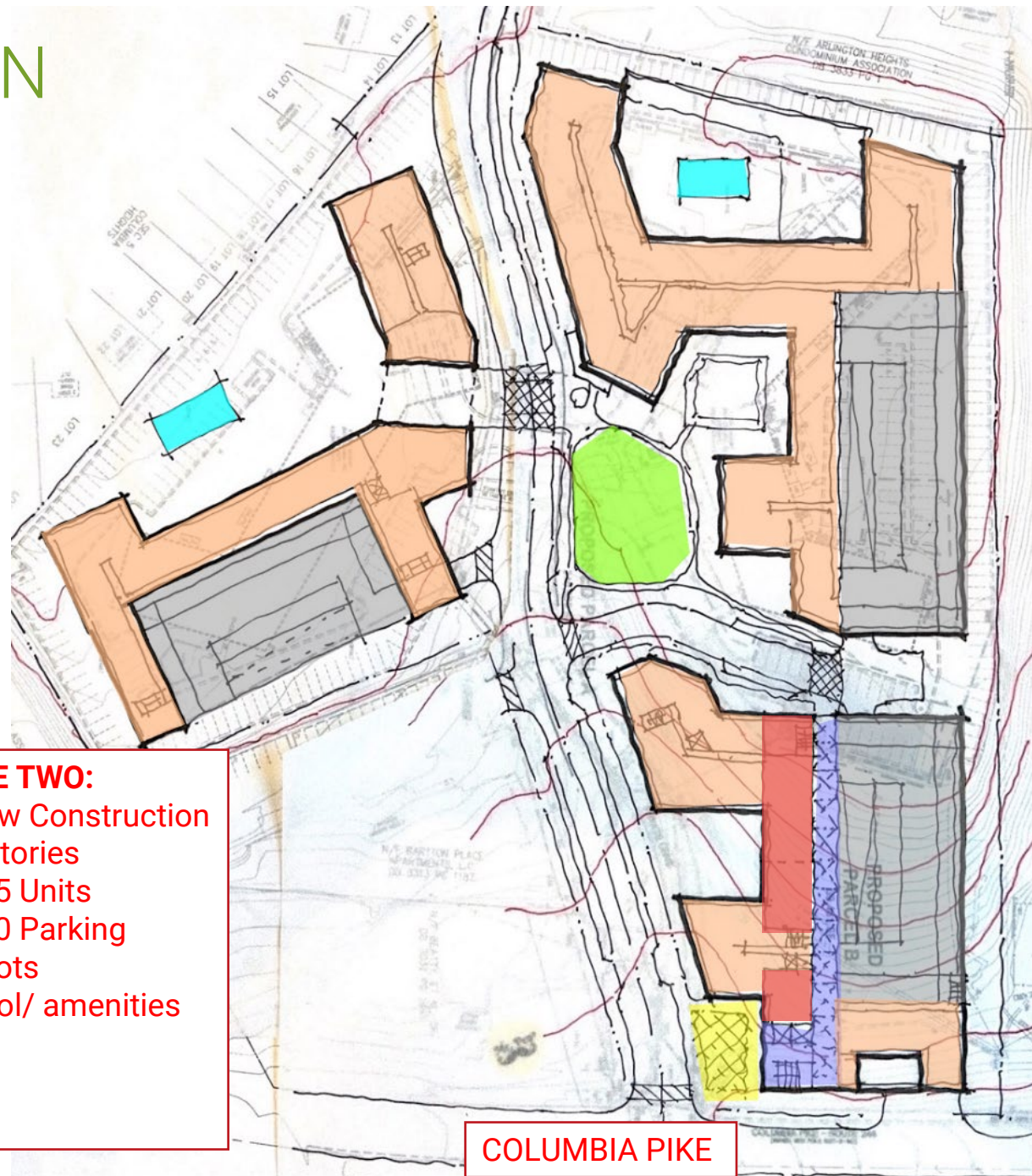


A VISION FOR THE SERRANO

VISION SITE PLAN

THE SERRANO

- 3 New Buildings
- 535 Units (Increased density)
- Green & Gathering space
- Connectivity



PHASE THREE:

- New construction/REHAB
- 6 Stories
- 220 units
- 275 Parking Spots

PHASE TWO:

- New Construction
- 6 stories
- 175 Units
- 220 Parking Spots
- Pool/ amenities

Image Credit: ULI Panel

PHASE ONE:

- New construction
- Fire Station
- 7 Stories
- 140 units
- 200 Parking Spots
- Community open space

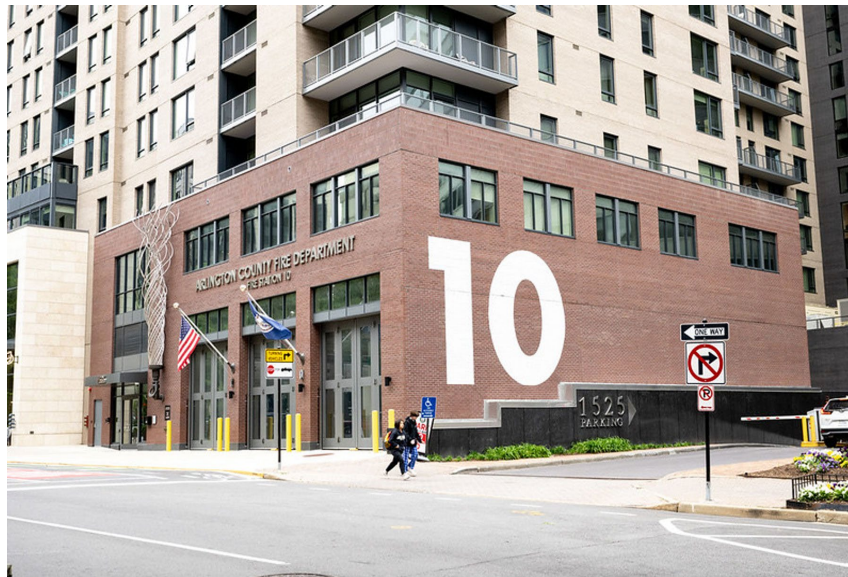
PHASE ONE – FIRE STATION

CRITICAL COMPONENT

- PUBLIC /PRIVATE PARTNERSHIP WITH ARLINGTON COUNTY
- CURRENTLY 2034 OPENING
- COUNTY NEEDS TO MOVE FORWARD TO UNLOCK DEVELOPMENT POTENTIAL OR DEED BACK THE LAND TO AHC



Engine 01 Washington, DC | Image Credit: The Brand Guild



Fire Station 10 Rosslyn Image Credit: Rosslyn BID



Fire Station 209 Alexandria, VA Image Credit: Infrastructure Institute

PHASE ONE – FIRE STATION WITH RETAIL & RESIDENTIAL ABOVE

- 140 UNITS
- APPROXIMATELY 200 PARKING SPOTS
- FIRE STATION ON MAIN LEVEL
- ENHANCED STREETScape FOR ACCESS DRIVE
- PUBLIC PLAZA WITH ELEVATOR
- PUBLIC GATHERING AREA FOR COMMUNITY
- MINIMAL IMPACT FOR EXISTING RESIDENTS DURING CONSTRUCTION 140 UNITS

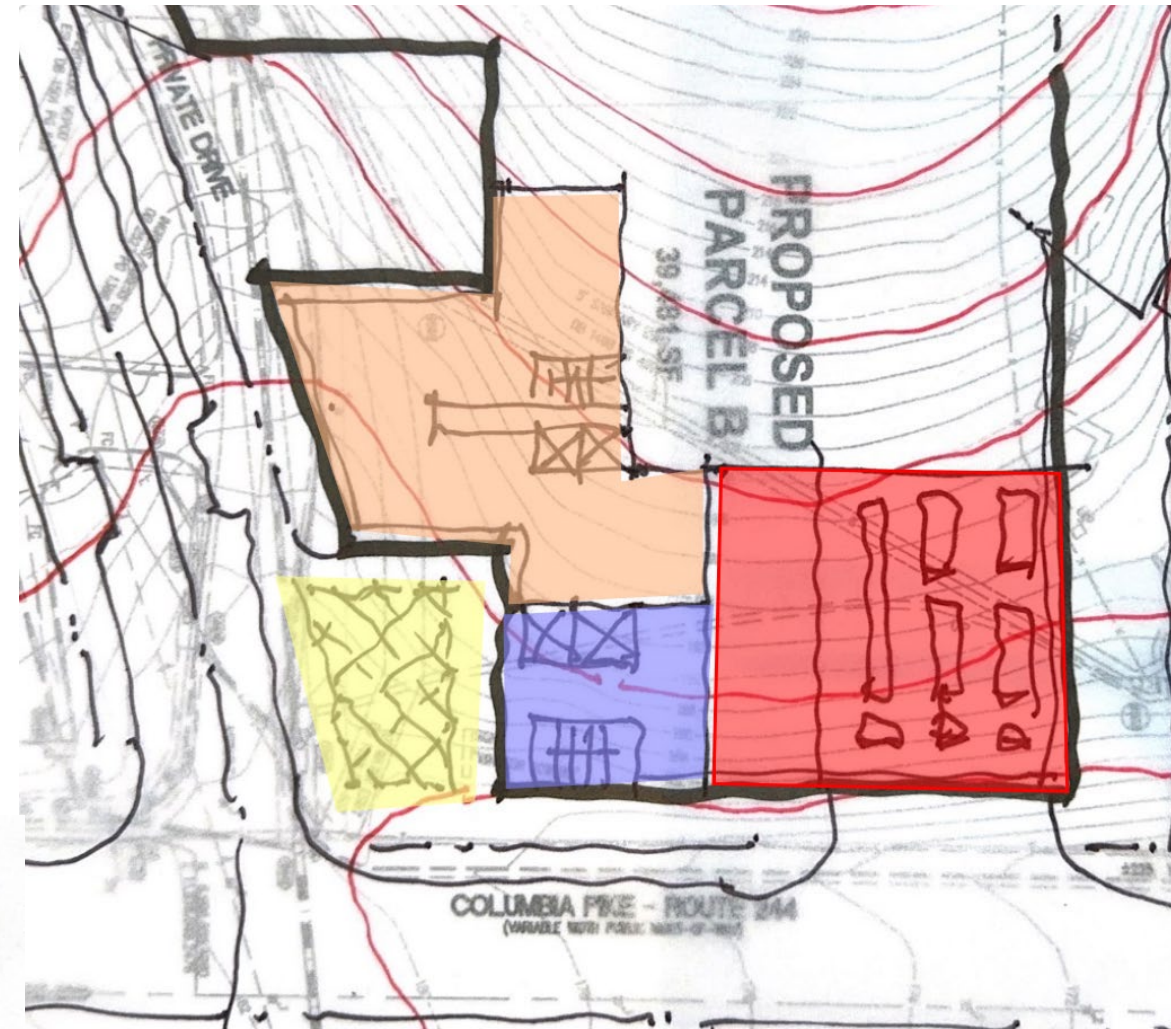
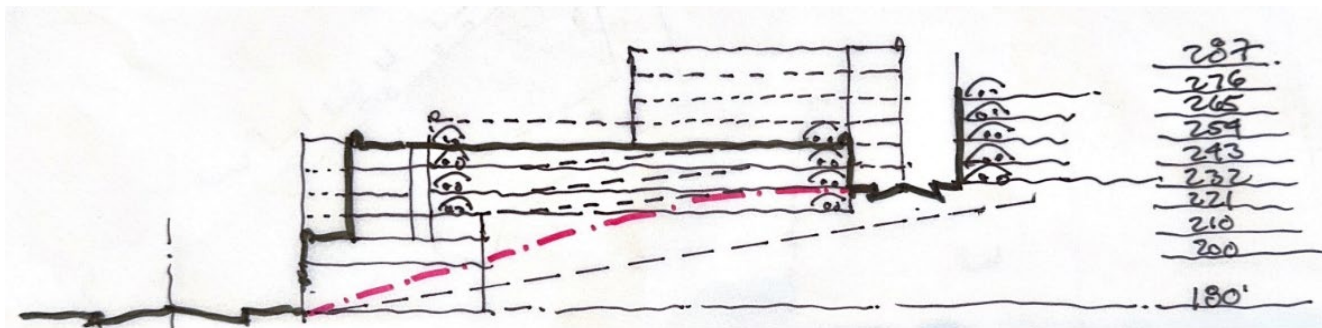
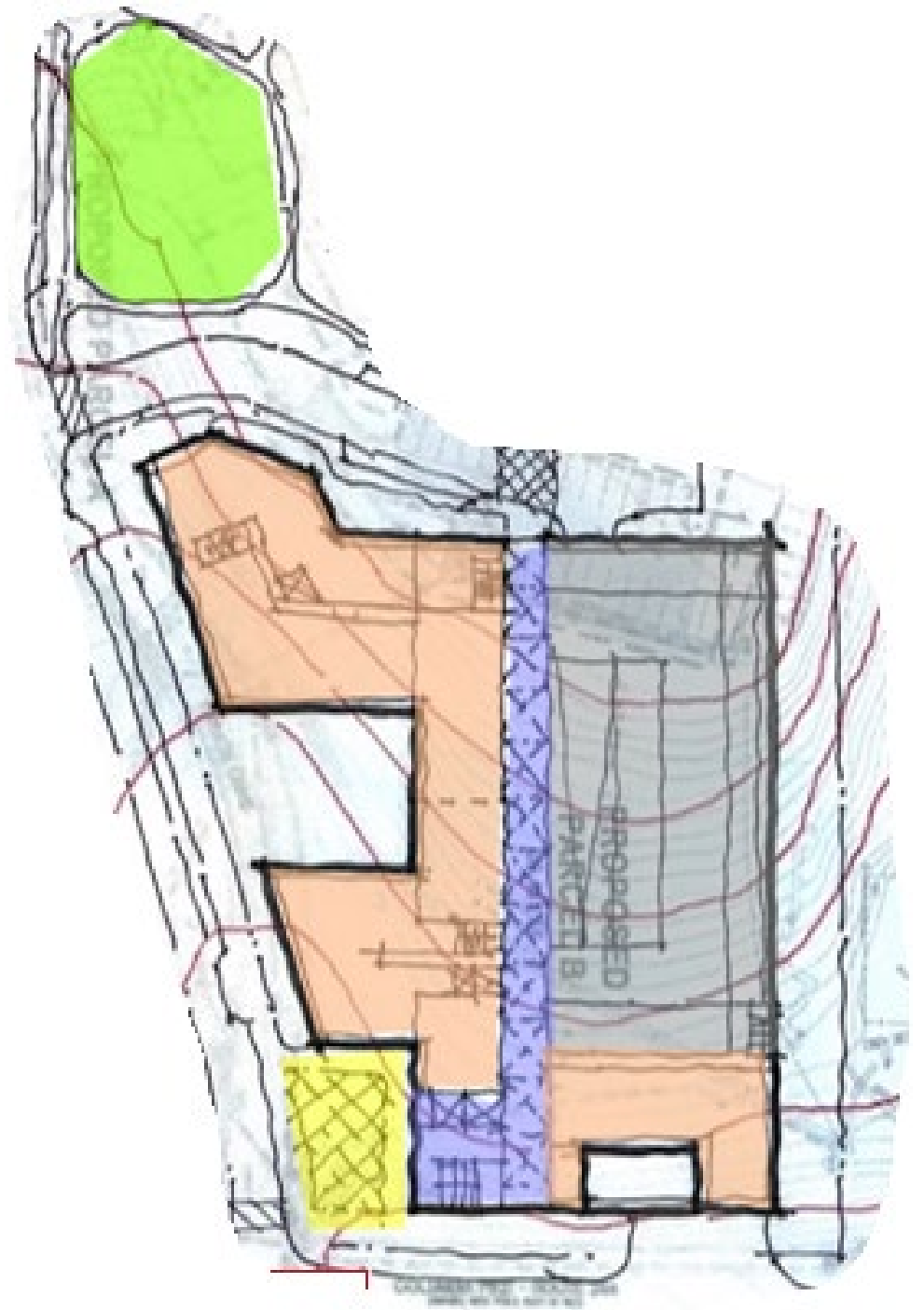


Image Credit: ULI Panel

PHASE ONE – COMMUNITY AREA & PLAZA

- COMMUNITY PLAZA AND ELEVATOR
- ACCESS TO GREEN COMMUNITY AREA VIA ELEVATOR AND WALKWAY



PHASE TWO - WEST BUILDING DEMO & NEW BUILDING

- DEMOLISH WEST BUILDING AFTER RESIDENCE RELOCATION TO NEW BUILDING
- CONSTRUCT NEW BUILDING
- 175 UNITS
- 220 PARKING SPOTS
- NEW POOL FOR COMMUNITY AREA

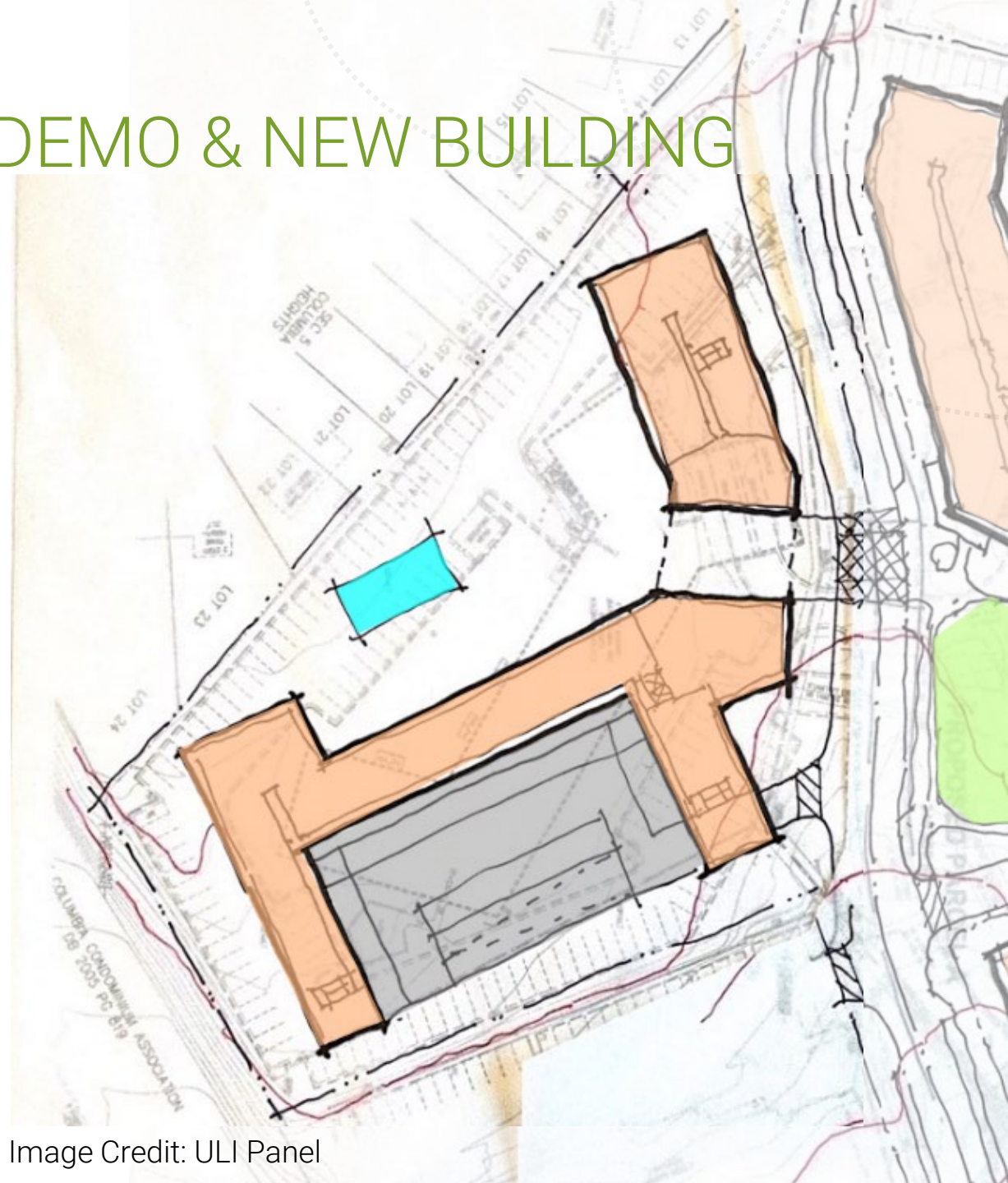
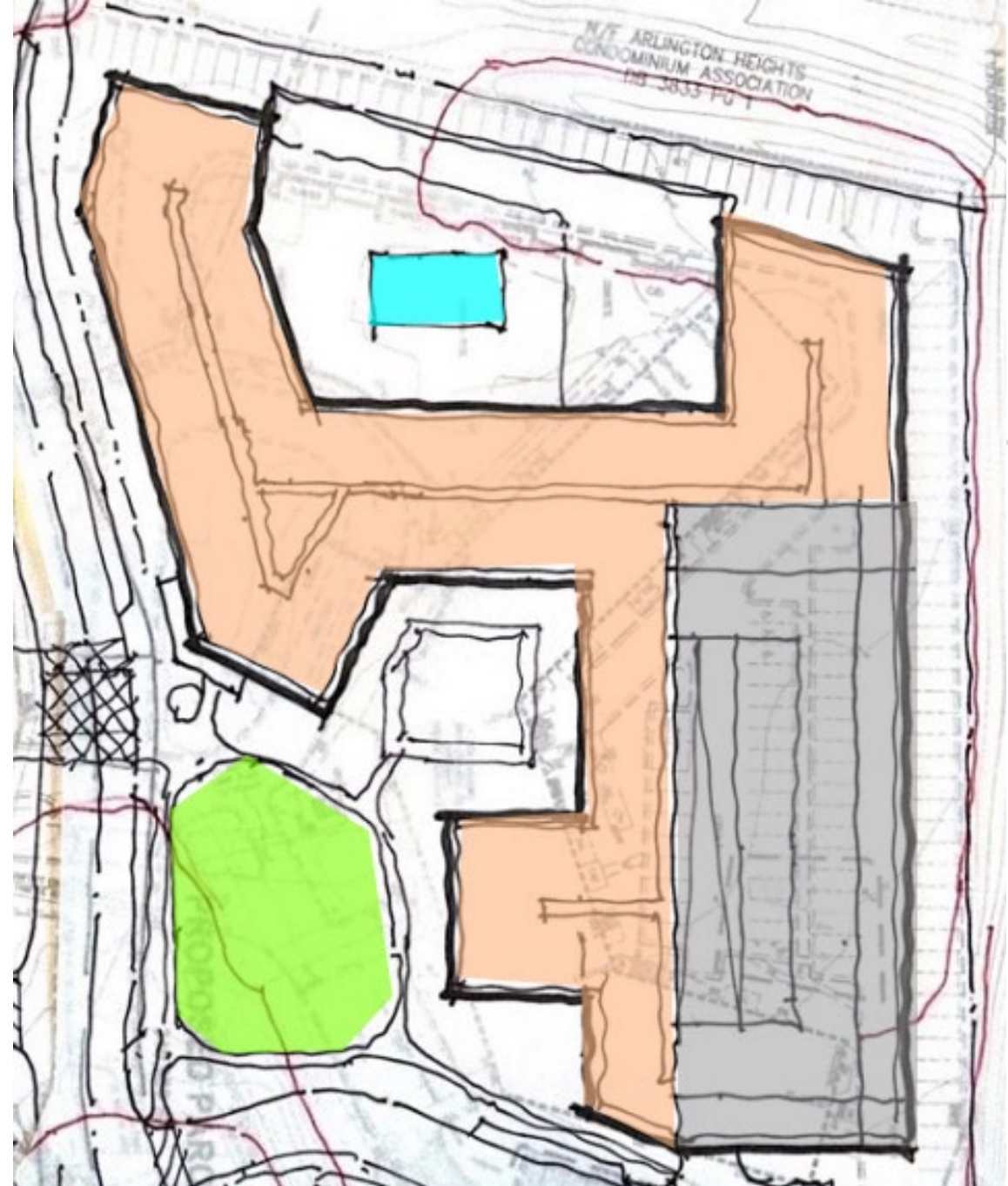


Image Credit: ULI Panel

PHASE THREE

- OPTION: DEMO/REHAB EXISTING EAST BUILDING
- 220 UNITS
- POOL & AMENITIES
- 275 PARKING SPOTS





Anna and David, 1525 Wilson Blvd. Arlington Public Art Program

Community Benefits

- Better life for residents
- Opportunities for placemaking
- Opportunities to tie together different residential areas
- Additional housing units mean more support for business and retail along Columbia Pike
- Infrastructure improvements --
 - Stormwater management
 - Multimodal opportunities
 - Enhanced sidewalks and bike paths
- Sustainability and energy efficiency
- Supports County objectives for mixed income housing

Phase 1 Opportunities



Source: Arlington County

- Mixed Use development; coffee shop in lobby
- Plaza and Open Space
- Placemaking – art and events
- Improved site access – connect to Columbia Pike, better roadway, elevator from street level
- Better landscaping and walkability
- Galleria to provide community rooms, including indoor play space, meeting rooms, TV screening room, pantry and many other community-serving options



Montgomery Park Gazebo, Alexandria Virginia
Source: ULI Panel

Gathering Places

- Does not require much land
- Make it flexible to accommodate diverse uses and events
- Bandstand structure to provide cover
- Adjacent galleria structure to store chairs, sound equipment, other storage



Thursday, October 24 | 5-7 PM
Montgomery Park | 901 North Royal Street

Source: Old Town North Community Partnership



Source: ULI Panel

Programming and events

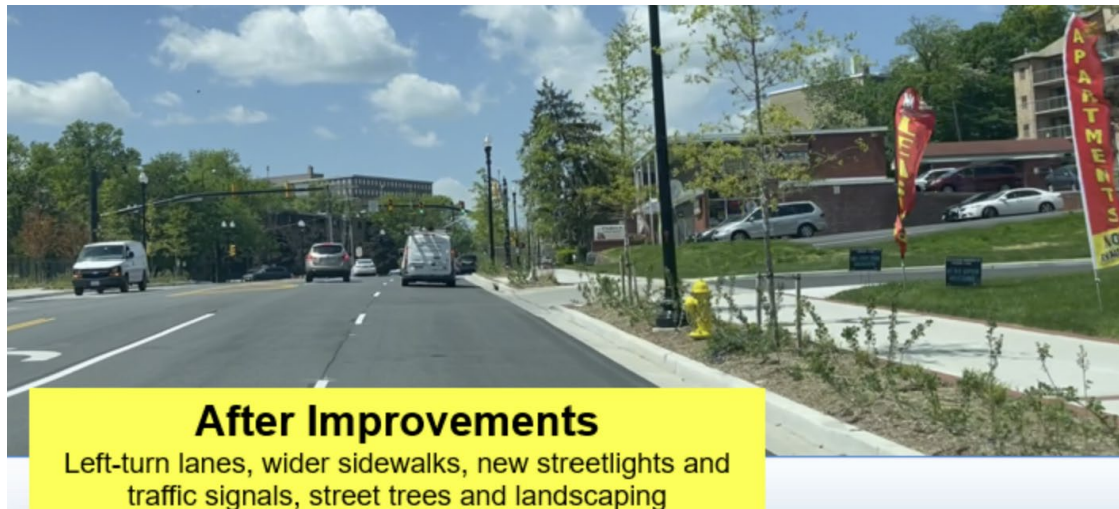
Build community and enhance attractiveness of neighborhood

- Mini farmers market
- Musical groups
- Arts and crafts vendors
- Pet-centered events
- Special themed events

Columbia Pike

Opportunity to support Neighborhood Plan goals

- Healthy diverse community
- Improve housing stock, serve diverse households
- Pedestrian-friendly multimodal corridor
- Enhanced urban design and architectural features
- Sustainable energy-efficient green neighborhood

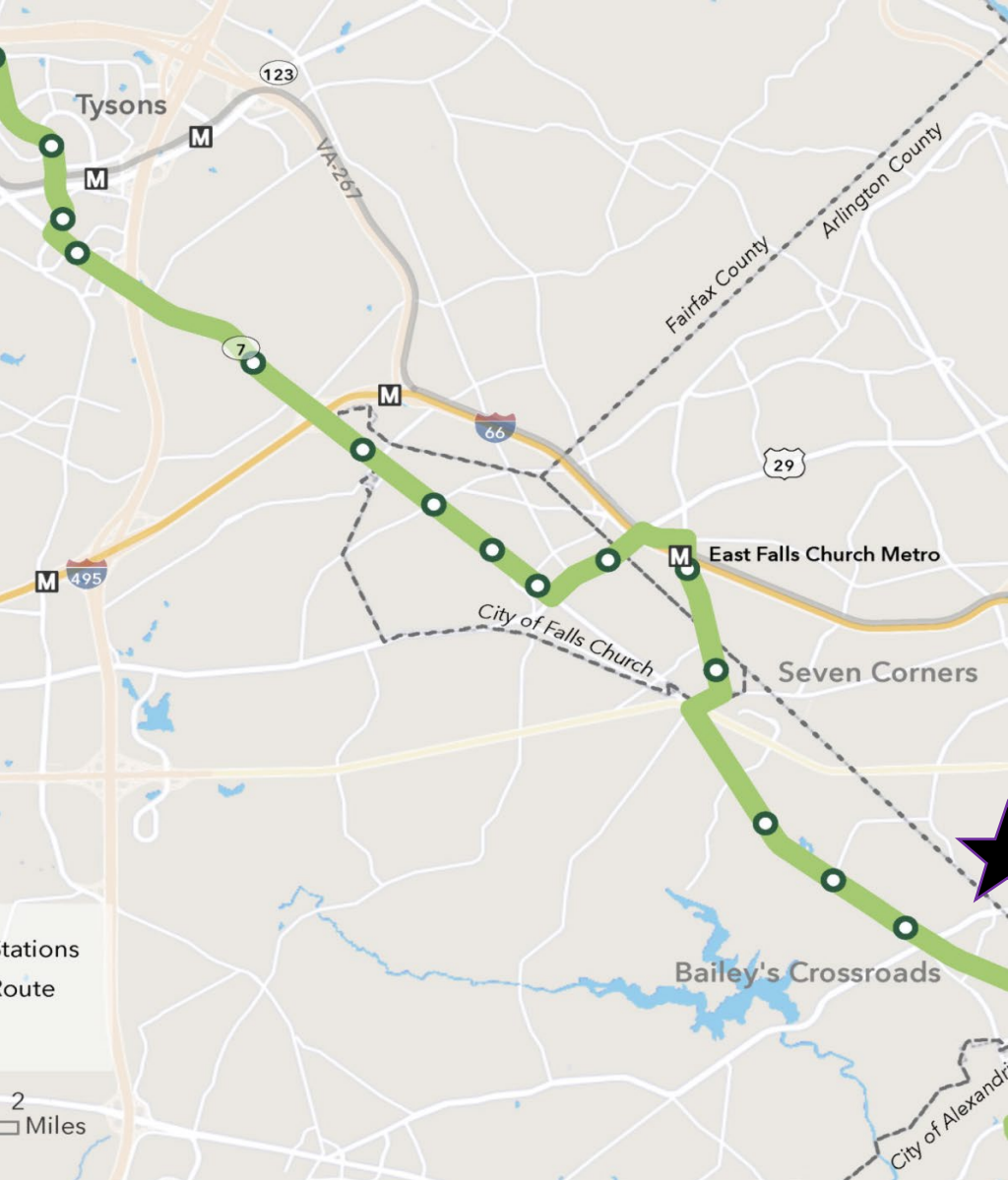




Bailey's Crossroads Commercial Revitalization District
Source: Fairfax County Revitalization Program

Regional Considerations

- Fairfax County controls much of what happens west of the Serrano
- Shopping at Leesburg Pike retail centers is 5 to 10 minute walk away
- Leesburg Pike -- transitioning
 - Office to residential
 - Shopping center transitions; small businesses
 - Not pedestrian friendly
 - Fragmented ownership
 - Service drives
- Opportunities to work with Fairfax County on plans to improve pedestrian connectivity between the two Pikes. Housing supports retail.



Route 7 Bus Rapid Transit

"Envision Route 7"

Connects Tysons Corner to Mark Center via Falls Church, Seven Corners, Baileys Crossroads

Route 7 is 2nd busiest transit corridor in N. Virginia

Could carry 7,500 riders per day

Provide connection to East Falls Church Metro

Connect to jobs in Falls Church, Tysons

Source: Northern Virginia Transportation Commission



Section 3
Financial Strategies for Serrano

Financing Strategies

Determine economically viable capital structure

- **20-30 Year Outlook**
 - Long-term affordable housing and potential for homeownership
 - Holistic neighborhood view
- **Additional onsite density**
 - Currently 280 units
 - New program of 535+ units, mixed use, community spaces (950 units per FBC)
- **Efficient design methods to assist in reducing project costs**
 - Above-ground structured parking
 - Lift tower to overcome topography challenges
- **Explore multisource capital sources for infusion, including Impact Housing Investment Funds.**
 - Agencies, HUD, Freddie and Fannie
 - Mission-Driven Grants and Loans



Action Items

Immediate steps to move forward

- Update development scenarios to reflect the current capital market conditions and move forward with Fire Station Development plan.
- Proactively engage senior lender, Systima Capital Management, to discuss an extension
 - “Work with” the current lender - Proactive and open working relationship
- Determine form and structure of Arlington County's partnership involvement with AHC on the site
- Execute on the current 24-36 month capital needs for current buildings
 - Assess future capital events to cover both near and long-term funding requirements to sustain programming for resident services and maintenance needs.



Key Recommendations and Next Steps

Key Recommendations

1. Continue **maintenance and repairs** at the Serrano as required
2. Begin to **prepare redevelopment plan** in accordance with the TAP recommendation:
 - Work with Arlington County to make an immediate decision on the fire station and integrate housing.
 - Update financial analysis for combined fire station/residential while evaluating financing sources – **work with County and confirm plans ASAP.**
 - Undertake financial analysis for reconstruction of west building and sequencing plan.
3. Seek out **potential partners** to expand capital sources, including current lenders, adjacent owners and/or long-term sources of debt equity such as Washington Housing Conservatory, Amazon Housing Equity Fund.
4. **Evaluate homeownership** as a longer-term possibility for remaining land on the site.

Final Note: The Need for Strong County Partnership

--> ACTION ITEM: Engage Arlington County

- The TAP's recommendation relies on a strong, continued partnership with Arlington County.
- This includes an expedited decision on the Fire Station for Columbia Pike.
- If plan is not enacted, AHC will need to work with existing capital partners and/or seek alternative capital partners to evaluate advancing a different plan including a costly rehabilitation of the existing buildings.
- The TAP recommends immediate action and collaboration on this – without this, the future of the Serrano is uncertain.

Steps to Implementation

- 1. Explain the plan to the existing residents.**
- 2. Craft a short- to intermediate-term capital expenditure and social service budget for both buildings.**
- 3. Create supply by working with the County to add residential to the planned fire station. Offer residents of the first building scheduled to be reconstructed (West), the opportunity to move into the new building above the fire station when it is built.**
- 4. Rebuild the central access road to include calming and safety and parking enhancements by working with Arlington County.**
- 5. Take down a now empty building (West).**
- 6. Implement a new construction on the West Building site.**
- 7. Lease up the new building.**
- 8. Move towards the East Building next and decide whether to pursue new construction or substantial rehabilitation.**
- 9. Consider whether and how Harvey Hall could be integrated into this long-term area redevelopment plan.**

Conclusion

- Serrano has dedicated residents & dedicated sponsor and partners
- Don't let this opportunity go to waste
- By tapping into the resources of strong financial partners, the Serrano has an opportunity to be a **model for affordable housing preservation and expansion of affordable housing units.**

Q&A

More Questions?

Contact ULI Washington at:

Washington@uli.org

**Contact the Affordable
Homes & Communities
team at:**

Jennifer.Endo@ahcinc.org



Washington