

VMDO Architects // LAND Design // Fehr & Peers // HR&A Advisors // Downey & Scott

Workhouse Arts Masterplan Study - Phase 3: Public Meeting to Share Options

February 15th, 2023



 **WORKHOUSE**
ARTS CENTER
A PROJECT OF THE WORKHOUSE ARTS FOUNDATION

VMDO

Consultant Team:

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Stakeholder Committee

- **Leon Scioscia**, *President and CEO, Workhouse Arts Foundation*
- **Tim Rizer**, *BoD, Workhouse Arts Foundation*
- **Kevin Greenlief**, *BoD, Workhouse Arts Foundation*
- **Caroline Blanco**, *Chair BoD, Workhouse Arts Foundation*
- **Regina Coyle**, *Planner V, Department of Housing and Community Development*
- **Aimee Vosper**, *Deputy Director, Park Authority*
- **Denice Dressel**, *Heritage Resource, Department of Planning and Development*
- **Michael Lynskey**, *Planning and Development, Department of Planning and Development*
- **Joe LaHait**, *Debt Coordinator, Department of Management and Budget*
- **Scott Sizer**, *P3/Joint Ventures Policy Coordinator, Office of Economic Initiatives*
- **Rachel Flynn**, *Deputy County Executive, Office of the County Executive*
- **Christine Morin**, *Chief of Staff, Mount Vernon District BoS*
- **Nicholas Rinehart**, *Land Use and Development Liaison, Mount Vernon District BoS*
- **Thomas W. Burke**, *FCDOT's Transportation Planning Group*
- **John King**, *FCDOT's Transportation Planning Group*
- **Joseph Plumpe**, *Architectural Review Board*
- **Samantha Huang**, *Architectural Review Board*
- **Jarrett Haring**, *Catalytic Projects Associate, Department of Economic Initiatives*



Agenda

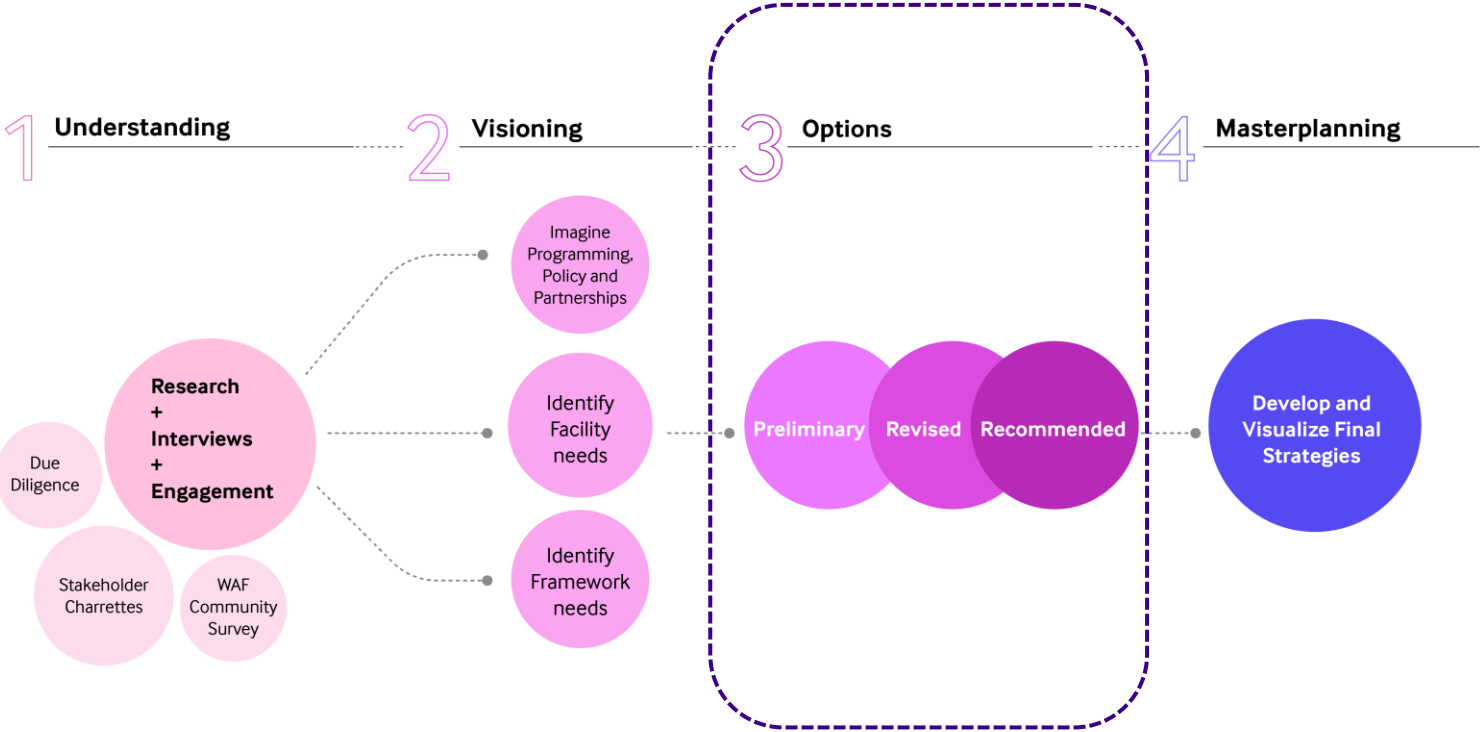
1. Introductions
2. Project Process & Scope
3. Program
 - Vision Summary
 - Important Variations
 - Big Questions
4. Three Options
 - Option 1: Art Park
 - Option 2: Village Center
 - Option 3: Arts & Education Complex
5. Key Takeaways
 - Phasing
 - Pricing
 - Historic Preservation
 - Parking & Transportation
6. Q&A

Purpose

- Share the Master-Planning Development
- Receive Feedback on Option Pros and Cons
- Identify Areas for Further Study
- Discuss areas of importance to the Community



PROJECT PROCESS



PROJECT PROCESS



Left, middle: At the Charrette held May 20th, stakeholders and consultant team members identified key challenges and explored possibilities for redevelopment.

Fairfax County: Workhouse Arts Campus Masterplan Study

Share Your Vision for the Workhouse



Masterplan Survey

Workhouse Campus
An adaptive re-use and redevelopment of the historic Lorton prison



The Workhouse Arts Center
invites its supporters to have a voice in its Masterplan

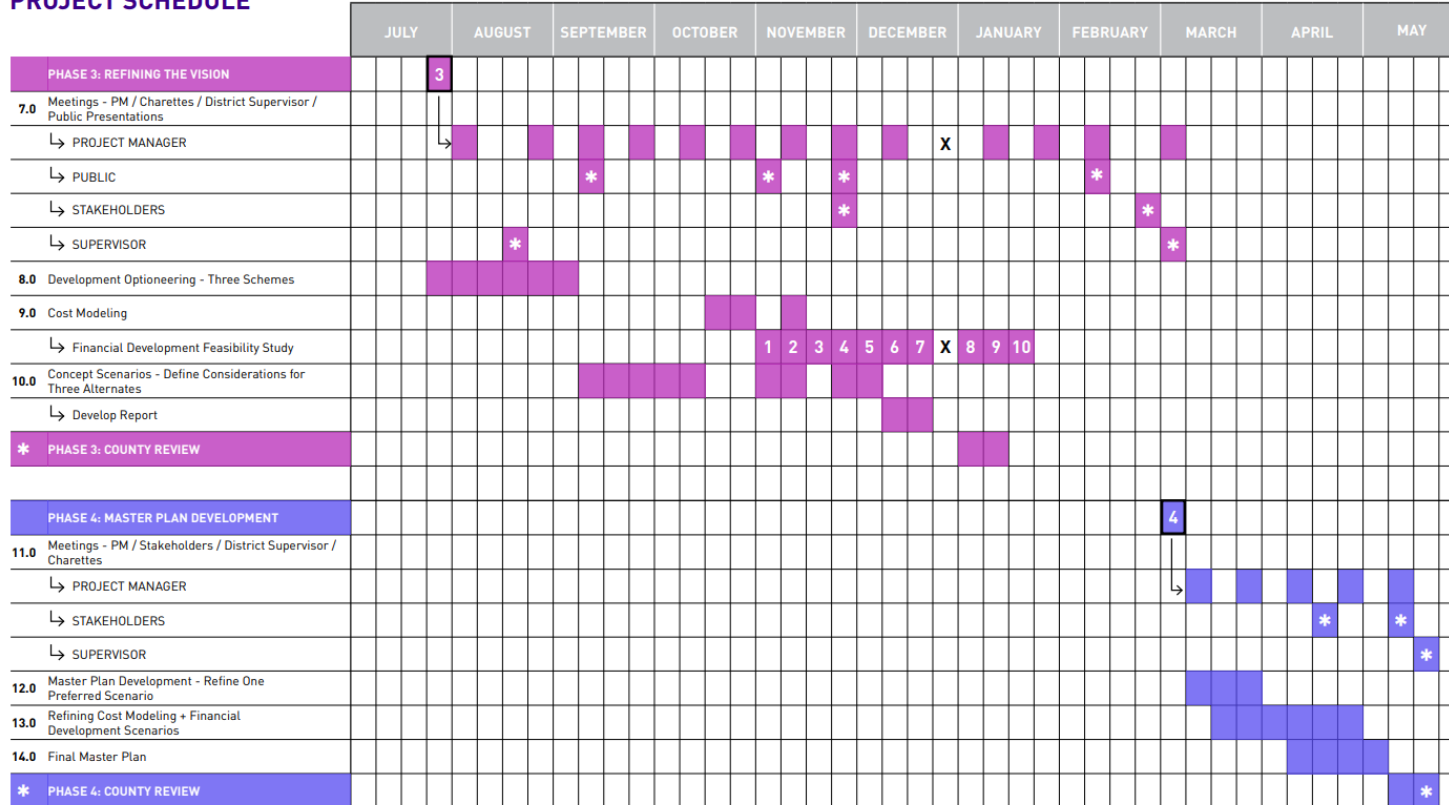
BE A PART OF THE FUTURE AT THE WORKHOUSE

Right: The survey emailed to community members sought to understand more about the community and solicited their input on how the campus should be developed.

VMDO

SCHEDULE OVERVIEW

PROJECT SCHEDULE



DESIGN & ANALYSIS

+ financial feasibility

REFINE MASTERPLAN

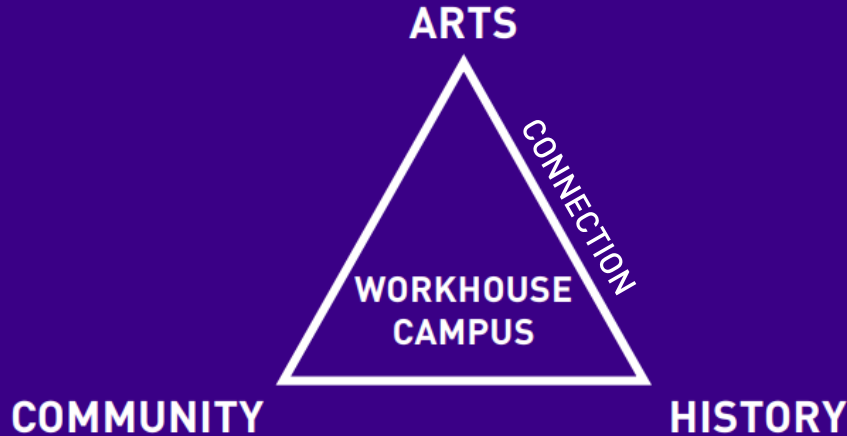


After the masterplan...

1. Design Guidelines Development & Review with ARB and VDHR*
2. Zoning Amendment*
3. County planning process to set funding targets for initial projects(s)
4. Implementation over 25-30 years

*VMDO is not currently contracted for these next steps.

WHAT IS THE MASTERPLAN VISION?



Workhouse Arts Foundation Goals:

- Become a regional and national arts destination.
- Provide facilities for the creation and experience of all forms of art.
- Interact with the public and bring access to the arts to all.
- Provide large scale music venue, professional theater, education center, events center, and more studios.

Fairfax County Goals:

- Meet recognized demand for more high-quality arts programming available to all Fairfax County residents.
- Become a regional destination and provide amenities to the Lorton community.
- Meaningfully preserve history while transforming experience of former prison.
- Plan for appropriate development beyond the arts.
- Support WAF in becoming financially self-sufficient and generate revenue for Fairfax County



WHY NOW?

...for the Historical Site:

- Waiting longer to rehabilitate existing buildings may narrow options for use and preservation and increase expense.

...for The Workhouse Arts Foundation:

- The WAF is ready to meet the regional demand for high quality arts programming, and to scale-up its ability to generate revenue.

...for the Community:

- Lorton district is currently working on a vision plan for future development. These efforts should be aligned and coordinated.



"I love the fact that they took a place that was negative and turned it into something positive!"

- Survey Respondent

VMDO

PRINCIPLES

1. PROMOTE THE ARTS VISION

- Give an **Arts-focused character and function** to the campus.
- **Support** the strategic plan of **the WAF to grow into a nationally recognized arts institution.**
- **Provide arts services to all** Fairfax County residents.

2. CREATE A VIBRANT COMMUNITY DESTINATION

- Create a **live-work space** for the Lorton Community, and for the entire region to engage with the arts.
- Create **human-scale places** that prioritize individual and community health and well-being.
- Embrace **“Smart Growth” principles and processes.**

3. ENHANCE HISTORIC CHARACTER

- **Preserve historical, ecological, and cultural assets** and resources with sensitivity.

4. SUPPORT ACCESS AND CONNECTION

- Support **site accessibility, community connectivity,** and a regional draw.



PRINCIPLES

5. CONTRIBUTE TO FINANCIAL SUSTAINABILITY

- Enhance **economic value of property**.
- Provide a clear implementation path.
- **Support diversification of revenue** for FC & WAF.
- **Prioritize local economy and residents**.

6. PROVIDE AN EQUITY-FORWARD PROCESS AND DESIGN

- **Advance equity wherever possible**, throughout the process and as a foundation of the design itself.

7. PROTECT NATURAL RESOURCES

- **Protect, enhance, and restore valuable natural resources on site**, and consider impacts to interconnected eco-systems and watersheds.

8. BE ACHIEVABLE & ALIGNED

- Provide a **realistic and prioritized roadmap to implementation**.
- **Align with County policies** and planning.



WHAT IF?

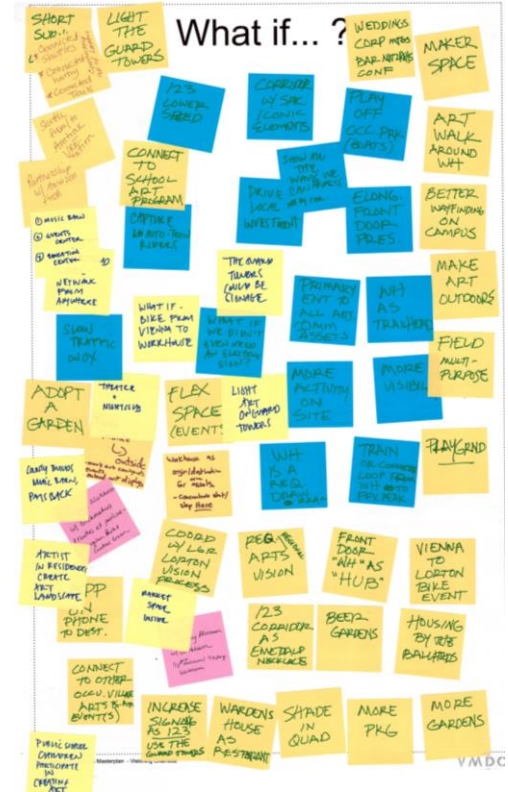
We will achieve our vision for connecting community to the arts...

History: We will continue to uniquely interpret the site's history through art. *The campus must be a platform and infrastructure for art and storytelling.*

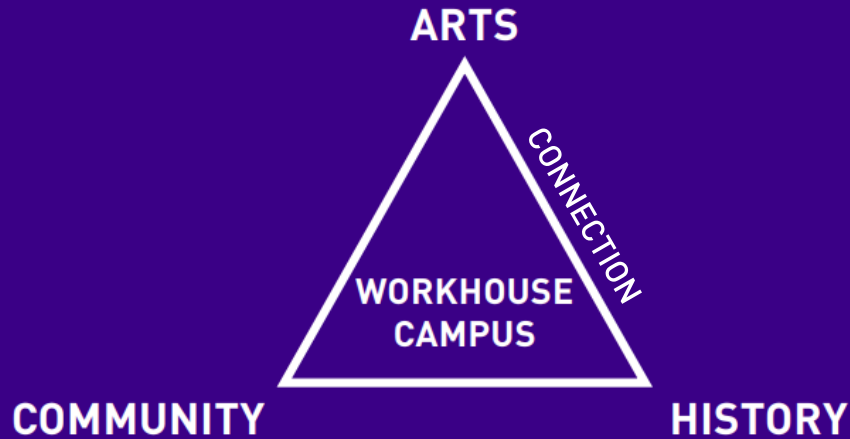
Community: We will create something for everyone. *The campus must accommodate a rich variety of uses that allow it to be a part of each resident's life.*

Connection: We will leverage the Workhouse's position as a lynchpin within Lorton and make the campus reach beyond its boundaries. *The campus must reinforce historic and contemporary means of connection.*

Art: We will realize our arts mission while also developing other complimentary uses on site. *The campus must offer unique arts-focused retail, housing, and recreation experiences.*

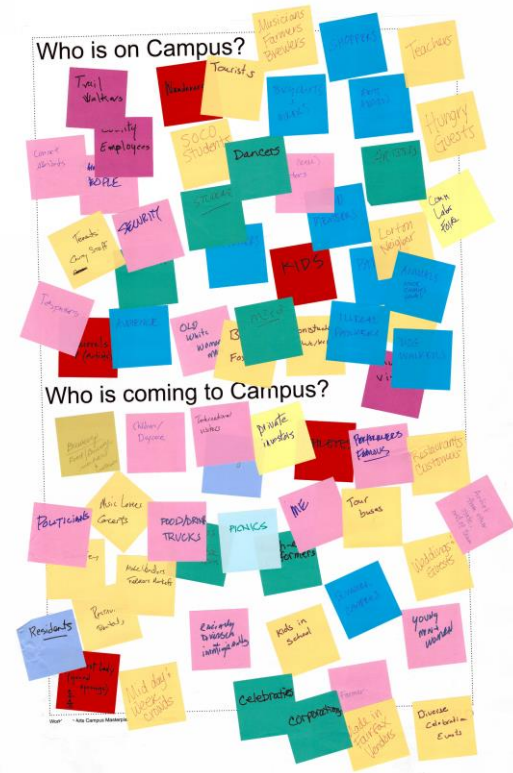


PROGRAM UNDERSTANDING



WHO AND WHAT?

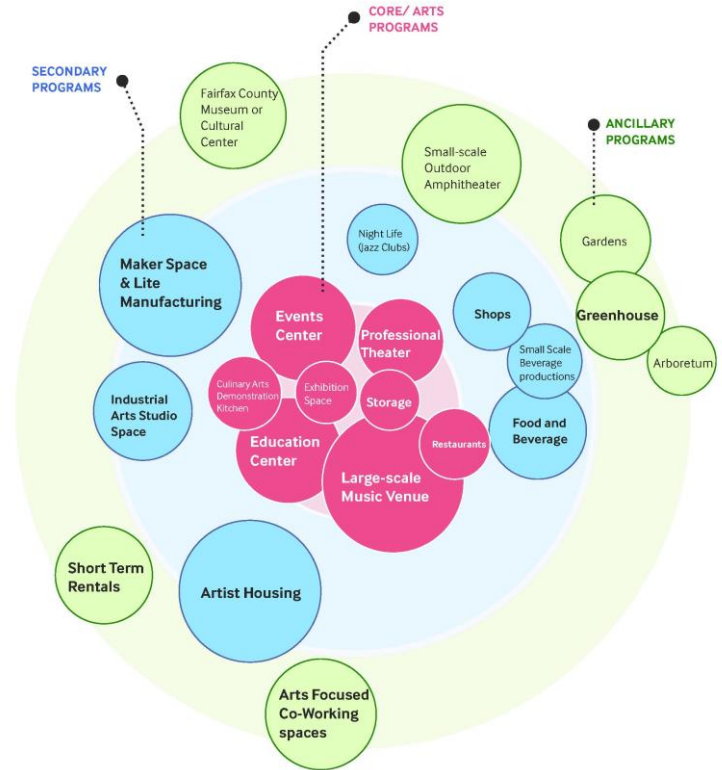
	CURRENT EVENTS		FUTURE EVENTS	
DAILY	<ul style="list-style-type: none"> Various Arts Classes <i>Art Studios around the campus</i> Youth and Teen Art and Theater Camps <i>Art Studios around the campus</i> 		<ul style="list-style-type: none"> Regular events to activate trail network Art Themed Restaurants 	
WEEKLY	<ul style="list-style-type: none"> Community Market <i>The Quad</i> Workhouse Mt. Vernon Nights <i>Rizer Pavillion</i> 		<ul style="list-style-type: none"> First Fridays Culinary Events with Chefs 	
MONTHLY	<ul style="list-style-type: none"> Second Saturday Art Walks <i>Art Studios around the campus</i> On Stage <i>Rizer Pavillion</i> 		<ul style="list-style-type: none"> Cinema Under the Stars Regional Open Gallery Events Partnering with local artists and institutions to implement art pieces 	<p><i>From the community survey, 'Cinema under the stars' has created lasting contextual imprints on a lot of visitors in the past, could do the same in the future!</i></p>
ANNUAL	<ul style="list-style-type: none"> 4th of July FireWorks <i>The Quad</i> Brewfest <i>The Quad</i> The Haunt <i>McGuire Woods Gallery</i> The AutoWorks Festival <i>The Quad</i> 	<p><i>FireWorks brings around 1,700 people of the Fairfax community together at the WAF.</i></p>	<ul style="list-style-type: none"> Vienna to Lorton Biking Race or Marathon Hot Air Balloon Festivals Annual Music Festival Annual Immersive Art Exhibits 	<p><i>Unique events such as the annual marathon or a Hot Air Balloon Festival can attract residents from Vienna, Lorton and surrounding neighborhoods to participate, reducing the isolated feeling of the current campus.</i></p>



PROGRAM UNDERSTANDING

Our understanding of the program can be broken into three main categories:

- The **core arts programs** that are the heart of the future campus and main attractions,
- the **secondary amenity & mixed use programs** that provide support and vibrancy to the campus's visitors, and
- the **ancillary programs** that make the campus that much more special.



ARTS PROGRAM NEEDS



Music Barn

- **Redevelopment of existing Barn and space to the south**, along with adjacent garage and agricultural buildings,
- **New build of large amphitheater pavilion to be used for large scale music performances** and would include significant site work and infrastructure.

CAPACITY: 2,000-3,000 patrons

OFFERINGS: 7 month use, 4 performances per week



Music and Dance Education Center

- **Redevelopment of W-17 and W-18 into an education center for music and dance.**



Events Center

- **Redevelopment of existing W-1 Dining Hall into a flexible large scale event space** that could be used for events or shows.
- **Program would include pre-function space, a catering kitchen and culinary arts education space.**

CAPACITY: 300-400 seated; 700-800 standing reception

OFFERINGS: 7 days / week



Professional Theatre

- **Redevelopment of W-12 as a professional theatre.**

CAPACITY: 400 patrons

OFFERINGS: Seasonal weekly performances

COMMUNITY SURVEY

Suggested Changes

For Public Spaces on Campus

- Sense of being 'open' to the public
- Signage
- Outdoor seating
- 24/7 restrooms
- Bicycle Parking
- Landscaping
- Outdoor Art
- Community Gardens
- Shade in the courtyard
- Play space

Suggested Changes

For Land Use

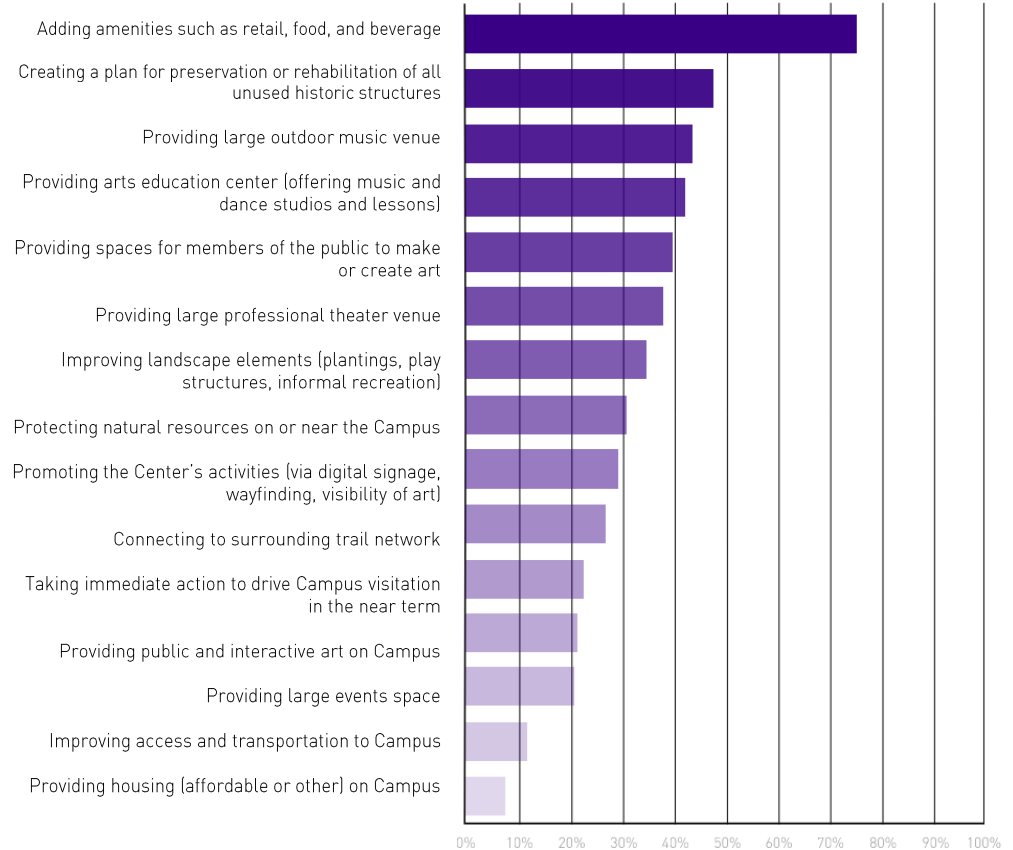
- Restaurants & Cafes
- Residential Tenants (*artists, seniors, affordable*)
- Community multi-purpose rooms
- Independent Retail
- Fitness Spaces / Gym
- Makerspace
- Workspace / Co-working
- Space for other arts organizations / galleries
- Childcare
- Parks & Recreation Programming

COMMUNITY SURVEY

Suggested Changes For Workhouse Arts Center

- Renovated Historical Structures
- Space available for non-resident artists
- Better lighting in existing spaces
- Circulation between studios
- Improved theater facilities
- Expanded offerings in photography, jewelry-making, large scale sculpture, etc.

What are the five most important items to prioritize in the Master Plan?



EXISTING

From Development Principles:

- Extend infrastructure and program throughout open space.
- Right-size and consolidate parking.
- Extend formal circulation network into larger site to connect to new destinations.

Also, alleviate sense of vacant sea of parking.



PARKING

— — — — — AREA AVAILABLE FOR NEW DEVELOPMENT



Fairfax County: Workhouse Arts Campus Masterplan Study

Simplistic Parking Baseline:

Parking requirement adding
ONLY new arts venues:

Existing Uses: 224
Music Venue: 1146
Theater: 184
Event Center: 367
Music & Dance Ed. Center: 53
Total: 1,974

Parking accommodation with no
new development:

Existing Spaces: ~947
Overflow: 422
Satellite: 600
Total: 1,969

DEVELOPMENT SCHEMA

Four Categories of Development:

INDIGO: Historic Rehabilitation (WAF as tenant)

MAGENTA: Historic Rehabilitation (Alternate tenant)

GREEN: New Construction / Development Area

BLUE: Roadways, Infrastructure, Landscape / Park

Hypothetically, private development would need to:

- Replace surface parking+
- Provide parking for residential and commercial uses
- Conform to design guidelines for scale, materiality, community greenspace, and retail at ground level at street-front.



SUSTAINABILITY

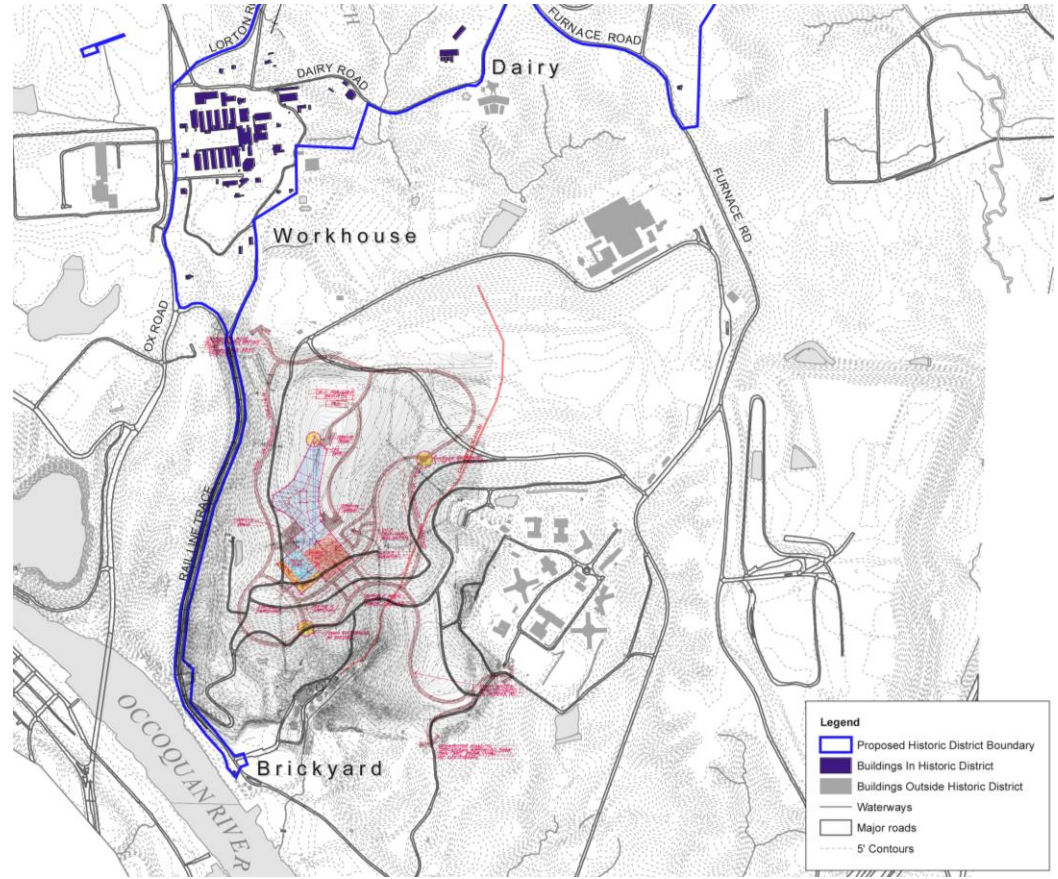


Strategies for further investigation in Final Masterplan:

1. Geothermal Wells @ Ballfield
2. Solar Rooftop
3. LID Stormwater Management
4. Adaptive Reuse
5. Brownfield Development
6. Habitat Protection @ Perimeter
7. Native Plantings throughout

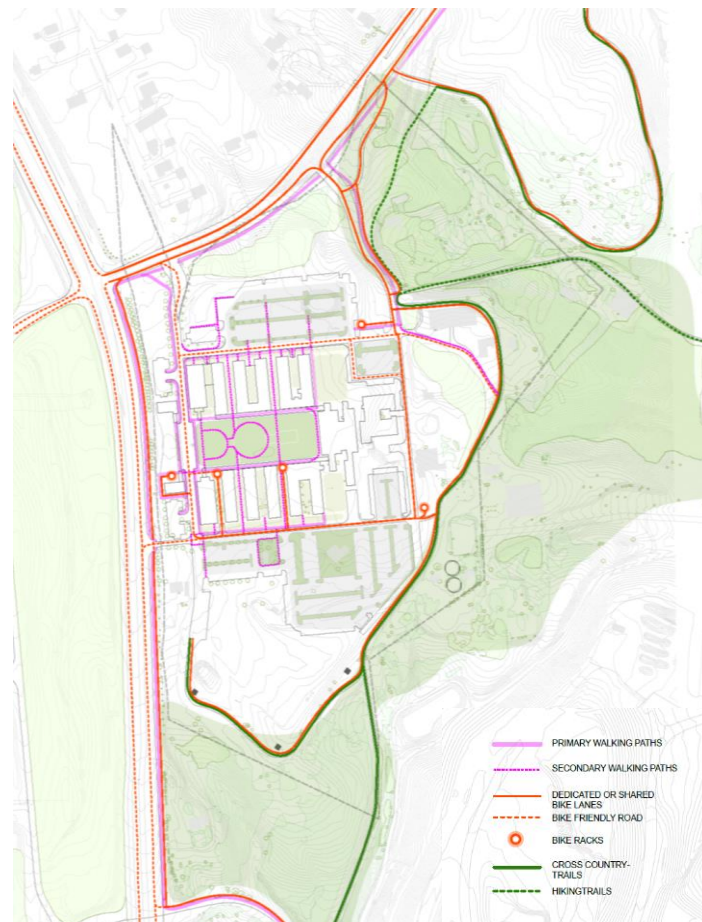
LOCAL CONTEXT

- Potential future 'Fairfax Peak' Development
- New Community Center and Library
- New Housing & Commercial Developments



TRANSPORTATION

- Ox Road (Route 123) prioritizes vehicle throughput
 - Posted speed limit of 55 MPH.
 - 10-ft shared use path on the east side.
 - Infrequent pedestrian crossing opportunities.
- Workhouse Road is the northern edge of campus and connects Ox Road to Lorton Road.
 - Posted speed limit of 40 MPH.
 - 10-ft shared use path on the south side.
 - One-way four-foot bike lanes on both sides of the road.
 - 5-ft sidewalk on the north side.
- Cross County Trail and Laurel Hill Mountain Bike Trails are to the east of the Workhouse Campus.
- No existing transit connections but there are opportunities for first/last-mile connections to transit services in Lorton.



TRANSPORTATION

VDOT / FC DOT Meeting Recap

- Discussion about possibility of reducing speed limit on Ox Road.
- Need to understand the goal of the area prior to considering changes to speed limits.
- Ongoing study – no safety concerns at this time motivating change
- No proscriptive checklist for us to build justification
- Our case needs to be based on: Operations, Safety, and Livability
- Lorton Visioning will also contribute to overall understanding of the area.
- In order to change behavior, other design changes may need to be implemented as well.

MASTERPLAN OPTIONS

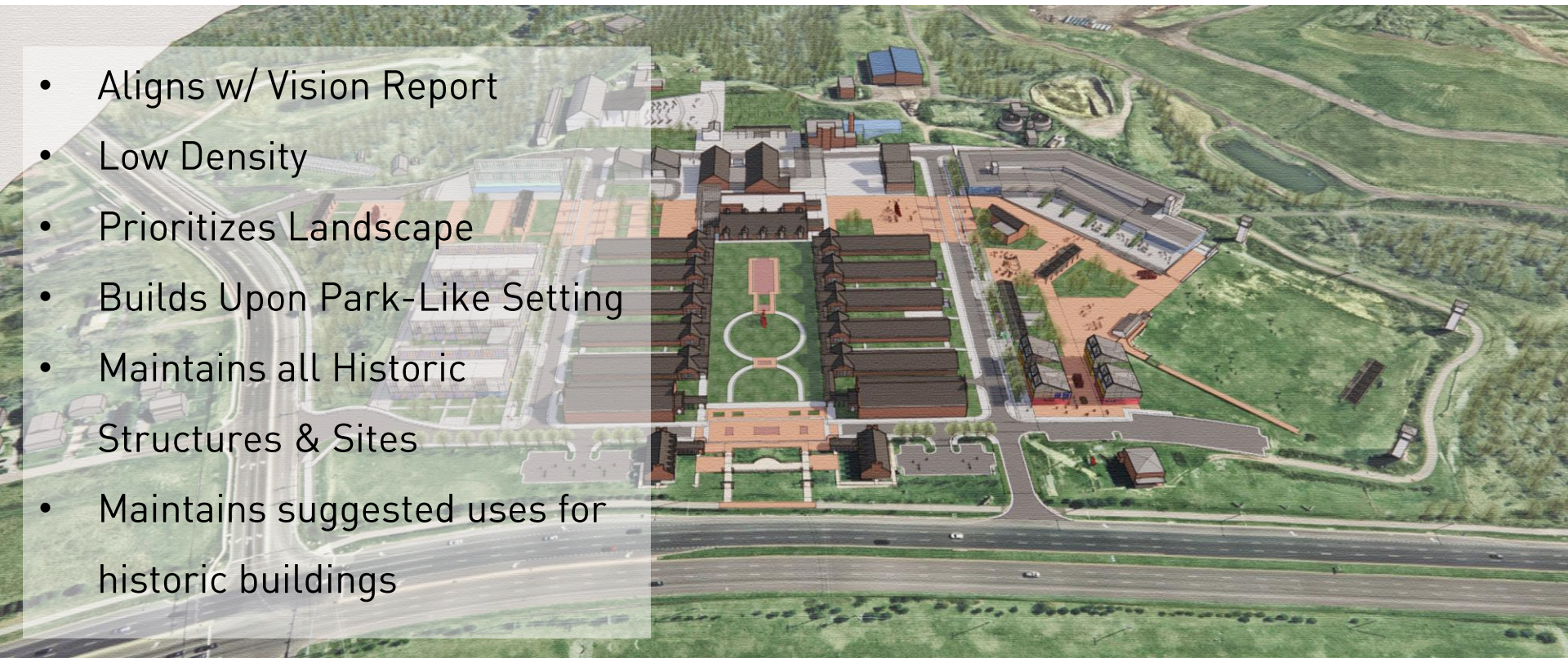
Questions Today:

- Overall level of density
- Proposed uses
- Overall look and feel.
- Scale of housing development
- Execution of Vision



OPTION 1 - ART PARK

- Aligns w/ Vision Report
- Low Density
- Prioritizes Landscape
- Builds Upon Park-Like Setting
- Maintains all Historic Structures & Sites
- Maintains suggested uses for historic buildings



Art Park: Precedents & Inspiration



Ludovico Sculpture Trail, Seneca Falls, NY



Storm King Art Center, New Windsor, NY



Twin Silos, Fort Collins, CO



deCordova Sculpture Park and Museum, Lincoln, MA



Shelby Farms Park, Memphis, TN, Marlon Blackwell



Chichester, UK

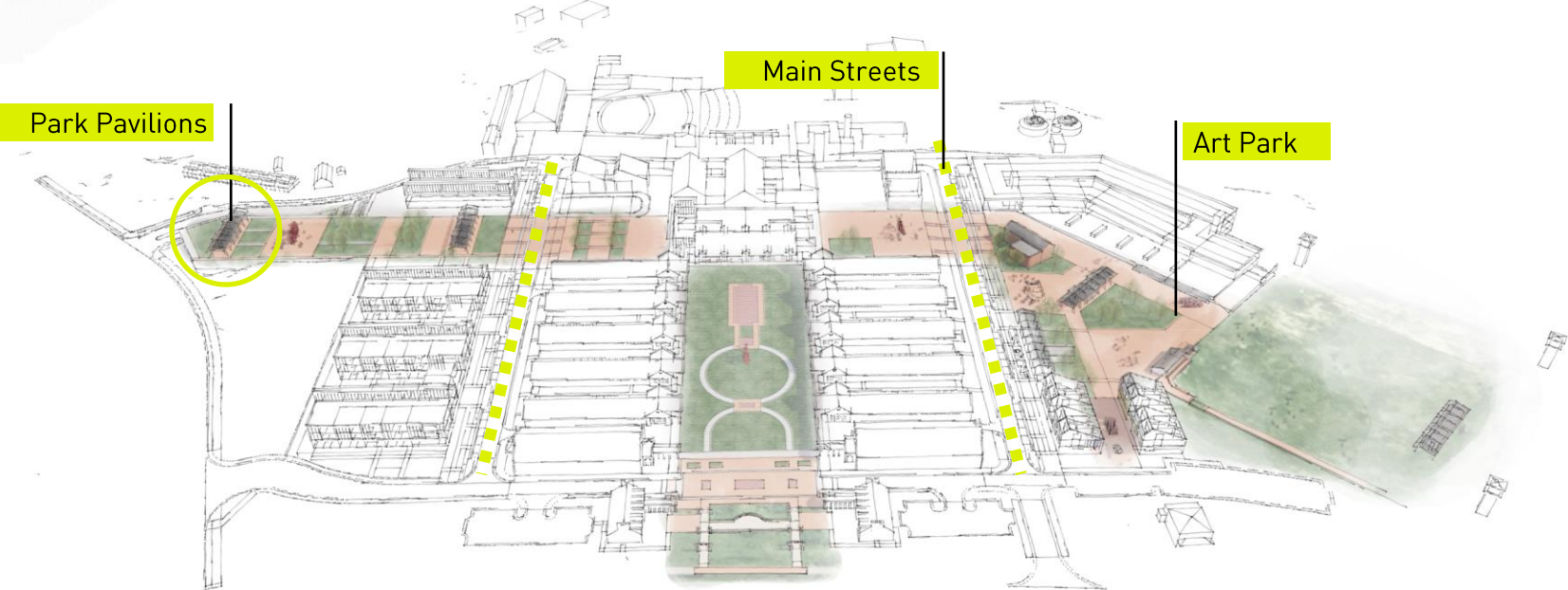
Art Park: Activities & Inspiration



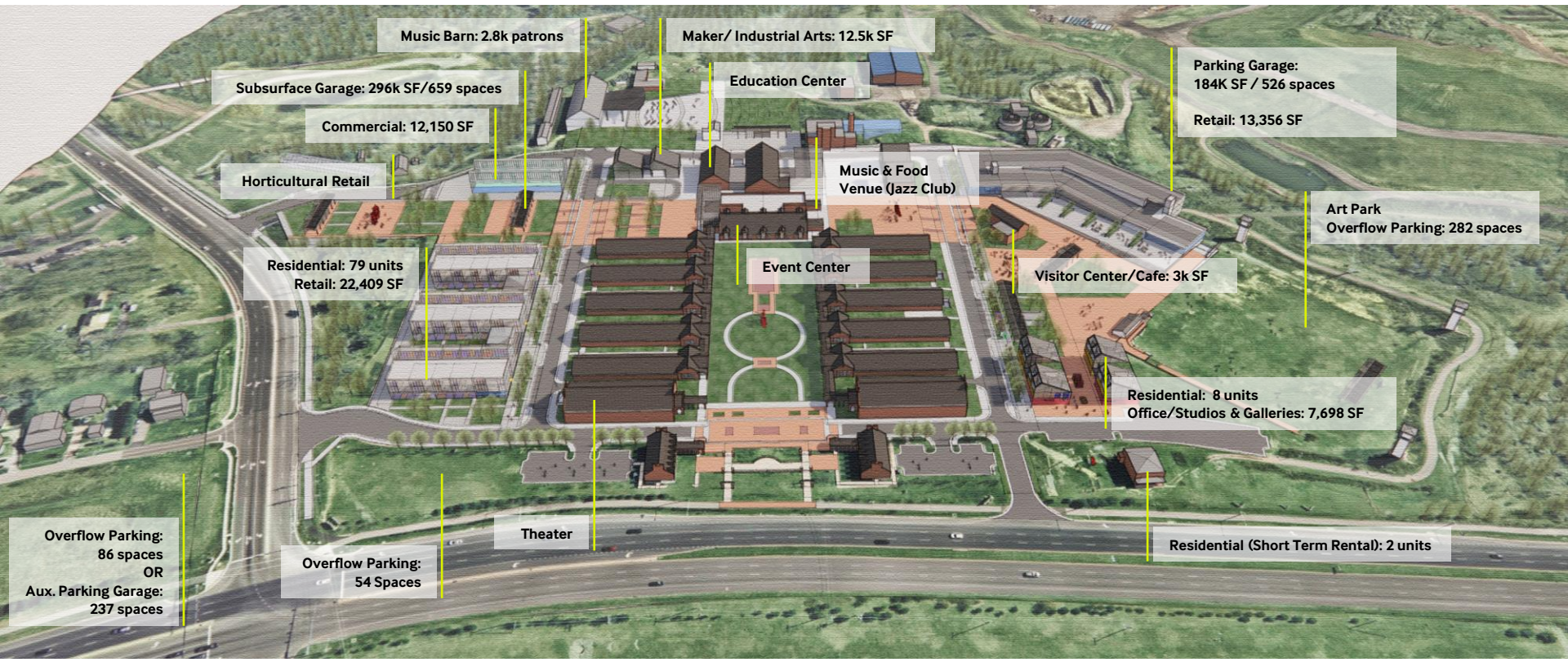
OPTION 1 - ART PARK



OPTION 1 – ART PARK



OPTION 1 - ART PARK



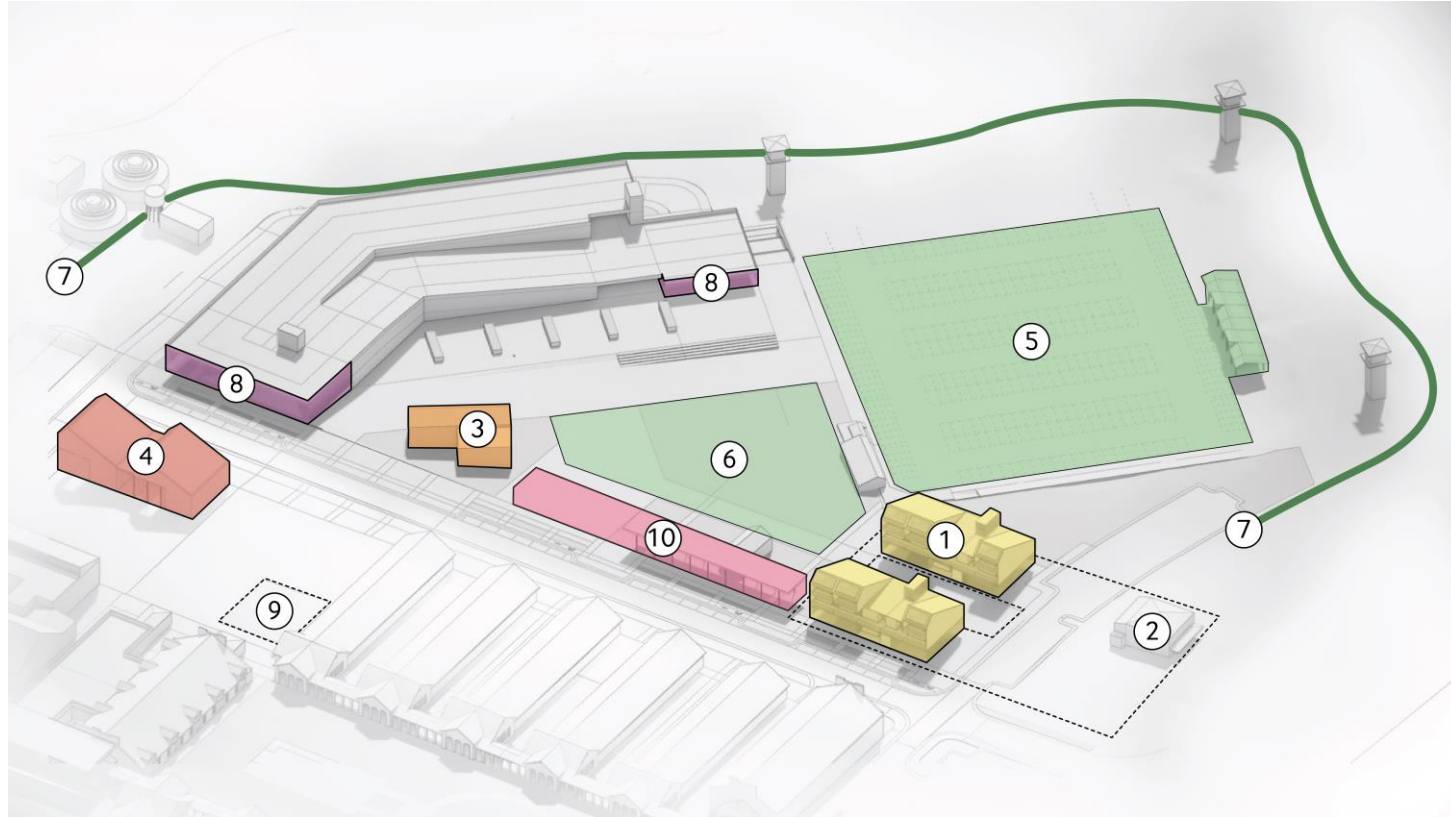
OPTION 1 – ART PARK



An arrival plaza at the north side of the Events Center with landscape features, outdoor art pavilions, and industrial arts studios.

OPTION 1 – ART PARK

- 1) Artist Housing + Art Courts
- 2) Artist in Residence Program
- 3) Visitor Center / Brewery
- 4) Industrial Arts Studios
- 5) Event green with Informal Amphitheater
- 6) Community Garden + Play space
- 7) Art Trail
- 8) Retail / Food Venue
- 9) Event Terrace

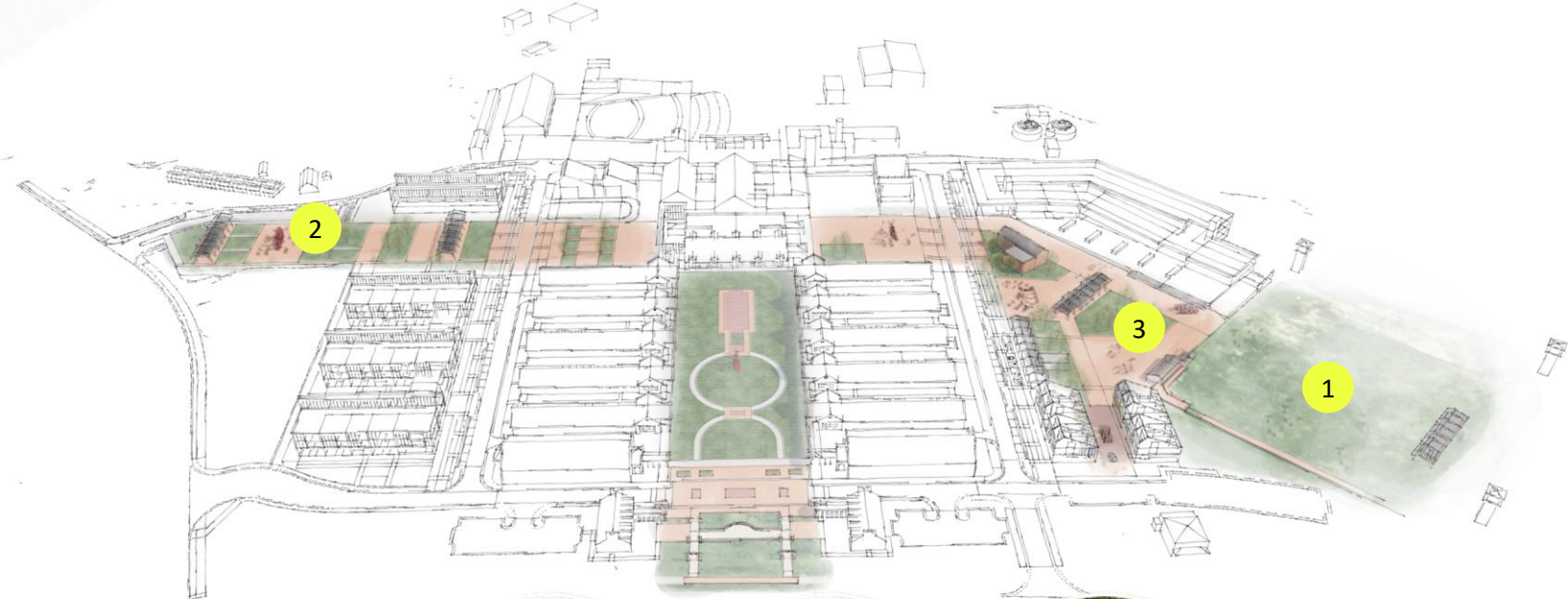


OPTION 1 - ART PARK

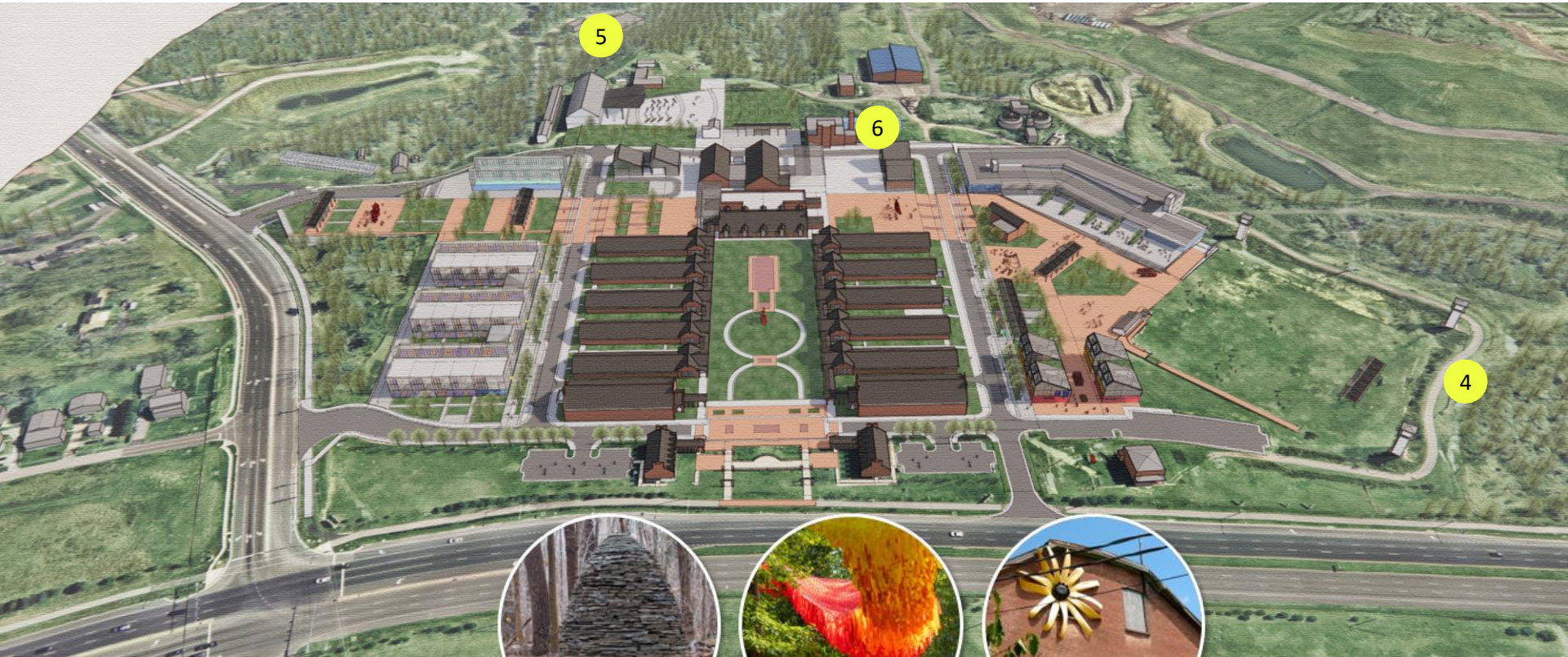


View towards the Ballfield across a main street flanked by outdoor art pavilions, community gardens, play spaces, galleries, and artist housing.

OPTION 1 – ART PARK



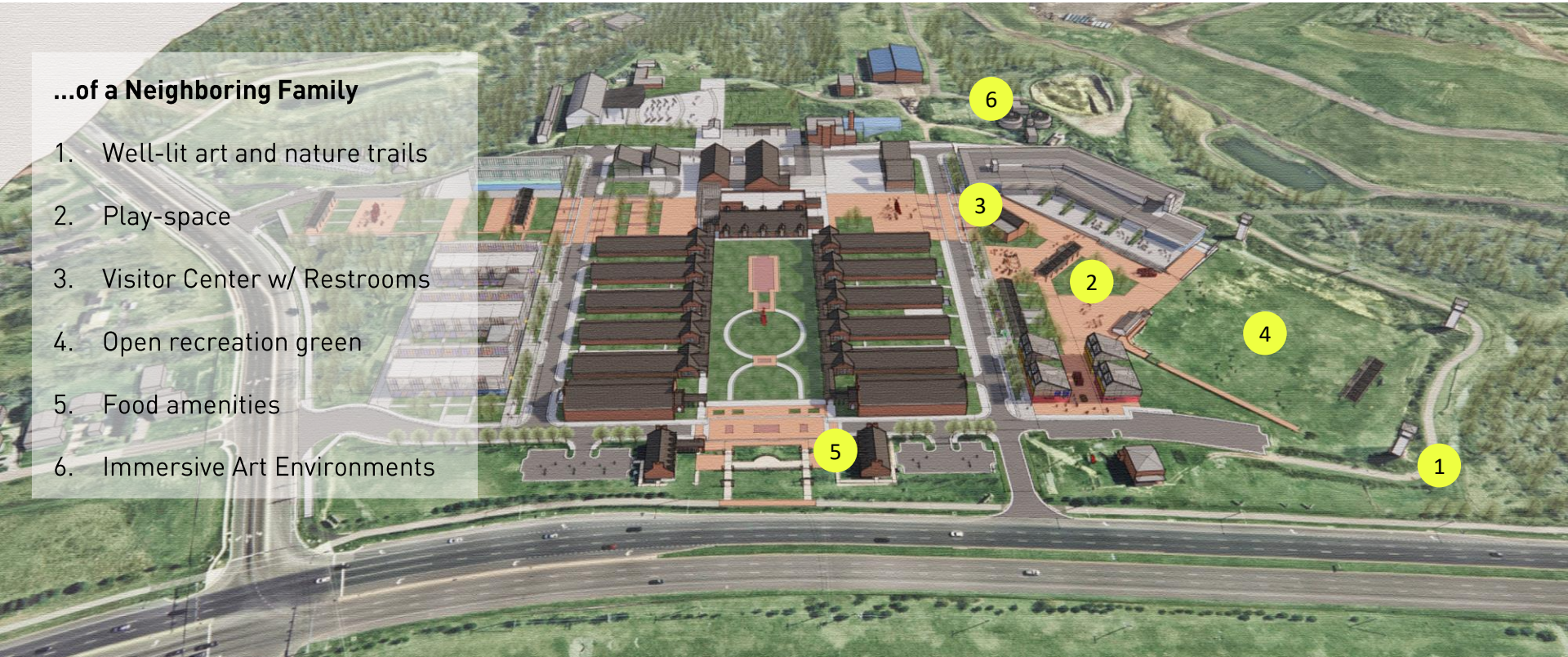
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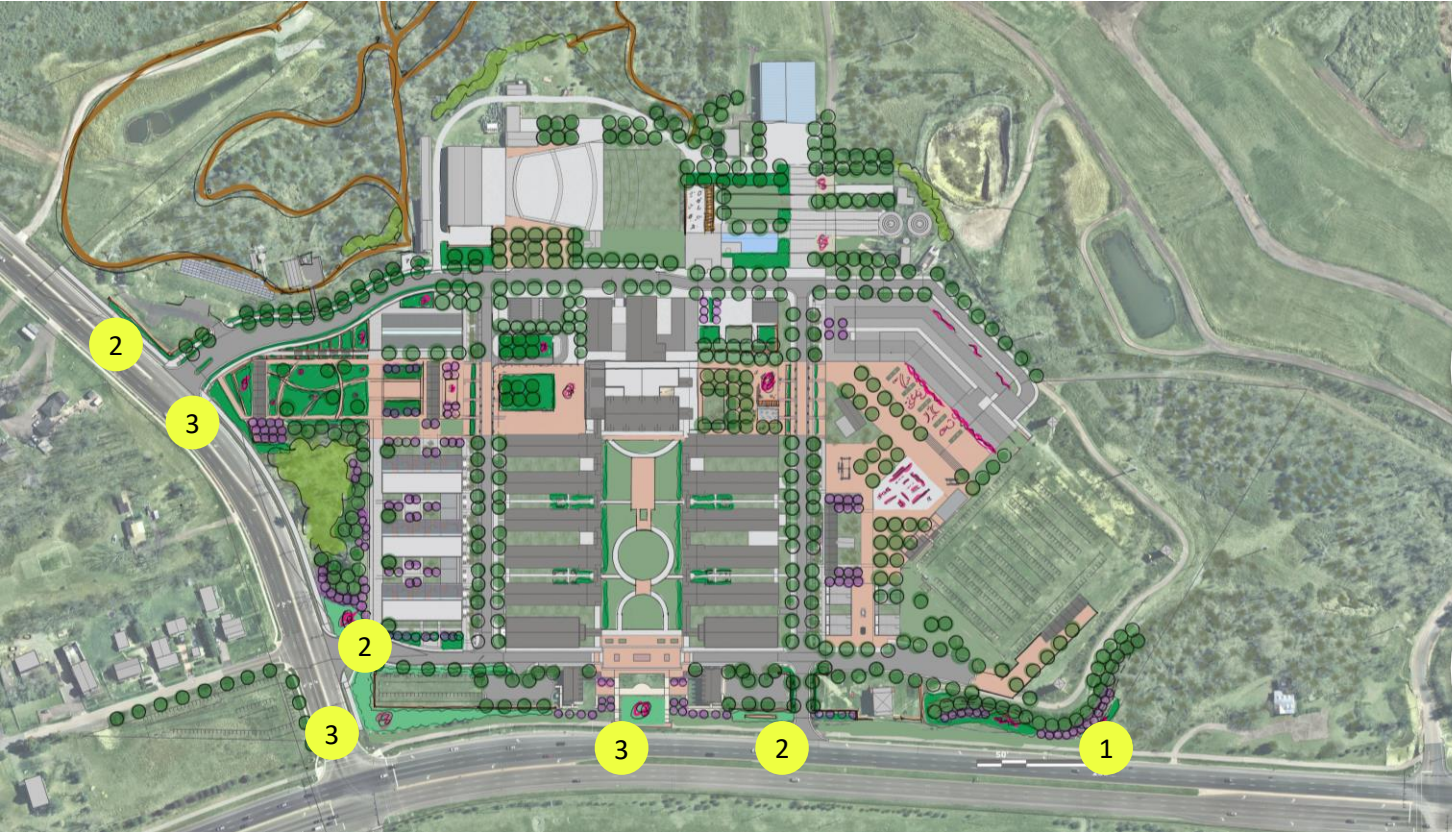
OPTION 1 ART PARK: DAY IN THE LIFE...

...of a Neighboring Family

1. Well-lit art and nature trails
2. Play-space
3. Visitor Center w/ Restrooms
4. Open recreation green
5. Food amenities
6. Immersive Art Environments



OPTION 1 – ART PARK: Entry Experience



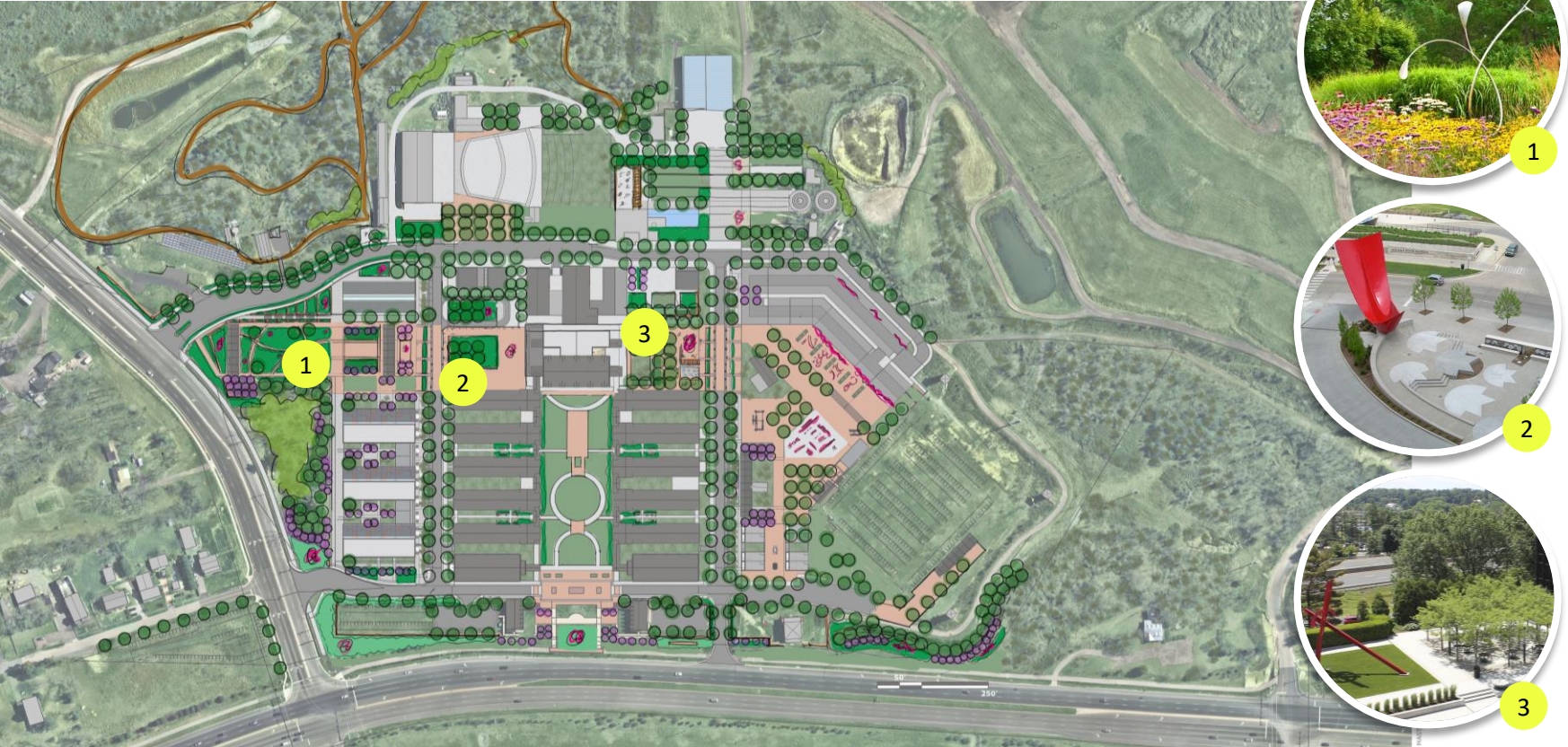
OPTION 1 – ART PARK: Street Sections



OPTION 1 – ART PARK: Street Sections



OPTION 1 – ART PARK: Landscape

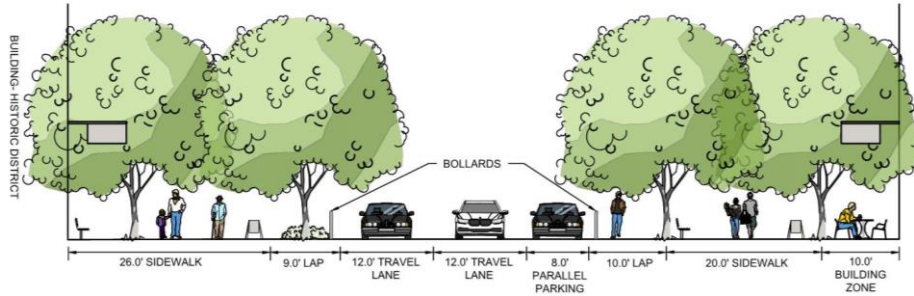


OPTION 2 – VILLAGE CENTER

- Higher Density
- Prioritizes Mixed Use
- Even Distribution
- Challenges some Historic Structures
- Maintains suggested uses for historic buildings



Village Center: Precedents & Inspiration



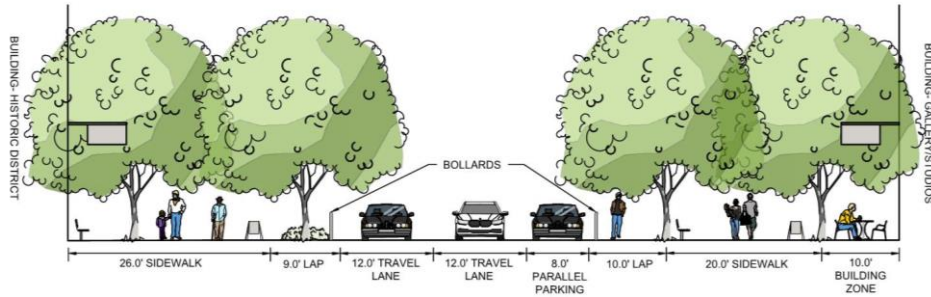
Passeig de Sant Joan Boulevard, Barcelona, Spain
Lola Domenech

Fairfax County: Workhouse Arts Campus Masterplan Study



Paris Streetscape

Village Center: Precedents & Inspiration



Bryant Park, New York, NY
Hanna / Olin
Fairfax County: Workhouse Arts Campus Masterplan Study

Klyde Warren Park, Dallas, TX
The Office of James Burnett

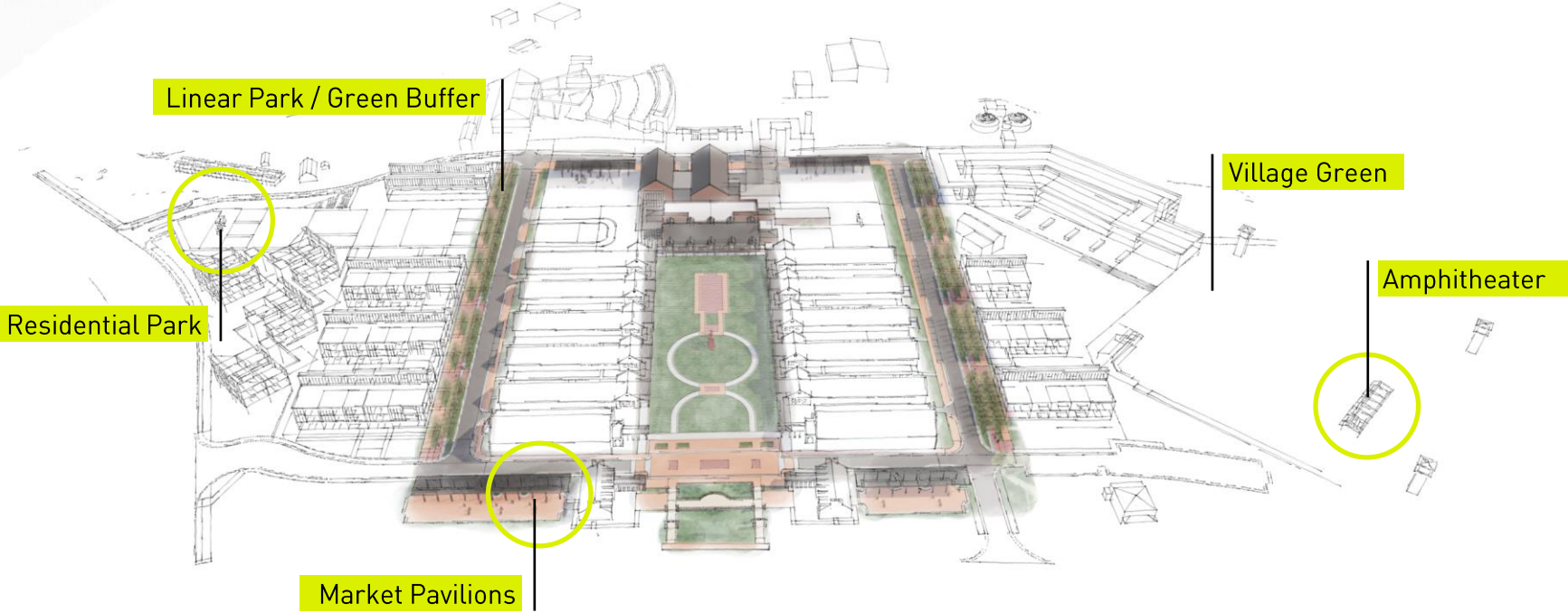


Lincoln Center, New York, NY
James Urban

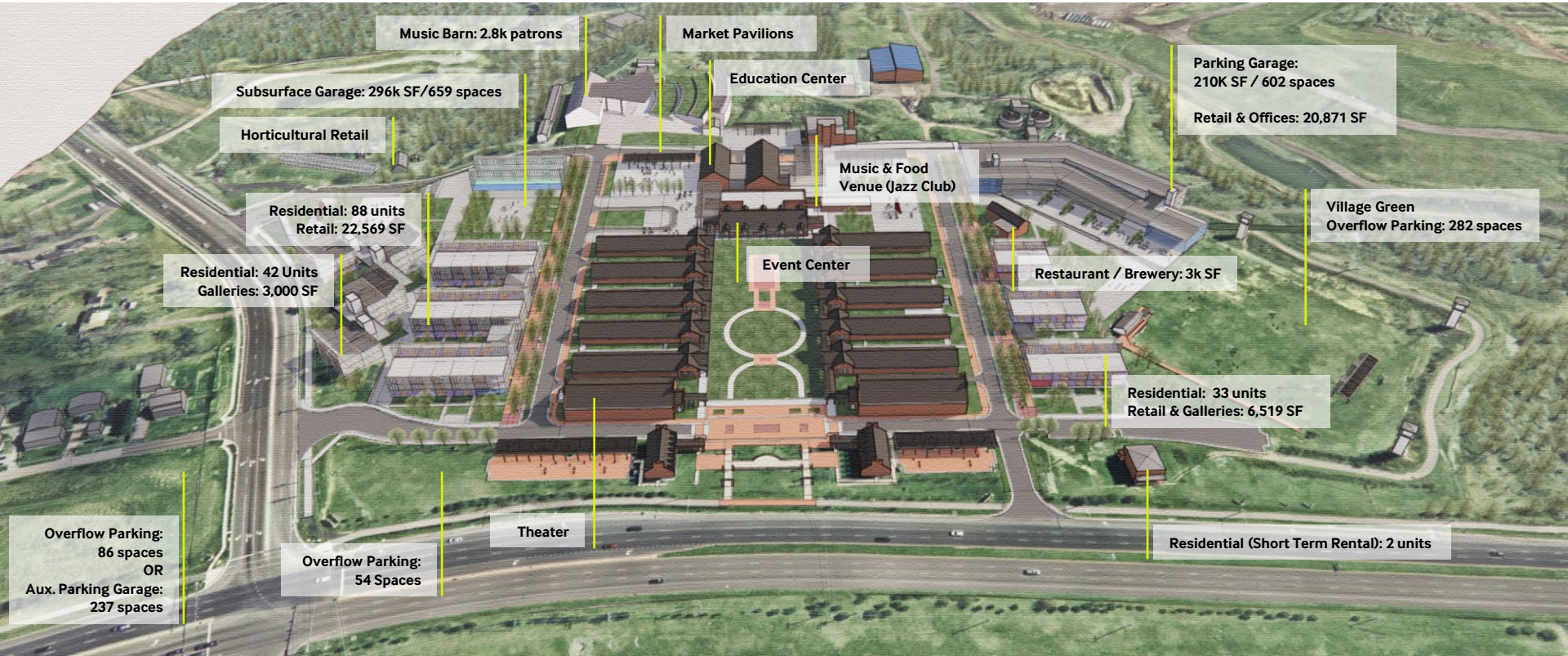
OPTION 2 – VILLAGE CENTER



OPTION 2 – VILLAGE CENTER



OPTION 2 – VILLAGE CENTER



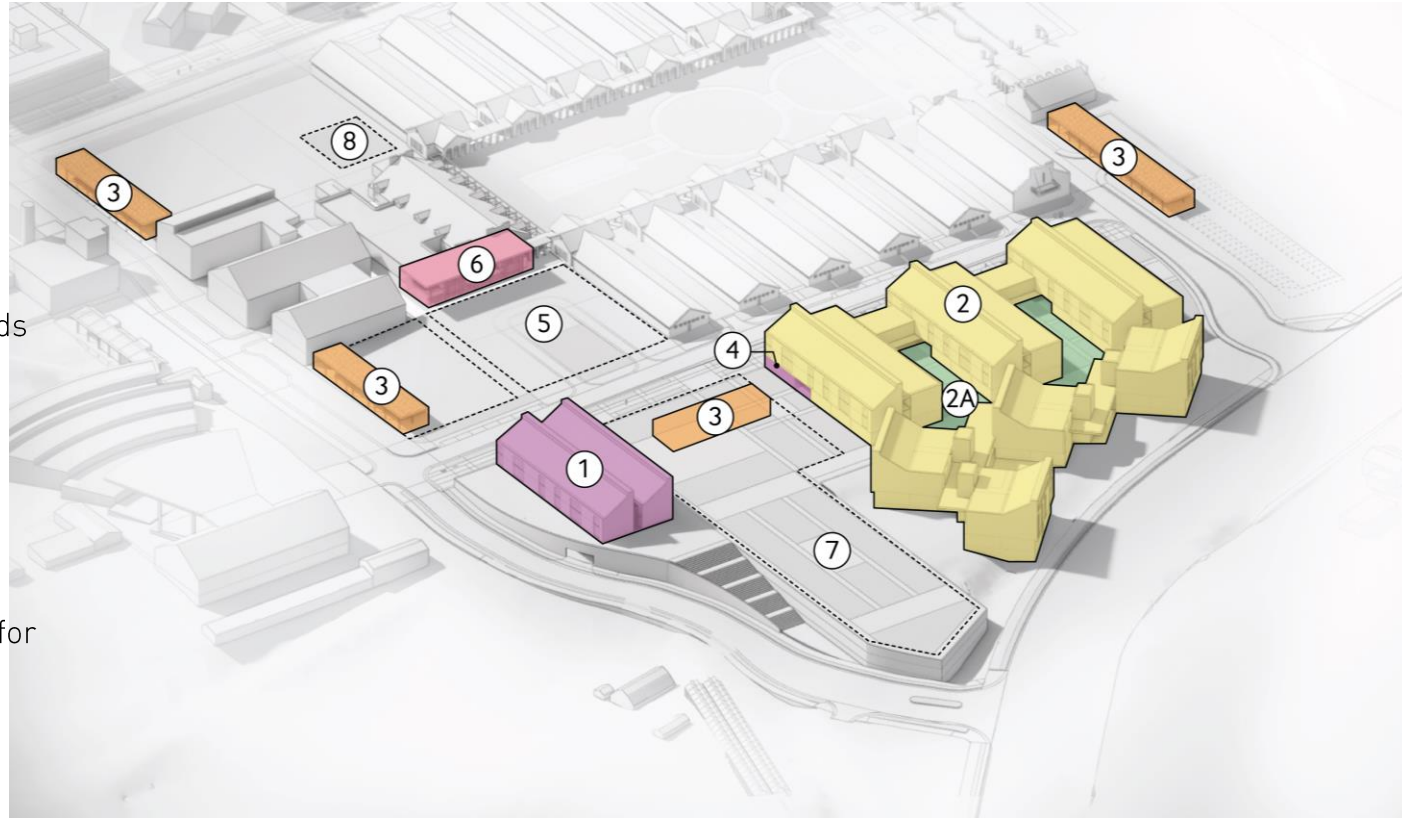
OPTION 2 – VILLAGE CENTER



A Main Street Linear Park with Retail and Artist Housing above connects the Theater Venue and the Music Barn.

OPTION 2 – VILLAGE CENTER

- 1) Commercial
 - a. Co-working space
 - b. Arts Incubator
 - c. Creatives Office
 - d. Multi-purpose
 - e. Fitness Center
- 2) Artist + Market Rate Housing
 - 2A. Residential Courtyards
- 3) Market or Outdoor Art Gallery Pavilion
- 4) Commercial
 - a. Galleries
 - b. Restaurants
 - c. Independent Retail
- 5) Arrival Plaza + Drop off
- 6) Shared Welcome Center for events
- 7) Community Green
- 8) Event Terrace

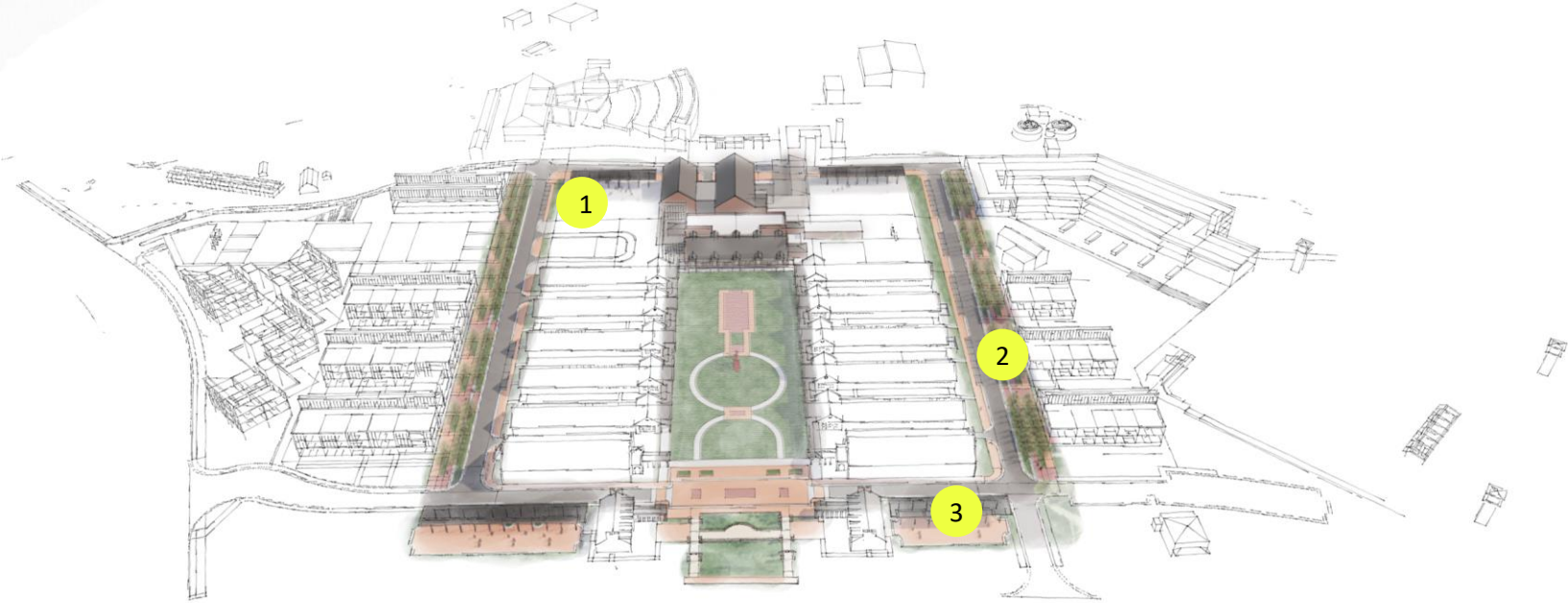


OPTION 2 – VILLAGE CENTER



A view from the top of the parking garage looking southwest over the ballfield and the adjacent outdoor public plazas, play-spaces, and gardens.

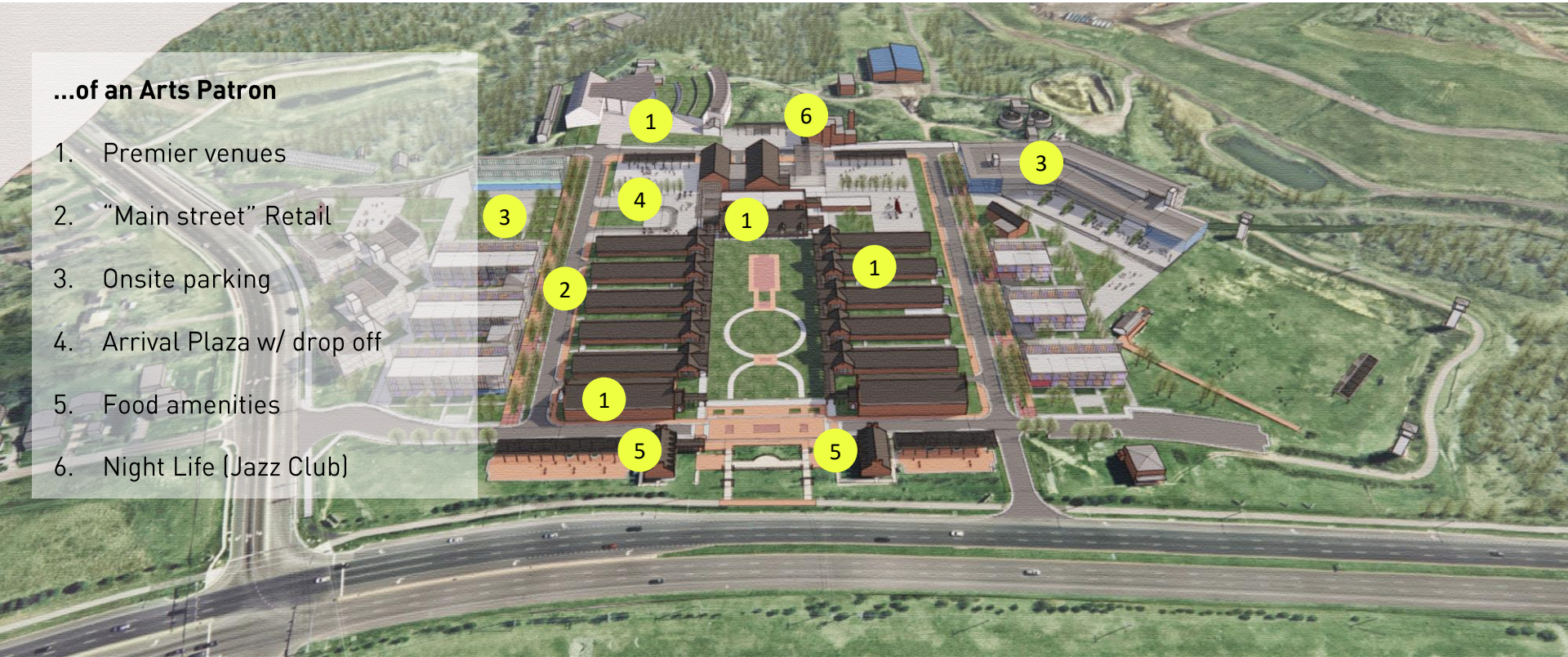
OPTION 2 – VILLAGE CENTER



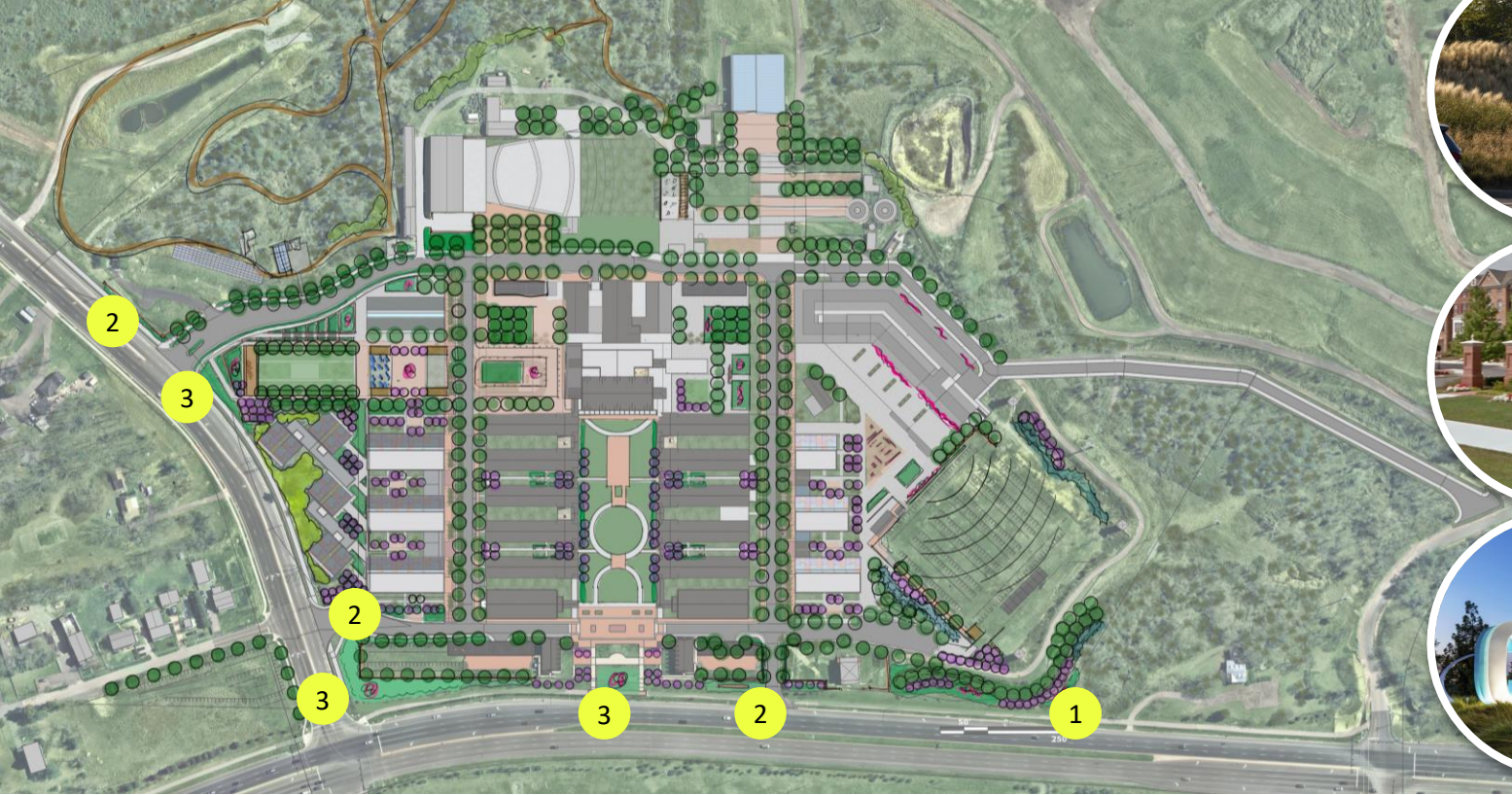
OPTION 2 VILLAGE CENTER: DAY IN THE LIFE...

...of an Arts Patron

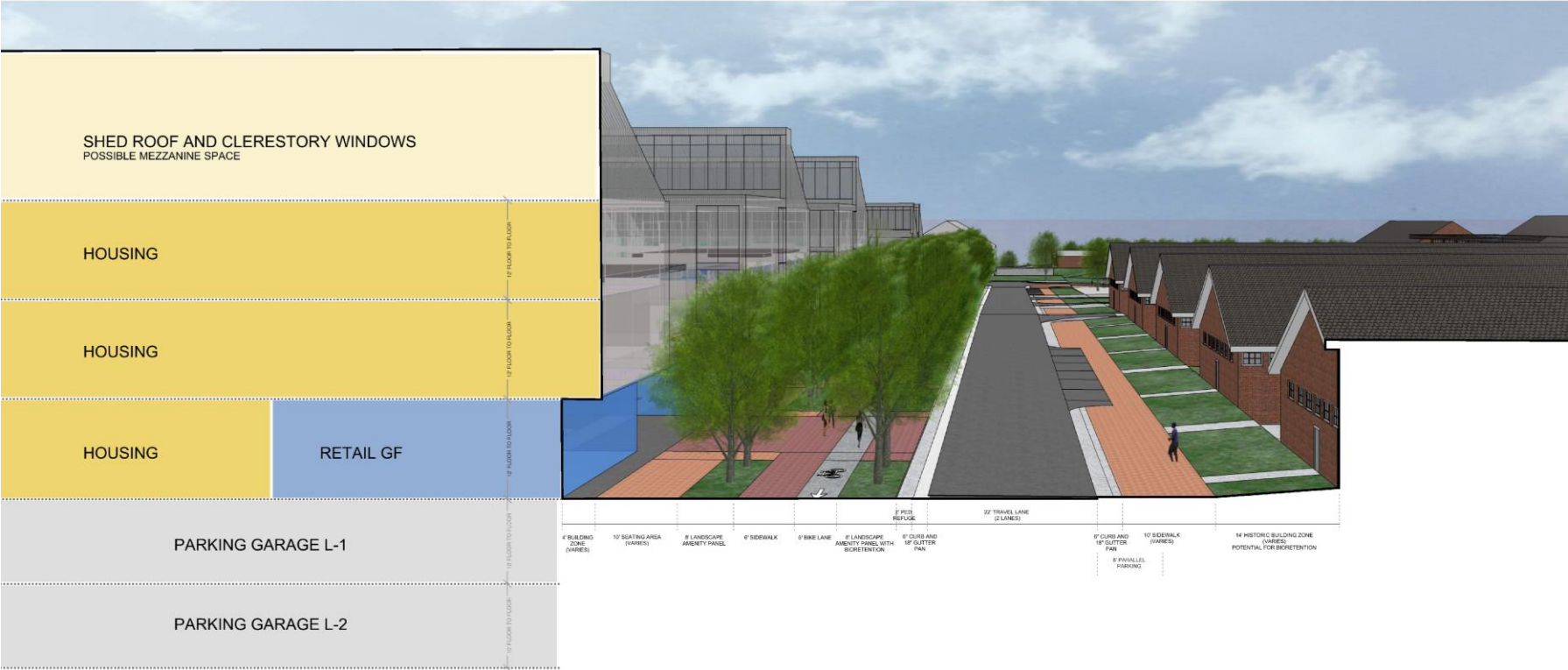
1. Premier venues
2. "Main street" Retail
3. Onsite parking
4. Arrival Plaza w/ drop off
5. Food amenities
6. Night Life (Jazz Club)



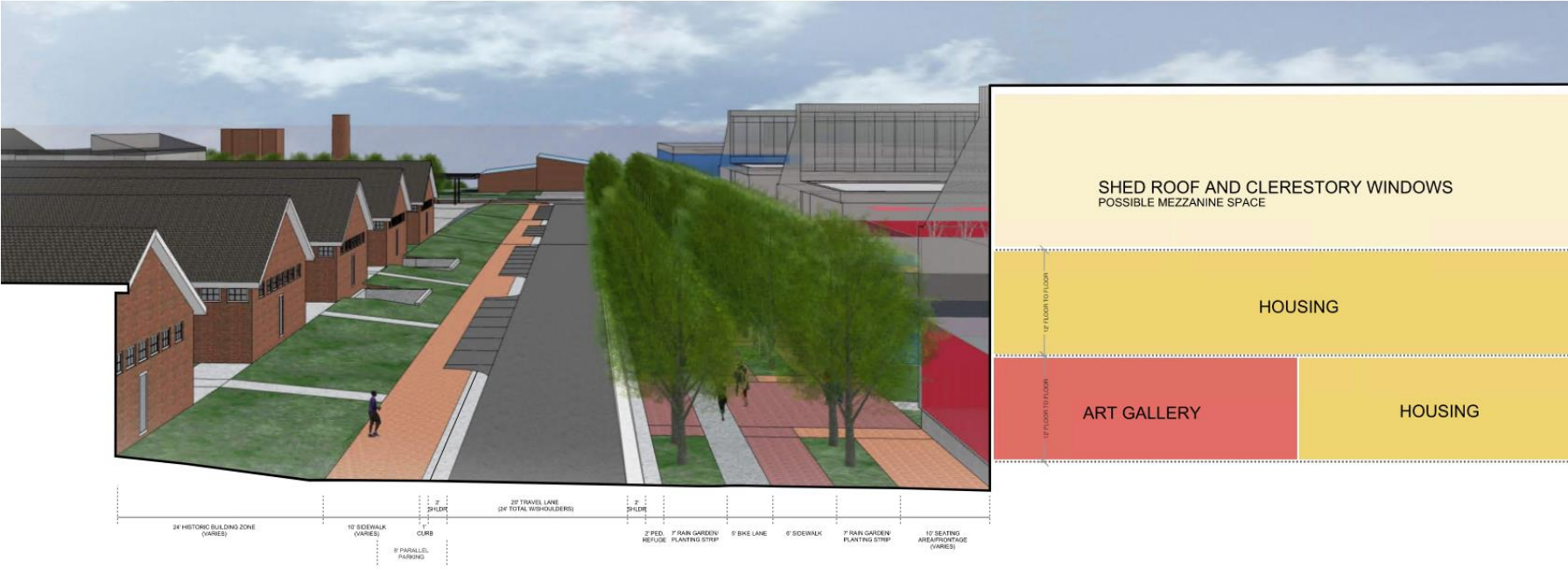
OPT. 2 – VILLAGE CENTER: Entry Experience



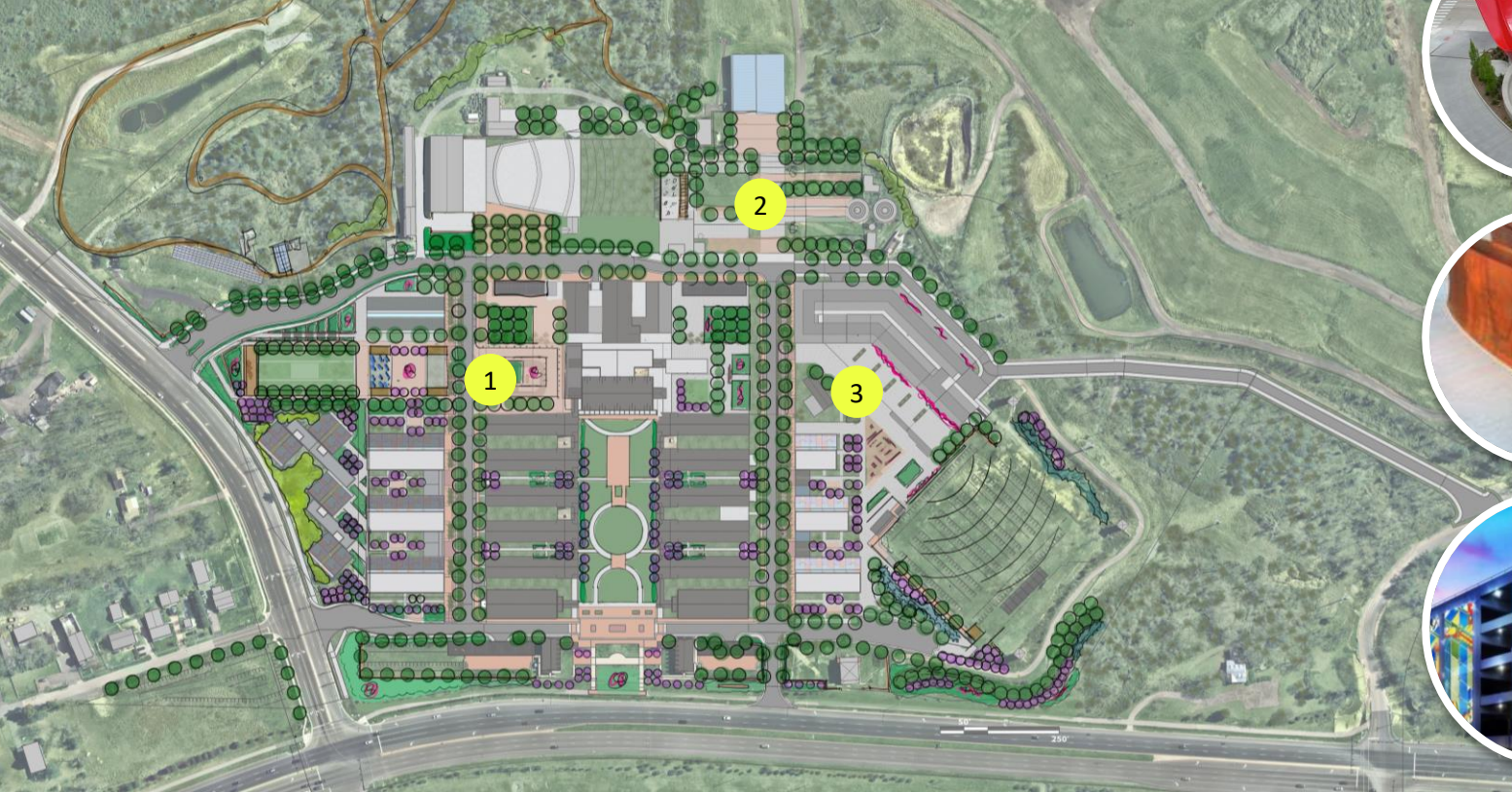
OPTION 2 – VILLAGE CENTER: Street Sections



OPTION 2 – VILLAGE CENTER: Street Sections



OPTION 2 – VILLAGE CENTER: Landscape



1



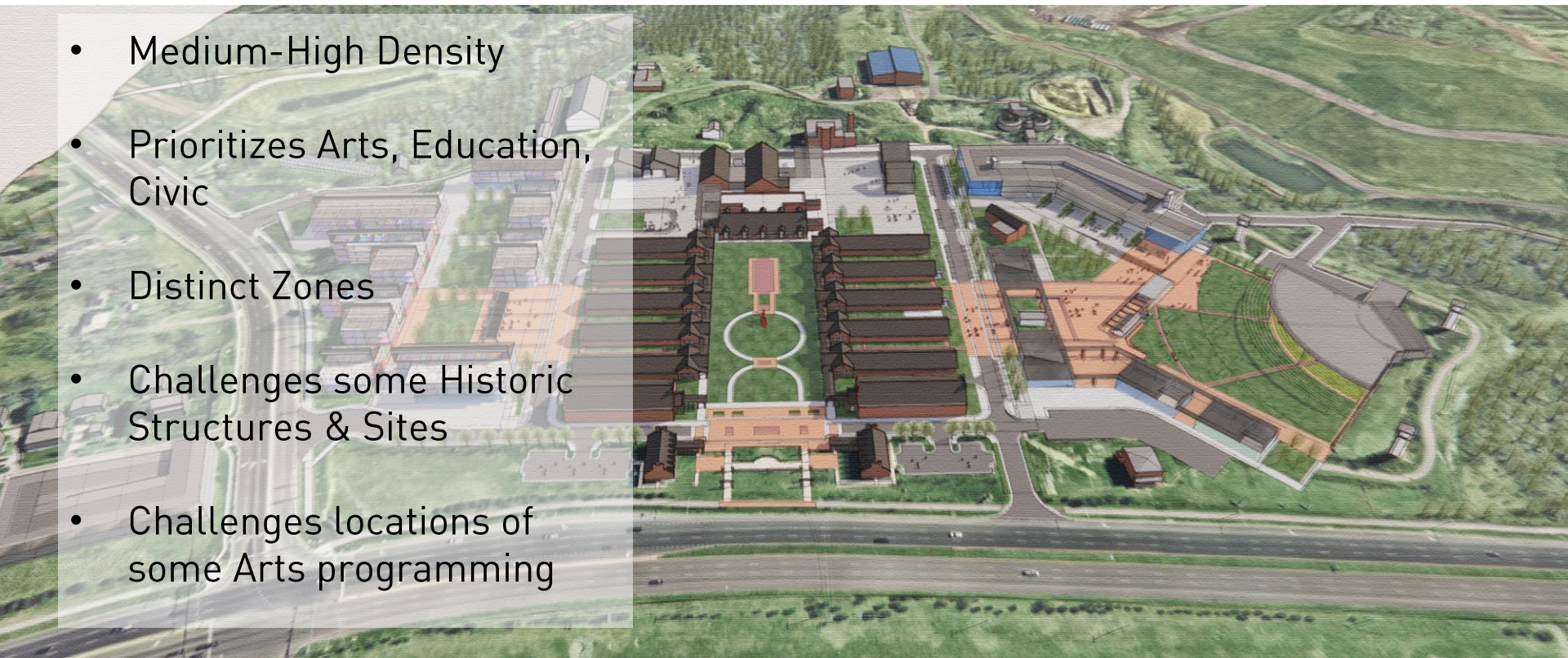
2



3

OPTION 3 – ARTS AND EDUCATION COMPLEX

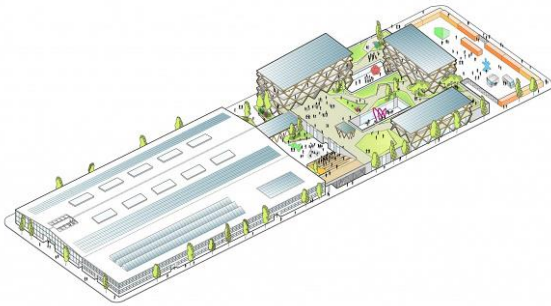
- Medium-High Density
- Prioritizes Arts, Education, Civic
- Distinct Zones
- Challenges some Historic Structures & Sites
- Challenges locations of some Arts programming



Arts & Ed. Complex: Arts Communities Inspiration



Camp North End



California College of the Arts, San Francisco, CA
Studio Gang



MASS MoCA, North Adams, MA
Bruner Cott



Knox College Whitcomb Art Center, Galesburg, IL
Lake Flato

Arts & Ed. Complex: Precedents & Inspiration



MASS MoCA, North Adams, MA
Bruner Cott



Arts & Ed. Complex: Live/Work Precedents & Inspiration

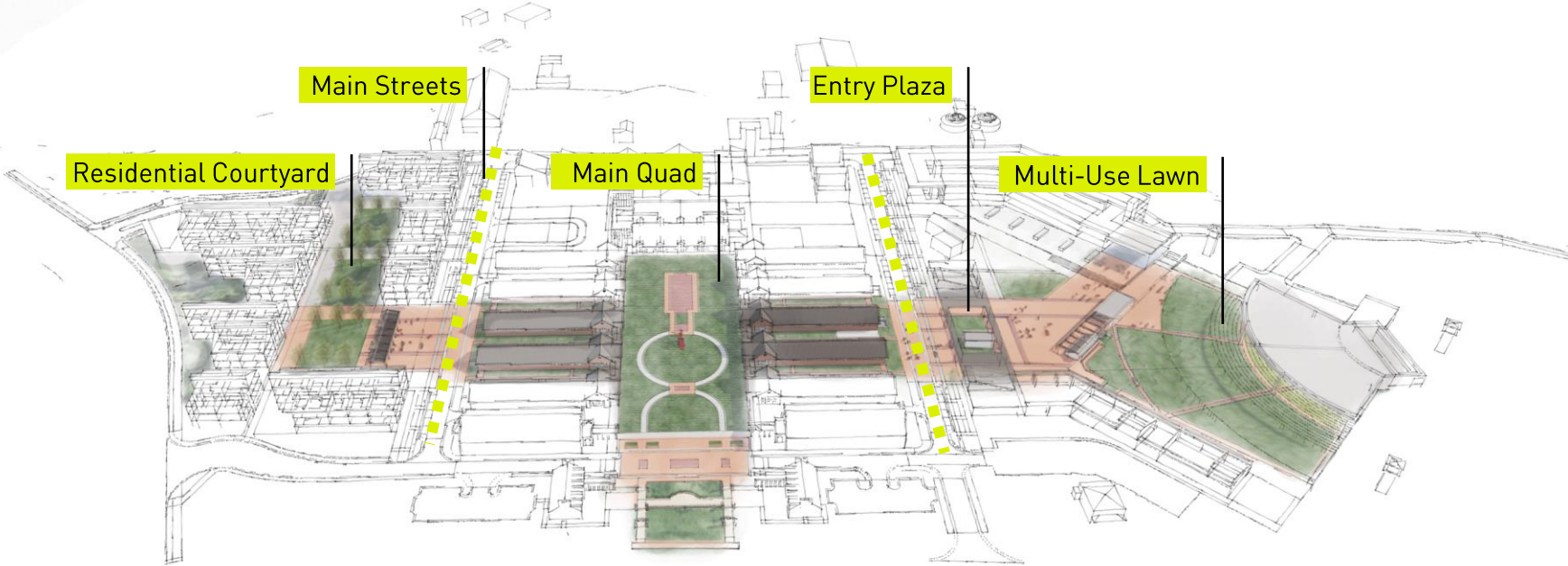


Bahdeebahdu, Philadelphia, PA

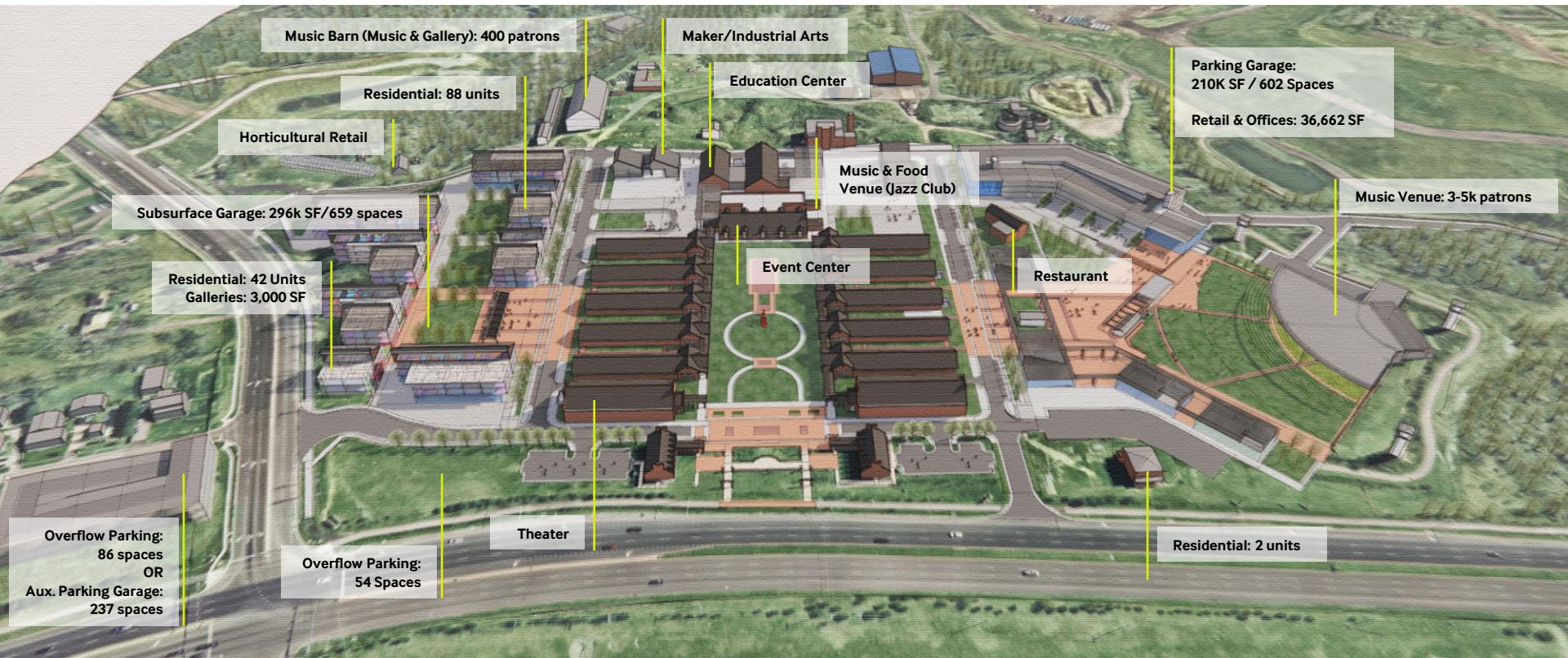
OPTION 3 – ARTS AND EDUCATION COMPLEX



OPTION 3 – ARTS AND EDUCATION COMPLEX



OPTION 3 – ARTS AND EDUCATION COMPLEX



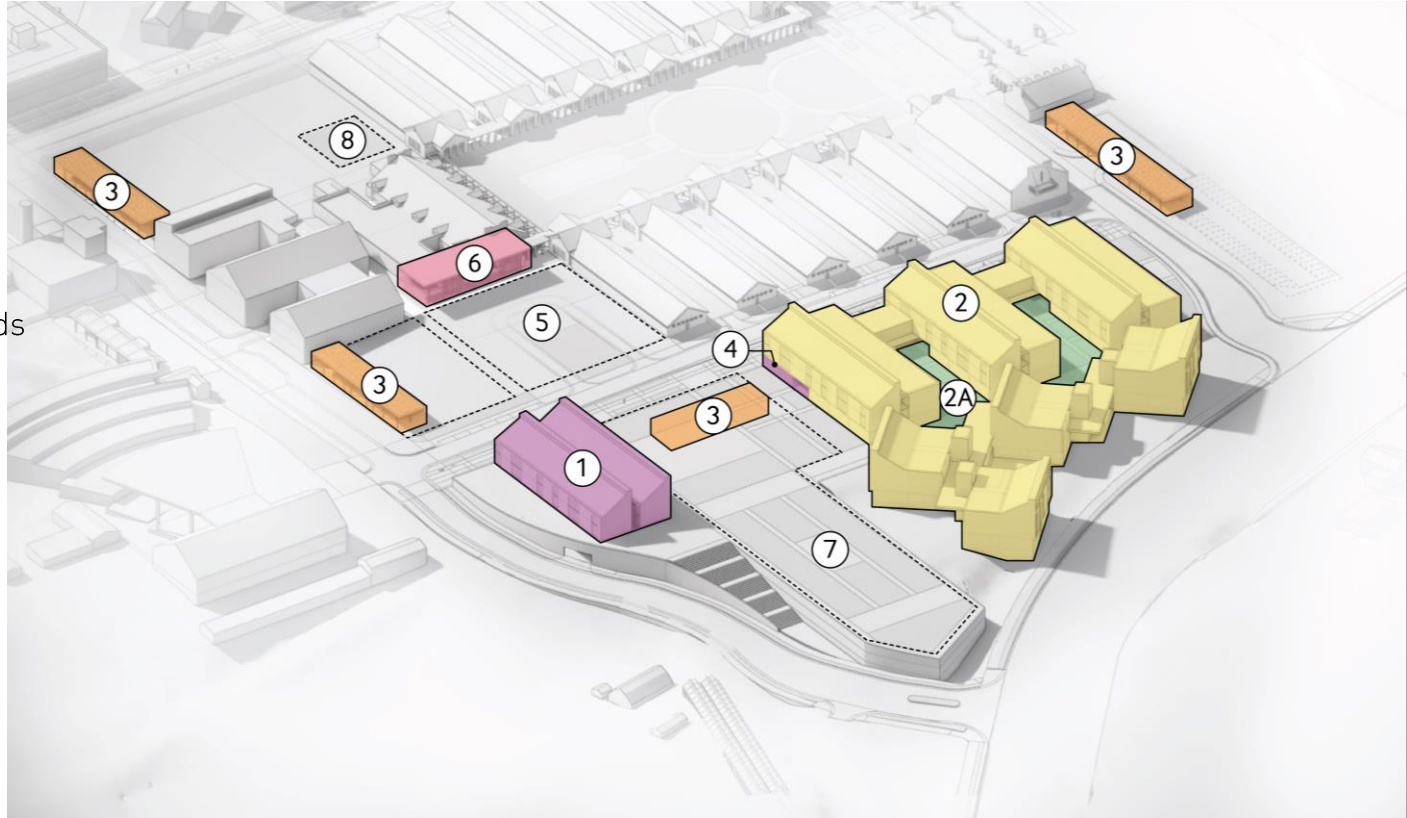
OPTION 3 – ARTS AND EDUCATION COMPLEX



The music venue is placed as an anchor to strengthen connectivity; landscape features, outdoor art pavilions, galleries, and commercial activity surge and enrich the pedestrian experience of the site.

OPTION 3 – VILLAGE CENTER

- 1) Commercial
 - a. Co-working space
 - b. Arts Incubator
 - c. Creatives Office
 - d. Multi-purpose
 - e. Fitness Center
- 2) Artist + Market Rate Housing
 - 2A. Residential Courtyards
- 3) Market or Outdoor Art Gallery Pavilion
- 4) Commercial
 - a. Galleries
 - b. Restaurants
 - c. Independent Retail
- 5) Arrival Plaza + Drop off
- 6) Shared Welcome Center for events
- 7) Community Green
- 8) Event Terrace



OPTION 3 – ARTS AND EDUCATION COMPLEX

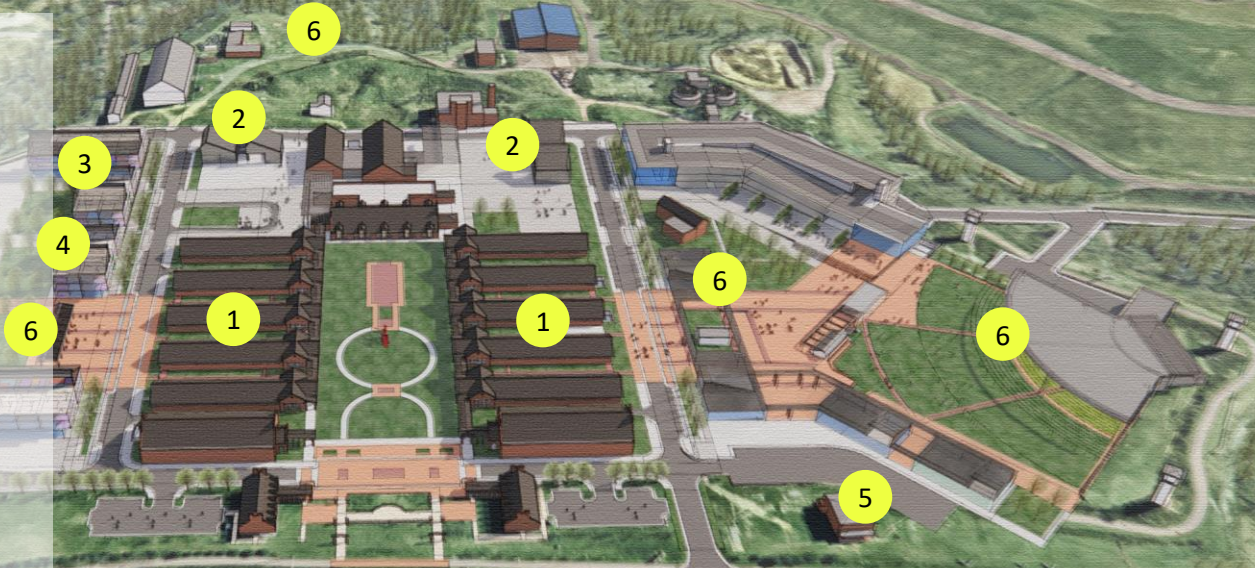


Residential courtyards become intimate and shaded areas where play spaces and outdoor art galleries have the opportunity to thrive.

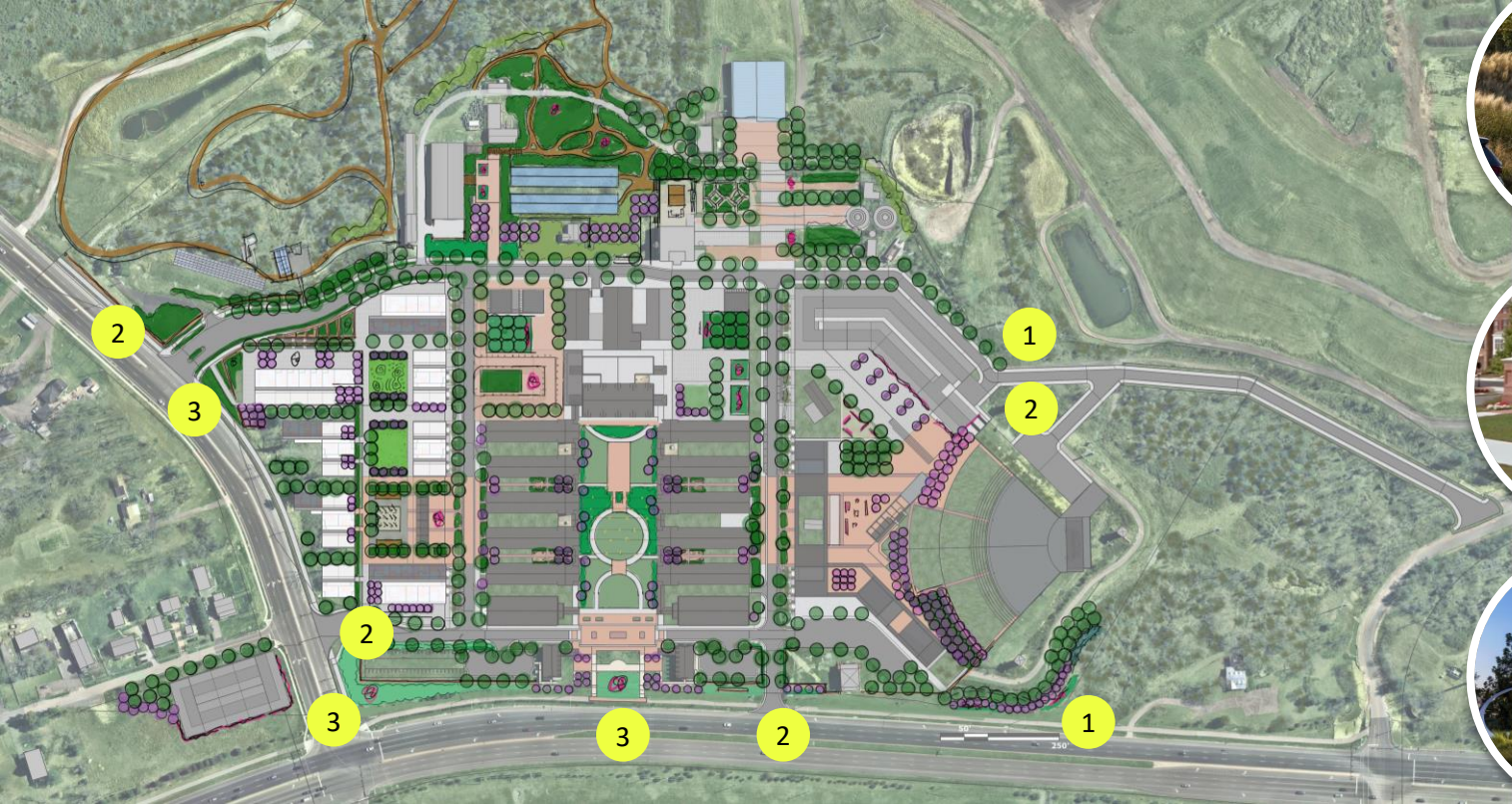
OPT. 3 ARTS ED. COMPLEX: DAY IN THE LIFE...

...of an Artist

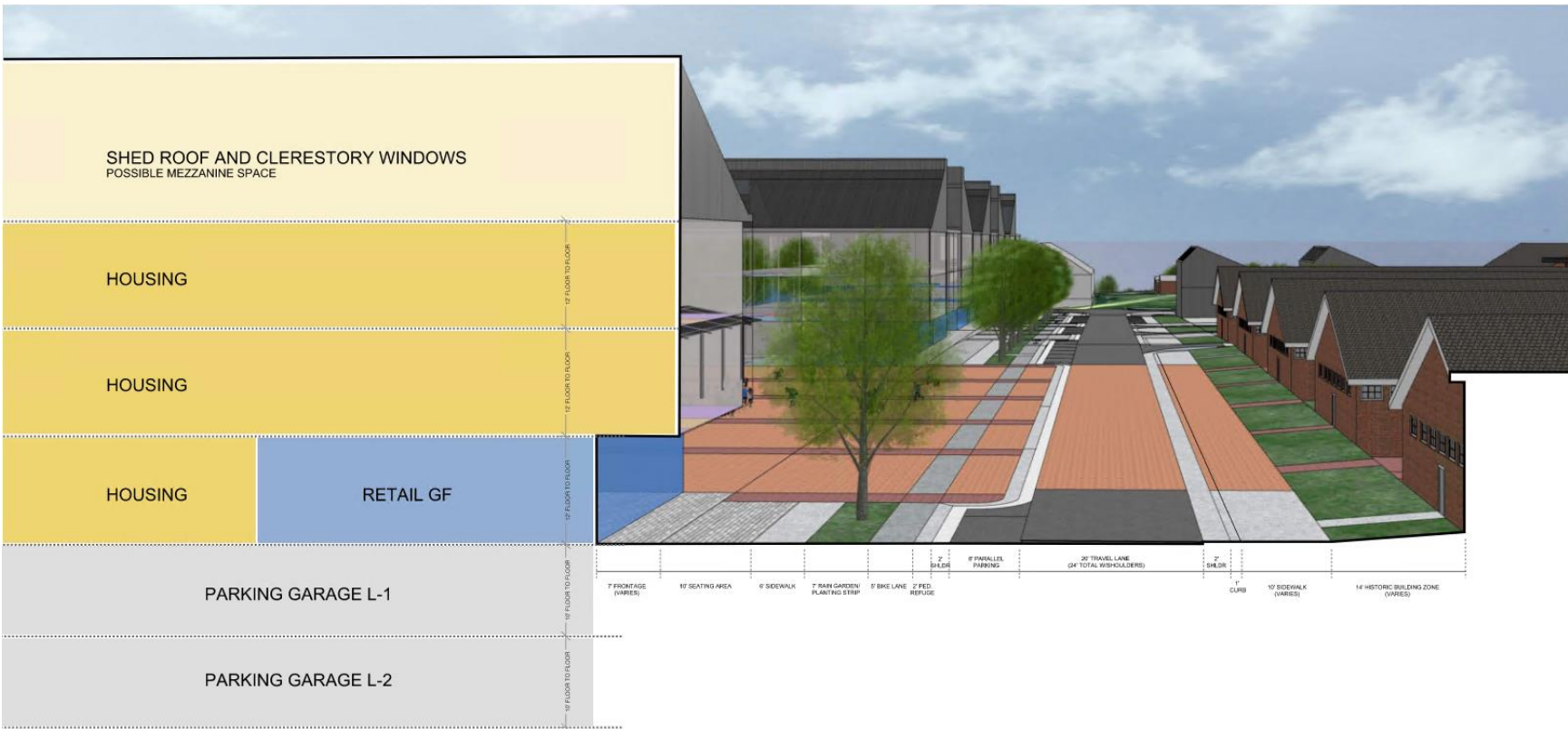
1. Accessible Studios
2. Industrial Arts Studios
3. Creative Workspace
4. Artist Housing
5. Artist-in-Residence House
6. Outdoor Galleries & Performance spaces



OPT. 3 – ARTS & ED. COMPLEX: Entry Experience



OPTION 3 – ARTS & ED. COMPLEX: Street Sections

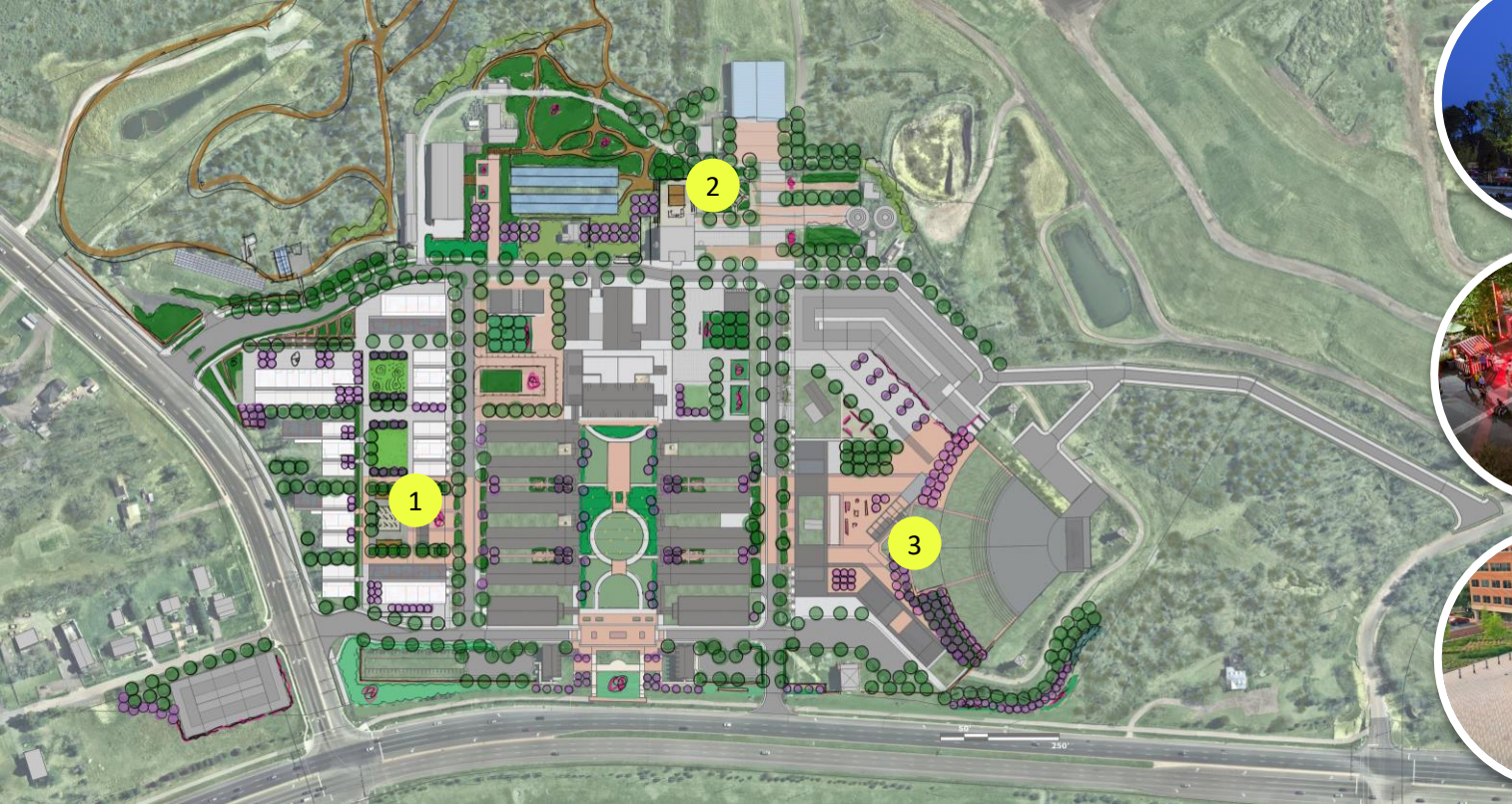


OPTION 3 – ARTS & ED. COMPLEX: Street Sections



RETAIL / OFFICE SPACE

OPTION 3 – Arts & Ed. Complex: Landscape



OPTION COMPARISON

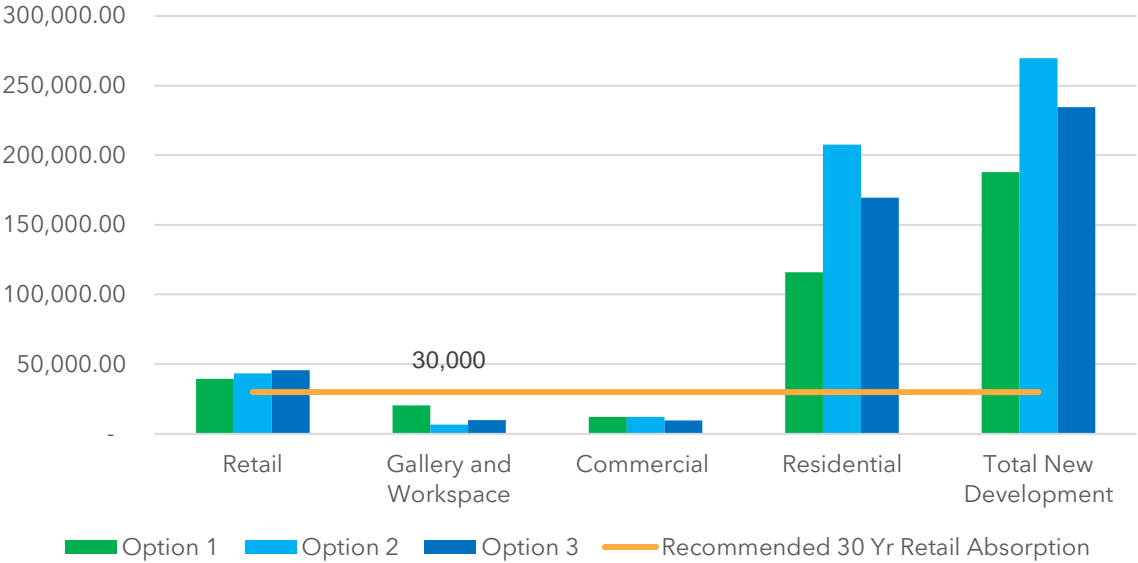


Comparison Summary

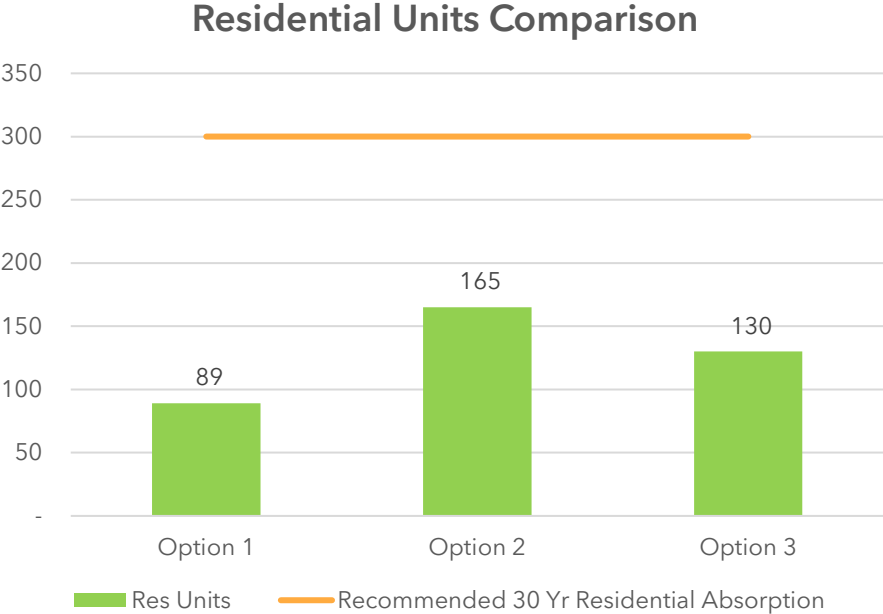


Comparison: New Development

New Development Comparison



Comparison: Housing



Comparison: Transportation

Under year 2045 conditions:

ACCESS:

- Current configuration is sufficient with peak event day for Options 1 and 2. Proposed access is sufficient with peak event day for Option 3.

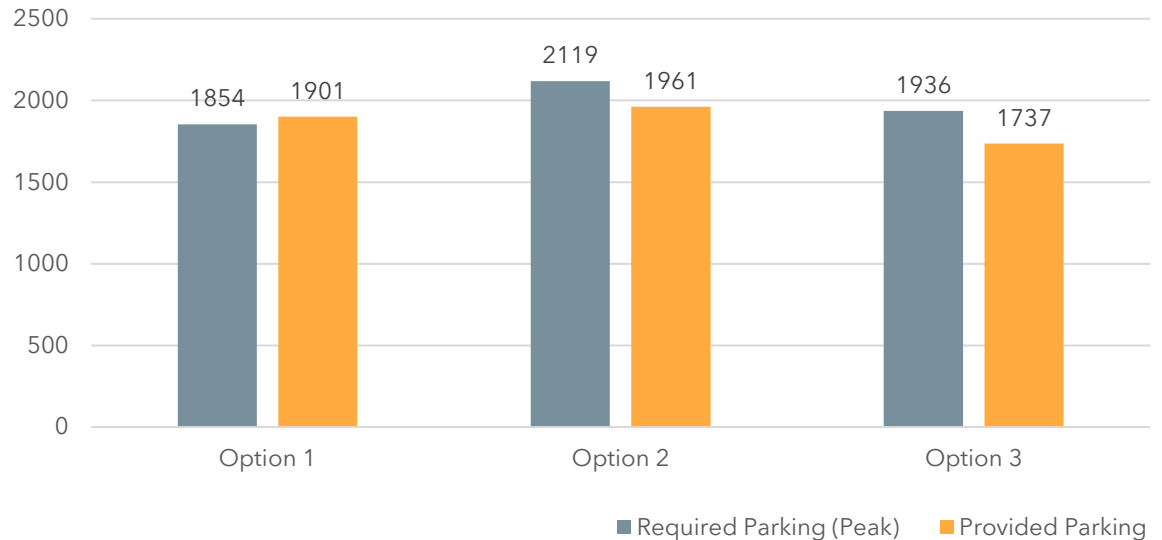
TRIP GENERATION:

- Ox Rd north and south of the campus is congested under 2045 baseline conditions
 - Anticipate a nominal increase in congestion on Ox Rd for Options 1 and 2.
 - Anticipate Ox Rd fully saturated under peak event day - PM peak conditions for Option 3, especially south of the site as vehicles head to and from I-95.

PARKING:

- All options require 2 – 2.5x parking compared to existing.

Parking Comparison



*Graph created based on October analysis. Refer to transportation and parking slides for individual options for updated numbers.

Summary: Phasing Priorities

25 Year Implementation

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Phases	00 Art Trail Network	Design	Construction																							
	01 Music Barn Complex	Design	Design + Permitting	Construction																						
	02 South Park Complex	Planning	Design + Permitting	Construction																						
	03 Roadways + Landscaping		Design	Construction																						
	04 North Mixed Use Complex						Planning	Design + Permitting	Construction																	
	05 Event Center						Planning	Design + Permitting	Construction																	
	06 Theater						Planning	Design + Permitting	Construction																	
	07 Live / Work Housing Complex											Planning	Design + Permitting	Construction												
	08 Music + Dance Ed. Center											Planning	Design + Permitting	Construction												
	09 Power Plant																	Planning	Design + Permitting	Construction						
	10 Greenhouse Complex																	Planning	Design + Permitting	Construction						
	11 Industrial Arts Studios																					Planning	Design + Permitting	Construction		
	12 Aux. Parking Garage #2																					Planning	Design + Permitting	Construction		

Phasing Priorities:

*The above phasing is one of the scenarios tested in the financial feasibility study. This will not be the final phasing.

- Prioritize arts venues and WAF’s ability to generate revenue.
- Prioritize rehabilitation and activation of vacant historic buildings.
- Housing can be built later after arts community is established and further community engagement.

Additional Considerations:

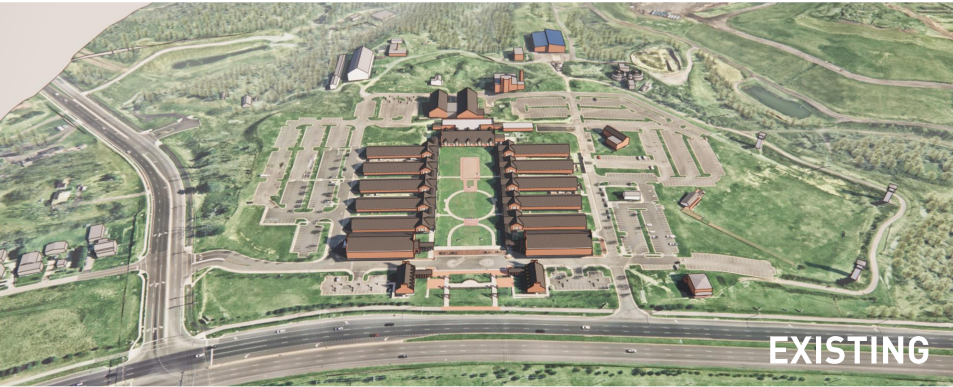
- Ability to provide required parking for the arts venues.
- Pace at which the County can dedicate funds to the expensive rehabilitation projects
- The mixed-use developments will bring much-needed foot traffic and vibrancy to the campus, which will theoretically have a positive impact on the WAF.

Summary: Cost & Financing

There is a concurrent, ongoing financial feasibility study as part of this master-planning process. The goal of this study is to analyze total costs over time, development strategies, phasing, and potential funding sources. The initial results of this study will be included in the Phase 3 report that will be shared via the project website at the beginning of March 2023. The study will continue into Phase 4: Final Masterplan Development.

Potential Funding Sources				
	Arts Uses	Infrastructure	Parking	Private Dev
Federal Funding	National Park Service, Historic Preservation Fund	Federal Infrastructure Grants	-	HOME funding (for affordable artist housing)
State/Local Funding	Certified Local Government (CLG) Grants; State and County Appropriations	State and County Appropriations; VDOT Grant; NCTA 30% Funding	State and County Appropriations	Fairfax Blueprint Housing Funding
Federal/State Tax Credits	State Historic Tax Credits	-	-	Low-Income Housing Tax Credits; Virginia Housing Opportunity Tax Credit*
Private Investors/Revenues	Portion of revenues from Arts Uses	-	Non-event parking income	Private Debt/Equity Providers
Philanthropy/Partnerships	Foundation/Individual Donations; Corporate Partnerships or Sponsorships	Foundation/Individual Donations; Corporate Partnerships or Sponsorships	Foundation/Individual Donations; Corporate Partnerships or Sponsorships	Foundation/Individual Donations; Corporate Partnerships or Sponsorships (for affordable artist housing)

Comparison Summary



THANK YOU!

<https://www.surveymonkey.com/r/WORKHOUSE>

