

Revised Project Descriptions - FY 2017 Interdepartmental Long Range Planning Work Program

The draft work program for FY 2017 represents a continuation and completion of projects begun in FY 2016 plus the addition of new projects. Major planning projects include the Old Town North SAP Update, planning for the Potomac Yard Metrorail Station, North Potomac Yard Plan Update, and an update to the Eisenhower East Plan.

Attachment 1, the interdepartmental work program bar chart, shows 11 major work program items continuing into FY 2017, 10 major work program items starting in FY 2017, 22 ongoing implementation efforts of previously approved plans, and 10 special projects. New to the bar chart this year is a section on land use policy initiatives, prioritizing 11 requested land use and zoning studies. The projects and proposed timing for each item are described below.

Typically the Long Range Planning Work Program does not highlight anticipated development cases, but the planned redevelopment of multiple ARHA public housing sites and anticipated volume of other large projects is sufficient in magnitude to warrant inclusion in this document.

Long Range Planning Project Descriptions

The following project descriptions are in the same order as those shown in Attachment 1, the “bar chart.” Lead departments are indicated in parentheses after each project title.

1. West End Transitway AA (TES, PZ)

The West End Transitway will be a Bus Rapid Transit (BRT) system to provide high-capacity transit service using a combination of dedicated and shared lanes and high quality stations with rider amenities. It will connect major transit facilities – Van Dorn Metro Station, Mark Center Transit Center, Shirlington Transit Center, and the Pentagon Transit Center – with the Landmark/Van Dorn and Beauregard neighborhoods along the corridor. The Federal Transit Administration (FTA) as lead agency and the City of Alexandria as project sponsor are preparing an Alternatives Analysis (AA) and Environmental Documentation. The AA/Environmental Documentation effort will provide a detailed analysis of three Alternatives – No Build, Transportation Systems Management, and Build – and an environmental analysis of each proposed Alternative as required for the project to be eligible to receive federal funding. On March 29, 2016 City Council re-concurred with the project Locally Preferred Alternative (LPA), a vital step to completing the Environmental Documentation, Entering project Development (PD), and advancing the project to the Design phase.

2. Pedestrian and Bicycle Master Plan – Complete Streets Manual (TES, PZ)

The Pedestrian and Bicycle Master Plan update and the Complete Streets Manual were completed in the spring of 2016. The Pedestrian Bicycle Master Plan includes an evaluation of existing conditions, issues, constraints and needs, as well as a review of existing policies, goals and objectives. The plan update includes short and long term projects, future bikeshare station locations, and actions and strategies to implement the plan. The document updates the pedestrian and bicycle chapters of the Transportation Master Plan and the 2008 Pedestrian and Bicycle Mobility Plan.

3. Motorcoach Study (TES)

The City of Alexandria will revisit its current motorcoach policies in order to address issues associated with the loss of the City's short term motorcoach parking locations and loading and unloading spaces. Development of the policies will be overseen by City staff with guidance from a Motorcoach Task Force. The project began in early 2016, and the Task Force will be convened in the spring 2016. The study is anticipated to be completed by fall 2016. (Additional information on this project is described in the Transportation and Environmental Services memo of October 22, 2014 to City Council on parking.)

4. City Strategic Plan 2017-2022 (OPA, PZ)

The City's Strategic Plan is the City Council's vision for the City, developed in collaboration and in partnership with the Alexandria community. City staff considers the Strategic Plan when developing, implementing or reviewing the delivery of public services, and in presenting requests for fiscal resources. Alexandria's Strategic Plan for 2004 to 2015 was adopted by City Council in 2004, amended in 2006, and replaced with an updated Strategic Plan that was approved in June 2010. During the summer and fall of 2015, staff developed a range of Strategic Plan process options, with associated resource implications, for consideration. This process was approved in the fall of 2015, with an early 2016 kick off. Anticipated completion is fall of 2016.

5. Del Ray Parking Study Implementation (TES)

In Spring 2016, Staff will update the parking occupancy data within the study area. Once completed, staff will continue conducting public outreach to discuss key findings and recommendation from the Del Ray Parking Study and review updated parking data. Following the public outreach, short term recommendations will be implemented and long term recommendations will be considered through a future budget process.

6. Long Range Educational Facilities Plan – Phase II (ACPS, PZ)

Phase II of the Long Range Educational Facilities Plan began in Spring 2016, led by ACPS with support from City departments. The focus of Phase II will be middle and high school capacity needs. The school enrollment trends and forecasts work was completed in Phase 1.

7. Old Town North Small Area Plan (PZ, TES, Housing, RPCA, AEDP)

The Old Town North Small Area Plan Update began in September 2015, with the appointment of a 21-member Advisory Group. The OTN SAP Update Work Program includes five phases extending from September 2015 to anticipated Plan Approval in January 2017. Phase I – Framework Development was the visioning phase, facilitated by a 5-day Charrette where an interdisciplinary team of staff members worked closely with the community to identify draft planning categories and goals and objectives for the Update, with some of the goals and objectives translated into concept designs. Phases II and III will study and test the viability of the results of Phase I and will make refinements as necessary before moving on to Phase IV, which will entail development of Plan Recommendations. Phase V will entail Plan Development and Approval. Implementation would then follow.

8. Potomac Yard Metrorail Station (DPI, PZ, TES)

The Potomac Yard Metrorail Station will be a new infill Metrorail station on the Yellow and Blue lines between the National Airport and Braddock Road stations. The station is a key element of the redevelopment of Potomac Yard into a high-density, mixed-use, transit-oriented destination. Since 2011, the project team has been analyzing multiple alternatives through an Environmental Impact Statement (EIS) process as established as part of the National Environmental Policy Act (NEPA).

In May 2015, the Alexandria City Council voted unanimously to endorse the construction of a new Potomac Yard Metrorail Station and select "Alternative B" as the preferred location. The designation of a Locally Preferred Alternative (LPA) was a key milestone in the process to build the Metrorail station, and permitted the development of a Final Environmental Impact Statement (EIS). The Final EIS was released in winter 2016 and final approval (the "Record of Decision") from the Federal Transit Administration and the National Park Service was released in spring 2016.

Concurrently with completion of the Final EIS, City staff has been working with WMATA, NPS, and design consultants to develop the conceptual design for the station. This conceptual design formed the basis of the Development Special Use Permit application, scheduled to go before City Council in June 2016, and will be included in the WMATA Request for Proposals (RFP) package, which will go out to the Design Build contracting industry in summer 2016. The forecast date to have an executed and approved Design Build contract is spring 2017.

An update of the North Potomac Yard Small Area Plan began this spring (see North Potomac Yard Update below). Certain elements of the plan revision (such as the location of the northern landing) will be coordinated with the design process for the Metrorail station.

9. *New Permitting System Software Implementation (Code, PZ)*

The City's land development process is supported by multiple City departments and agencies, workflow processes and computerized systems. These processes and systems support the administration of development review, zoning permits, right of way permits, building and trade permits, and enforcement. The City's primary computerized land use management system (Permit Plan) is approximately 20 years old, and while it has served the City well, the system has reached the end of its useful life. The City plans to replace this legacy software with more modern, up-to-date technology that will help address the City's current challenges to provide online permit processing, online payments, and online plan review. Electronic Plans Submission is also part of this project. The new land use management system will be an enterprise system that will be used primarily by the Departments of Code Administration, Planning and Zoning, and Transportation and Environmental Services. In addition, other departments within the City will have access to the system as needed including Fire, Police, Health, Housing, Recreation, Real Estate, Archaeology and DASH. A technical consulting firm was hired to assist City staff in articulating system requirements to be included in an RFP for new permitting system software and services. An RFP was issued in January 2015. The configuration and implementation should begin in early 2016 and will take approximately 2 years to finalize depending on the modules implemented and the services provided. This project is fully funded by building permit fees.

10. *Stormwater Mandates/MS4 Compliance Plan and Proposed Stormwater Utility (TES)*

Stormwater mandates in the Chesapeake Bay (C-Bay) Total Maximum Daily Load (TMDL) Phase I Action Plan (required under the MS4 permit issued by the Virginia Department of Environmental Quality - VDEQ) was submitted in FY 2016 and approved by VDEQ. Costly infrastructure projects and programs committed under this action plan continue to be implemented. Later phases of the C-Bay stormwater mandates require substantially increased funding to implement costly infrastructure projects in order to meet regulatory targets by 2028. Total program costs over a 15-year period could approach \$100 million. Per the City Council's guidance in February 2016, the development of a Stormwater Utility (SWU) Framework Study II began in FY 2016. This study will create the basic framework of a proposed SWU by updating the needs analysis from the 2009 effort, defining the services covered by the utility and study their level and costs, both current and in the future. In addition, a proposed billing unit calculation is being developed and a proposed credit policy is under development. Extensive public engagement as this phase is being undertaken based on Council direction received in February 2016. Council's recommendation included direct public outreach associated with the development of the proposed SWU framework in lieu of an ad hoc committee, a schedule for a Resolution to Council Fall 2016 to create a proposed implementation framework, and a consideration for adoption of the proposed SWU in spring during the FY2018 budget. If directed by Council, the proposed SWU Implementation phase would commence in FY 2017-2018. In this phase, billing method and frequency would be determined, a customer database would be prepared and billing systems would be implemented/updated. A Stormwater Utility Ordinance would also be developed and adopted before funding fees could be collected in FY 2018.

11. ARHA Redevelopment (PZ, Office of Housing)

In January of 2014, ARHA released an RFQ seeking development partners for seven (since reduced to five) of its publicly assisted housing sites throughout the City. Following a two-phase vetting process, which included input from City staff, a shortlist of development partners was developed and reviewed by the ARHA Board, and selections were made in March 2016. Each ARHA site will have its own set of issues that will be very important to the surrounding neighborhood, as well as the issues that are common for every publicly assisted housing redevelopment project. Redevelopment initiatives will involve coordination and participation of City staff from multiple departments, including Housing, Planning and Zoning, T&ES and others. It is likely that these redevelopment initiatives will be staggered over the course of multiple years. The ARHA efforts are expected to be primarily funded with competitive Federal low income housing tax credits and land economics. The timing of the annual tax credit funding cycle in the past has required an expedited development process. As a result, these initiatives will require significant staff resources over multiple fiscal years, and staff is exploring opportunities for ARHA/developer partner funding of City staff resources in order to assist with the expediting of these reviews.

12. Office Competitiveness and Conversion (AEDP, PZ)

Growing and protecting the commercial tax base as an alternative to raising taxes or decreasing services has been identified as one of the City's top priorities. As discussed at the November 2015 City Council Retreat, the increasingly competitive office market, reduced federal government office space demand, changing office space standards which reduce square footage

to employee ratios, the absence of new high quality commercial assets in Alexandria, and the potential for office conversions are each a major threat to the City's economic long-term viability. This plan effort would begin in January 2016 with a focus on the following: 1) identifying barriers and incentives to the development of high quality and desirable commercial real estate projects; 2) identifying criteria and locations where office conversions are acceptable or desirable, and locations where office conversions should be discouraged; and 3) analyzing existing zoning laws to determine how they allow for office conversions and identifying possible changes that would create a disincentive to conversions. The goal of the study is to help inform future planning processes/decisions and provide recommendations on how to maintain and enhance the City's competitive position in the commercial real estate market.

13. North Potomac Yard Update (PZ)

This Plan update and refinement effort began in Spring 2016 and is anticipated for completion in June 2017. With the selection of Metrorail site Option B (north of Potomac Greens between the George Washington Memorial Parkway and the CSXT railroad tracks), as generally anticipated in the 2010 North Potomac Yard Small Area Plan (SAP), the update will not entail a significant departure from the original plan. It is contemplated that the original SAP mix of office, retail and residential will remain relatively unchanged. The existing plan is consistent with the City's vision for a higher density, mixed use, transit oriented community, and the developer has expressed a desire for some changes to reflect current market conditions.

14. Eisenhower East Plan Update (PZ, TES, AEDP)

Since the Eisenhower East Plan was approved in 2003, much has been accomplished to build out the vision, including its selection for the headquarters of the National Science Foundation, future home to 2,100 employees in 2017. The National Science Foundation has already acted as a catalyst for new development in the area, and is anticipated to induce significant residential, hotel and retail demand, as well as some added office demand. In the last several months, a number of major property owners within the Plan area have approached the City with a desire to redevelop in the near term. Each have indicated that they would like to request Plan amendments related to land use, reflecting significant market changes since the Plan was approved 13 years ago. While the Plan has been amended in the past, staff believes that the potential amendments are of a larger scope and relate to an overarching theme that may best be addressed with an overall Plan update process. Significant changes in the design of retail, the office market demand and occupancy of office buildings over the past decade warrant a review of the Plan's proposed land uses in order to ensure that the Eisenhower East area can remain competitive in the coming years.

Recognizing the changing needs of office and retail and associated amenities, the purpose of the Plan update process will be to determine what revisions and reductions in office space are appropriate, given the City's long-established goal for Eisenhower East to remain one of the City's key economic development engines.

Staff is proposing that work on the Plan update begin in July 2016 in coordination with property owners and relevant City Departments to conduct all necessary studies such as traffic and infrastructure analysis in order to evaluate potential amendments to the Plan. This analysis would be followed in January 2016 with a community process to review potential amendments,

concluding with public hearings in June 2017. The proposed timing for this plan update is contingent upon outside funding for the cost of associated technical studies and necessary resources for the potential plan amendments.

15. City Facilities Master Plan (General Services, PZ)

The objective of this process is to obtain input and evaluate potential options for utilizing City facilities, as well as look for co-location opportunities. City and schools facilities are in need of significant investment. Since these facilities are used for a wide range of programs, the first step of such a process will prioritize that review and set a timeline for input, deliberations and recommendations. The City facilities physical inspection will take place over a three-five year period. The City facilities mapping process could commence after the completion of the City's strategic plan, with a prioritization plan completed by Spring 2017.

16. Pocket Park Plan (RPCA)

In 2012, the Division of Park Planning, Design, and Capital Development began planning for parks by typology. Pocket Parks are the next typology that the Division will be planning. These parks are publicly owned, no larger than 0.5 acre, and have no recent existing plans. The planning process for sixteen pocket parks is slated to begin in January 2017.

17. Review of Policy for Residential Parking Permits for New Development

Recent developments in Old Town and Old Town North have included conditions restricting future residents of the building from obtaining district parking permits unless a comprehensive policy is established that outlines when and where this is appropriate. A number of concerns have been raised about equity to future residents and protecting existing residential parking. In Summer 2016, staff will review this practice and develop potential recommendations for Council to consider on this topic.

18. Parking Standards for New Development (Phase 2 Commercial) (TES)

In 2013, staff commenced a study to review the City's parking standards, which have not had a comprehensive review since the 1960's. As the culmination of Phase 1 of the study, in April 2015 the City Council approved an amendment to the City Zoning Ordinance to revise the parking standards for multi-family residential development projects. The revised parking standards reflect the City's parking practices, changes and trends in demographics, and changes in market demands. Phase 2 of the study focusing on commercial development will commence in the fall of 2016 with completion anticipated for fall 2017.

19. Review of 72 Hour Parking Ordinance (TES)

Currently, the City Code (Section 10-4-8) prohibits parking a vehicle in the same location on a City street for longer than 72 hours. This was originally intended to address abandoned vehicles and is also used to facilitate parking turnover. However, this rule becomes problematic for residents with no off-street parking options who travel longer than 72 hours. Additionally, it quite often becomes a tool used in neighbor disputes, which results in deploying Parking Enforcement Officers away from their day to day enforcement activities to monitor the issue.

Beginning fall 2016, staff proposes to conduct public outreach on potential changes or full repeal of this rule. Outreach could potentially include conducting a citywide survey and holding public

meetings. Staff also suggests forming a small sub-committee of Traffic and Parking Board members to review the usefulness of this rule and possible changes to address any hardships it may cause. T&ES staff would manage this review, while coordinating with other City departments including the Police Department, City Attorney's Office, and Planning and Zoning. Staff anticipates approximately eight meetings to gather public input, review options, and propose a recommendation that would be reviewed by the Traffic and Parking Board and City Council.

20. Citywide Design Principles- Architecture Forum Phase 2 (PZ)

This effort would follow up on the ideas generated at the Architecture Forum held in May 2016, with the long term goal of updating the City's design principles to guide future development.

21. Daingerfield Island Master Plan (NPS, PZ)

As part of the "net benefits agreement" with the National Park Service (NPS) in regard to the Potomac Yard Metrorail Station, the City will fund and then participate in an NPS-led master plan effort for Daingerfield Island. Timing for the start of the master plan process is uncertain, but could begin in early FY 2017.

22. Environmental Action Plan Update (TES)

Per the City Council's Eco-City Alexandria initiative, the Environmental Action Plan 2030 (EAP) was adopted by City Council in 2009 following significant efforts from several City departments and an extensive public outreach campaign. The EAP calls for the Environmental Policy Commission (EPC) to update the EAP at least every five years and the Eco-City Charter every ten years. These updates are aimed at maintaining the EAP's relevance as well as enhancing its effectiveness in leading the City further toward environmental sustainability and achieving the City's long term goal of becoming a true Eco-City.

The approved FY 2017 budget included funding for a new City Sustainability Coordinator, who will focus on a number of environmental initiatives, including the Environmental Action Plan (EAP) update. As a result of additional staff resources, the revised draft work plan has scheduled the EAP update to begin six months earlier than originally envisioned, in January 2017, rather than July 2017.

In addition to the EAP update, staff will be working on multiple environmental planning and policy efforts over the next few fiscal years, as shown in the bar chart below. Already underway is the Old Town North Small Area Plan which represents a significant opportunity to make progress towards sustainability by enhancing the City's Green Building policies as well as establishing the first Eco-District concept. Stormwater and Sanitary Sewer planning will continue to further progress on sustainability. Staff is also working on land use policy initiatives that will lead into the work to be undertaken in the Environmental Action Plan update and subsequent Green Building Policy update. In addition to those listed below, Staff and the community will be working on Eisenhower West/Landmark Van Dorn Corridor Plan implementation, which will entail a number of significant environmental studies including an Air Quality Modeling Analysis, Combined Energy and Reclaimed Water Feasibility Study, and the Backlick Run Restoration Master Plan.

23. Review Process for Amending Residential Parking Permit Districts

Currently, the City Code does not allow for a staff initiated or proactive process for creating a new residential parking permit district or updating the restrictions within existing districts. There are certain situations where a comprehensive, staff-led approach to creating residential parking restrictions would be appropriate, such as creating a district around a new Metro Station or retail area. Starting in Spring 2017, staff will review the current process and propose options for a staff initiated process, with the goal of a public hearing for a change to the City Code in Fall 2017.

24. Sanitary Sewer Master Plan Update (TES, ARenew, DPI, RPCA, PZ)

As a result of City Council's adoption of the framework for the Update to the City's Long Term Control Plan for the Combined Sewer System, the City's Sewer Master Plan will need to be updated. In addition to the Long Term Control Plan Update for Combined Sewer System, this update will incorporate changes from all the small area plan updates including Beauregard Small Area Plan, North Old Town Small Area Plan, Eisenhower West Small Area Plan, etc. Updated population and growth projections will be used for updating hydraulic and financial models. The plan will likely be budgeted for FY 2018 and work will be completed by the end of FY2019.

25. Strategic Update to Mount Vernon Avenue Plans (Mount Vernon Avenue Business Plan and the Arlandria Action Plan) (PZ, TES, RPCA, Housing, AEDP)

The Del Ray Business Association and Del Ray Civic Association have expressed an interest in an update to the Plans adopted in 2005. The Arlandria Implementation Advisory Group has also expressed an interest in revisiting the 2003 Arlandria Action Plan. The purpose of a "strategic update" would be to identify goals, priorities and a set of specific initiatives required to achieve those goals while maintaining the unique character of the neighborhoods. Rather than conducting a separate Retail Strategy, relevant components of such a study will be wrapped into the overall corridor plan. This process is scheduled to begin in late fall 2017, following completion of the Old Town North, North Potomac Yard, and Eisenhower East Plan Updates. It is anticipated that the process would take about 18 months.

Potentially included as part of this process will be a planning study for the Leslie Avenue/Monroe Avenue area. The area, which includes the Leslie Avenue Art Deco warehouses and the Giant/Aldi and CVS site, lies between Oakville Triangle, Braddock Road Metro Station, and Mount Vernon Avenue. Because of the proximity of the adjoining Braddock Road Metrorail station and the redevelopment of the Potomac Yard, these sites may experience significant redevelopment pressures in the future. A planning effort would evaluate the potential for change and provide guidance for redevelopment and public facilities in harmony with the surrounding existing and planned land uses. The availability of outside developer funding will likely be a major factor in deciding if there are sufficient resources to take on this piece of the Del Ray planning effort.

26. Green Building Policy (PZ)

In advance of the City's Green Building Policy update, which is scheduled for FY 2018, City staff will work with the Environmental Policy Commission and other relevant stakeholders to conduct a multi-phase research effort that will inform the policy update and provide guidance on

its content. These phases reflect areas of importance identified by the City’s Environmental Policy Commission. The first effort will focus on the potential for Old Town North to become the City’s first “Eco-District.” The others are a) a review to determine if there are green building elements that the City would like to prioritize, and if so, how; and b) to review options for alternatives to LEED as a green building rating system. These are described in detail in the Land Use Policy Initiatives below.

27. Census 2020 Community Outreach (PZ)

Prior to the 2020 Census, City staff will conduct community outreach in pursuit of a “complete count.” The City’s complete count effort in 2010, led by P&Z, engaged a number of local and regional partners to spread the word about the importance of participating in the Census. Since many funding, budget and other decisions are based on a locality’s population, and the decennial census is really the one chance every ten years to “get it right,” it is important that every Alexandrian be counted. The result of the 2010 effort was improved participation, especially in neighborhoods with high percentages of foreign-born persons. Staff recommends a similar approach for the 2020 census, with planning and outreach beginning in late 2018.

28. Transportation Master Plan (TES)

The Transportation Master Plan was approved by City Council in 2008. Staff updated the bicycle and pedestrian sections of the plan and this project would update the remaining chapters (transit, streets, and parking). The Transportation Commission has recommended that the City conduct an update to this plan every 5 to 8 years to stay current with the changes occurring in the City including new development, implementation of high capacity transit corridors, and Capital Bikeshare, and to ensure that the City’s policies and recommendations are current with best practices and industry standards. It is contemplated, subject to available funding, that this work would begin in FY 2018.

29. Route 1 South Planning Study (PZ)

Staff is proposing that the major planning effort to follow the Mount Vernon Avenue study will be the Route 1 corridor south of Duke Street, in the Southwest Quadrant small area plan. This study will engage the community to explore options for the future redevelopment and/or preservation and renovation of aging, vacant and underutilized commercial and multifamily sites along the City’s southern Route 1 gateway area. Among the goals are working with property owners to develop strategies and identify public and private resources to preserve market and committed affordability for some rental housing as well as extend long term subsidies that provide deep affordability for many units in the area. This study will also look at potential improvements to the streetscape, traffic calming, and other issues identified by the community.

Land Use Policy Initiatives

30. Small Business Regulatory Zoning: This initiative to review the list of commercial uses that require a special use permit (SUP) to determine if there are some uses that should no longer be required to go through the full SUP process. The purpose of the SUP is to ensure that commercial uses mitigate their negative impacts on their neighbors. A full SUP requires two hearings and approximately three or more months to be completed, which can be burdensome

to small businesses. The initiative is to identify commercial types that have low potential for negative impacts, which could be eligible for an administrative SUP or to be allowed by-right. Staff anticipates adoption of the text amendments in June 2016 .

31. Green Building Policy Research: LEED Equivalency & Updated Benchmarking (PZ, TES)

The current Green Building Policy permits use of rating systems that are “equivalent” to LEED and more applicants are choosing “equivalent” rating systems. As additional rating systems expand in use throughout the construction industry, it’s important to understand these systems to ensure that the rating system criteria are at the same level as LEED. Staff would work with EPC (coordinated with the development community and public) to catalogue and analyze green building rating system requirements for equivalency to LEED. The final output would be an evaluation matrix and standard conditions to be used for development projects proposing non-LEED certification.

32. Public Buildings: Co-location Opportunities for Affordable Housing: Using the City’s 10-year Capital Improvement Plan as a guide, in FY 2017, Housing and Planning staff will review opportunities for co-location of affordable housing, including senior living, with City and ACPS facilities; initial staff recommendations will be vetted with City Council and the community prior to extensive predevelopment (P&Z, Housing, General Services, REA, GIS, ACPS, ARHA, others).

33. Additional Bonus Density for Affordable Housing: At Council’s request, staff conducted a study to assess opportunities to amplify affordable housing production by increasing the bonus density standard from 20% to 30%; consultation with AHAAC and the development community have been completed, with staff recommendations to be developed for Planning Commission’s consideration in July, and City Council’s consideration later in FY 2017. (Housing, P&Z).

34. Open Space in New Development: This effort will look at several issues related to open space in new development, such as whether there should be guidelines for various types of open space (public, private, ground level and rooftop) and standardizing the process for determining developer contributions for off-site open space.

35. Mixed Income Assisted Living Development: In mid FY 2017, an interdepartmental staff group will develop a framework to support a potential future assisted living facility, including regulatory, financial and operational requirements and best practices. The initiative will also look at whether senior housing is permitted in all locations where it is appropriate. (Housing, P&Z, DCHS/Office on Aging, ARHA).

36. Green Building Policy Research: Prioritizing Green Building Elements (PZ, TES)

As the City’s Green Building Policy continues to evolve, prioritization of green building elements in conjunction with the current rating systems can produce a larger impact on the overall sustainability goals. During this phase, staff will work with the EPC to prioritize green building elements such as energy efficiency, water use, etc. by building type. In addition to the priority list, the final output of this phase will include policy recommendations (and possibly incentives) that can be incorporated in the FY 2018 Green Building Policy update.

37. *Micro units*: Smaller units are one strategy for achieving housing affordability in high-cost urban areas. The Bridgeyard (formerly Hunting Towers) is an example of a post war rental development where more than one half of the units constructed are under 300 s.f. creating a market affordable/workforce housing resource for generations of residents over several decades. Pursuant to the Housing Master Plan, the micro units study, to be done in consultation with the development community and public, will explore what parking, FAR, density and/or other policy changes the City may consider adopting to induce development of more micro units to affordably house Alexandria's workforce as well as its aging population.
38. *Subdivisions and Neighborhood Character*: This effort would consider amending the subdivision regulations in order to create more defined criteria regarding “lot character” so that the process of reviewing subdivisions is more predictable. New lots produced by subdivisions are required to be similar in character to existing lots – a requirement that is difficult to define and quantify.
39. *Parker-Gray Zoning*: Current RB zoning in the Parker Gray historic district may be affecting homeowners’ ability to construct reasonable additions that allow them to stay in the neighborhood. This study will examine the requirements, lot sizes, and historic regulations to determine if an amendment to the zoning can address the issue without compromising Parker-Gray neighborhood character.
40. *Landscape Guidelines Update Implementing Urban Forestry Plan*: The Guidelines, first published in 1997, were last updated in 2007, and have not been updated to reflect goals and recommendations contained within the Urban Forestry Master Plan and the Environmental Action Plan, both approved by City Council in 2009.

Plan Implementation Work/Special Projects

Plan implementation has become a large and growing element of the planning work program. As more plans are adopted, as was the case in FY 2016 with Eisenhower West, Oakville Triangle, the Neighborhood Park Improvement Plan and others, more staff resources will be needed to be devoted to this body of work.

41. Sanitary Sewer/Combined Sewer Overflow (CSO) Plan (TES)

The City received a 5-year renewal of its permit to operate a Combined Sewer System (CSS) from the Virginia Department of Environmental Quality (VDEQ) in September 2013. As required by this permit, and as part of the City’s Eco-City Alexandria initiative, the City is updating its Long Term Control Plan (LTCP) in order to meet new regulatory requirements and mandated CSO reductions for Hunting Creek. The update to the LTCP identifies the strategy, projects, and schedule needed to improve water quality in Hunting Creek. A public participation program that included formation of an Ad Hoc CSS work group was implemented so that interested citizens and stakeholders can learn about the impacts of CSOs and provide input with respect to future CSO planning. The public process culminated in a public hearing at a City

Council meeting in May 2016. The LTCP update is targeted for submission to VDEQ by August 2016. This project, upon final approval from Virginia Department of Environmental Quality, will move to the implementation phase. Future infrastructure improvements must be implemented no later than December 31, 2035. The estimated cost of CSO remediation is \$125 million to \$188 million (2015 dollars) over a 20 year period.

42. Pedestrian/Bicycle Master Plan (TES, PZ)

The Pedestrian and Bicycle Master Plan identified priority pedestrian, bicycle and trail projects, case study area recommendations, and pedestrian and bicycle strategies. One of the key strategies of importance is the development of a Vision Zero policy and program. Starting in FY 2016 and continuing through FY 2017, T&ES will work with the Transportation Commission and other departments including P&Z, Police and RPCA to develop a Vision Zero policy, to be adopted by Council. Following the development of the policy, T&ES will develop a program that outlines the methodology and resources for the Vision Zero program.

43. Eisenhower West Small Area Plan / Landmark Van Dorn Corridor Plan Implementation

In order to achieve the vision for the area encompassed by the Eisenhower West Small Area Plan and Landmark/Van Dorn Corridor Plan, a number of action items are needed to begin implementation, as well as significant funding for related implementation studies and analyses. The approved FY 2017 budget allocates funding for the Air Quality Modeling Analysis and Infrastructure Plan described below. An implementation advisory group was established by Council in the spring of 2016. Projects consolidated into this combined coordinated implementation effort are listed below in order of anticipated timing.

- Detailed Air Quality Modeling Analysis near the Van Dorn Metrorail Station: Preliminary air quality modeling results revealed possible concerns with future construction of tall buildings near the Covanta facility. This modeling exercise will more accurately project air quality impacts and identify potential mitigation strategies to reduce impacts or constraints.
- Infrastructure Plan: This engineering and design effort will further refine the proposed infrastructure supporting planned redevelopment in the Landmark/Van Dorn Corridor and Eisenhower West plans. The work will facilitate redevelopment by making it clear where proposed infrastructure will be. The work will also refine cost estimates, which will be useful in determining a funding strategy.
- Developer Contributions Analysis: This work will conduct the analysis to determine the extent to which developer contributions can be sued to fund infrastructure in these two small area plans. It is likely a phased approach will be recommended.
- Backlick Run Restoration Master Plan: This Plan will focus on the inaccessible/degraded stretch of Backlick Run located between the City of Alexandria/Fairfax County line and Cameron Station to revitalize it into an active greenway, a key open space feature of the Plan.
- Combined Energy and Reclaimed Water Feasibility Study: This engineering study will evaluate the feasibility of a district energy system taking advantage of the large energy source produced at COVANTA and the feasibility of using treated water produced and developed in the EW area and all along Eisenhower Avenue

- Van Dorn Metro Multimodal Bridge Preliminary Design and Engineering: While some preliminary design and engineering for this bridge will be done during the Infrastructure Plan, this initiative will complete the design and engineering for this important bridge.
- Van Dorn Street Bridge Widening Analysis; Widening the Van Dorn Street bridge is an alternative to the Multimodal Bridge if the Multimodal Bridge is found to be infeasible.
- High Street Preliminary Design and Engineering: High Street is a new road, called for in the Landmark/Van Dorn Corridor Plan, which runs parallel to Van Dorn Street and connects, via a Bridge over Duke Street, to the Landmark Mall site.
- Farrington Ave Connector Study: This study will be completed in conjunction with Fairfax County and will identify the best options for a new north-south connection west of Van Dorn Street between Farrington Avenue and Edsall Road.

44. MGM Readiness Task Force: At the request of the City Manager, Visit Alexandria convened a City Task Force of different agencies and departments to help prepare the city for the opening of the MGM Casino in late 2016 at National Harbor. This new Task Force is similar to the one that was established by the City in 2007-2008 for the opening of National Harbor. Through that effort, a National Harbor Response Plan by the City was developed to facilitate the anticipated rise in tourism by minimizing possible impacts on the City while capitalizing on new opportunities for sales and tax revenues. MGM anticipates bringing 3,600 jobs onsite and it could also spur opportunities for existing and new businesses in the area. The City's MGM Readiness Task Force consists of five work groups, addressing topics such as transportation, community, marketing, aesthetics, and activation in a MGM Readiness Plan. The working groups identified priorities addressing anticipated concerns and opportunities within each of these topical areas for the City of Alexandria and any anticipated costs that may be applicable. The report was completed and vetted through the focus area team process. Council received the report this spring, which included six items that were integrated into the budget for FY17.

45. Waterfront Plan: Waterfront Plan implementation activity is on-going with the preliminary infrastructure design and permitting processes related to construction of "core area" improvements, flood mitigation, the riverfront promenade, and Fitzgerald Square. Subsequent to Council approval of the Schematic Landscape and Flood Mitigation design in June 2014, Staff developed a plan implementation construction cost estimate totaling \$120 million, and conducted a civic engagement process to prioritize the improvements which was approved by council in January 2015. The initial project area was identified as the "core area" or the area generally bounded by Duke Street, Queen Street, Union Street and the Potomac River. The implementation priorities were identified as flood mitigation, the riverfront promenade and Fitzgerald Square; which were programmed for funding in the Fiscal Year 2016 to 2025 Capital Improvement Program (CIP). Interim Fitzgerald Square improvements (post-ODBC move) are in the planning stage.

The June 2014 City Council approval included a number of feasibility studies covering: governance (including operations, maintenance and revenue generation), recreational boating marina; and civic building. The governance and marina feasibility studies began in FY 2015 and FY 2016 respectively, and are both expected to be complete in FY 2016. Study of the

civic building will be pursued in the future as needed to support governance and implementation.

46. Housing Master Plan Implementation: The Housing Master Plan identified a number of tools and strategies to be pursued in the effort to expand affordable housing opportunities in the City. A number of these are scheduled to be studied and/or implemented through FY 2017 and beyond, in collaboration with P&Z and other departments. These efforts are scheduled in the bar chart under land use policy initiatives.
47. Beauregard Plan: In FY 2017, plan implementation will continue with an emphasis on the review of development applications by staff and the Beauregard Design Advisory Committee (BDAC). Coordination will also continue with long-term planning for the West End Transitway and the Seminary-Beauregard Ellipse. Housing will continue outreach to the Beauregard tenant community, development and updating of a resident database, including the prioritized wait list for committed affordable units (CAUs), and placement of eligible households into 105 Southern Towers 10-year CAUs by December 2017. Housing and Planning will continue to process and monitor development and financing of future affordable housing resources for Beauregard including St. James Plaza (93 affordable units), The Gateway at Beauregard King (74 affordable units) and the Church of the Resurrection site (132 affordable units proposed).
48. Arlandria Action Plan: In FY 2017, plan implementation and community engagement will continue. An interdepartmental work team coordinates key areas of responsibility and includes P&Z, T&ES, Housing, AEDP and RP&CA.
49. Braddock Plan: Plan implementation will continue to focus on streetscape improvements on Fayette Street and the design for the one-acre park on the U.S. Post Office block.
50. South Potomac Yard: Implementation to continue.
51. Wayfinding: Contracting for implementation of Phase 2, pedestrian signs in Old Town and vehicular signage on major corridors throughout the City, will take place in FY 2016. Implementation of Phase 3 and preparation for Phase 4 will take a place in FY 2017. Completion of Phase 3A, which includes vehicular directional signs along major corridors is anticipated for 1st Quarter 2017. Phase 3B, which includes Metro station visitor kiosks, highway signs and freestanding interpretive panels, will go out for bid with installation and completion anticipated by end of FY 2017. Bid preparation for Phase 4 will begin (funding not provided until FY 2018). Phase 4 includes City Gateway signs, vehicular directional signs for secondary streets, additional parking signs, and bike path signage.
52. Citywide Parks Plan and Neighborhood Parks Plan: Implementation of these plans will continue.
53. Open Space Master Plan: Staff reviewed progress made toward the goals set forth in the 2003 Open Space Master Plan, including successfully reaching the goal of gaining 100 acres of additional public open space by 2013 (7.3 acres/1000 residents). In conjunction with providing a status update, staff will propose additional recommendations to support continued implementation of the Open Space Master Plan. Additional updates will include information on the development and implementation of a Natural Resource Management

Plan in conjunction with the protection and enhancement of the City's open space/natural areas.

54. Public Art Implementation Plan: Plan implementation will continue.
55. Urban Forestry Master Plan: Implementation of this plan will continue.
56. DASH: Ongoing coordination and implementation of the DASH Comprehensive Operational Analysis (COA) will continue.
57. Census, Forecasting and Demographics: This program includes analysis of Census 2010 and annual American Community Survey data releases. It also includes preparation of the City's official long range forecasts of population, jobs and households, which are updated regularly to reflect approved plans and development projects as well as regional economic trends.
58. Civic Engagement: Civic Engagement Implementation is an interdepartmental effort, led by the Department of Planning and Zoning, to integrate the recommendations of the 2012-13 What's Next Alexandria initiative into the City's public decision-making processes by following the communications and engagement principles and framework established in the Council adopted [What's Next Alexandria Handbook for Civic Engagement](#).
59. Fort Ward Management Plan: Implementation of the Fort Ward Park and Museum Area Management Plan approved by the City Council in January 2015 will continue with available funding in operating and capital budgets. This effort will include coordination of the implementation of the plan with the City Manager-appointed Fort Ward Plan Implementation Monitoring Group representing all stakeholders. Initial phase of the plan implementation includes storm water management, site archeology, interpretative plan development, oral history project, tree planting and ADA accessibility.
60. Old Town Parking Policy Update: In 2010, the City conducted the Old Town Area Parking Study (OTAPS) to assess the availability of parking, both on-street and off-street, three blocks north and south of King Street, between the Potomac River and the King Street Metro Station. One of the recommendations of this study was to create a task force of major stakeholders to review and make recommendations about potential parking management strategies. The OTAPS Work Group was established later that year and made recommendations, many of which were implemented, including the launch of a mobile parking application and the extension of meter hours. The Work Group was reconvened in 2012 and developed additional recommendations for consideration, such as the installation of additional multi-space meters, and City monitoring of parking occupancy. In response, in the fall of 2014, the City collected new occupancy data. The OTAPS Work Group was reconvened in early 2015 to review the data and develop recommendations related to metered parking and residential permit parking in the study area. The Work Group met monthly from January 2015 through August 2015, and a summary of the Work Group discussions and recommendations, of which staff will begin consideration for potential implementation in 2016, are provided in the [2015 OTAPS Work Group Final Report](#).

61. Oakville Triangle Route 1 Corridor Plan: Implementation of the recently approved Plan will occur through development review and coordination/monitoring to ensure that public benefits and infrastructure are implemented consistent with the phasing established in the Plan.
62. Complete Streets Program: This program funds capital infrastructure improvements to the non-motorized transportation network, including sidewalks, curbs, gutters, pedestrian crossings, on-street bicycle facilities, bicycle parking, and access ramps throughout the City. The implementation of these improvements is coordinated with annual street resurfacing programs.

SPECIAL PROJECTS:

63. Fiscal Impact Study – This study is being conducted by an outside consultant and is estimated for completion in Fall 2016.
64. Signage (PZ, TES, CAO) – Text amendments to the zoning ordinance relative to signage are anticipated for June 2016 public hearing.
65. Dominion 230KV Line: Dominion Virginia Power previously proposed constructing a new 230-kilovolt underground transmission line between the closed NRG Power Plant site in Alexandria and a Dominion substation site in Arlington in the vicinity of Jefferson Davis Highway and Potomac Yard. The project would add and upgrade equipment at the existing switching station on E. Abingdon Drive in Alexandria, and connect it to the Glebe Substation on S. Glebe Road in Arlington. The City Council established an Ad Hoc Underground Transmission Line and Substation Working Group in 2014 to examine quality of life, economic, electric reliability, environmental and transportation impacts associated with the proposed project, and to make recommendations to staff, the City Manager and Council on matters pertaining to the project. In early 2015, Dominion notified the City that due to a lower forecast for electrical demand, they would be performing an engineering analysis and delaying their plans to build the transmission line. Dominion has not communicated the results of the analysis and has delayed their submittal to the State. It is expected that Dominion will propose a plan with specific routing during the first half of 2016.
66. Fire Station Location Study: The Office of Performance and Accountability (OPA) is leading the Fire Station Location Study. The study will help address where the City should locate emergency response facilities and resources to achieve the City's Fire and Emergency Medical Service (EMS) performance goals. This project will consider current and future demand for emergency services, current and future approaches to and features of the emergency response, and current and future Fire and EMS performance goals, among other factors. The project commenced in July 2014. The final draft of the study will be presented to the City Manager in early 2016.
67. Regional Transportation Planning: Many important regional transportation and transit planning initiatives are shown in the FY 2017 Interdepartmental Long Range Planning Work Plan, most notably the Potomac Yard Metrorail Station. There are also important transportation implications for all of the small area plan updates in which Transportation

Planning staff will collaborate. In addition, staff continues to allocate significant time to coordinating with regional agencies such as NVTA, NVTC, TPB, WMATA, and VRE to address issues related to state and federal funding for local and regional transportation projects, improving air quality and relieving congestion throughout the region, and providing an efficient and effective public transportation network which connects the City to the rest of the region.

68. *Regional Planning and Policy Initiatives:* City staff participates in a variety of regional planning and policy initiatives, primarily through the Metropolitan Washington Council of Governments (COG). For FY 2017, staff will be participating in several initiatives including the Round 9.0 Forecast based on a new, regional economic model. Regional housing needs and resources will also be studied by COG in FY 2016-17. The City will also participate in COG's planned Global Export Initiative planning in 2016.
69. *Carlyle Vitality Initiative:* The Carlyle Vitality Initiative, led by an interdepartmental/interagency team created by the City Manager, is an effort to enhance neighborhood vitality and quality of life for Carlyle residents, employees, and visitors, as well as to improve Carlyle's competitiveness in the regional office market. The effort focuses on implementing physical and programming enhancements to the Carlyle neighborhood in order to activate the public realm.
70. *Old Town Digital Survey of Historic Structures:* Phase One of a five phase digital field survey of the 4,000 structures in the Old and Historic District, funded by grants from the National Park Service and Historic Alexandria Foundation, was successfully completed in 2014. The survey is being performed by volunteers using digital tablets with a GIS app created by Planning and Zoning staff with the assistance of GIS staff. The NPS funded upgrades to the app in 2015 and is making the app available nationally as part of its 100th anniversary in 2016. P&Z staff will continue to work with volunteers on Phase Two of the Alexandria survey in 2016.

Interdepartmental Development Review

On the development side, the number of known major redevelopment projects that will require significant staff resources from multiple departments in FY2017 is anticipated to continue to be very high. A number of projects will require a level of effort that is well beyond the average development case, including considerable additional public engagement. These include:

Robinson Terminals North and South: The two terminal properties will continue to require significant staff resources in FY 2017. Supporting the Ad Hoc Monitoring Group on Waterfront Construction and coordination on the final site plans, grading and building permits and site inspections will be a priority in FY 2017.

Old Town North Projects: A developer for WMATA's Royal Street Bus Garage will be solicited and selected by WMATA and will begin the development process potentially in 2016.

Engagement with neighborhood groups in this location and managing the ongoing development process will require significant staff involvement in the redevelopment of this city block in FY 2017. The proposed redevelopment of the Giant/ABC site was approved in spring 2016, and coordination of the final site plan, permits and site inspections is a priority in FY 2017. The Travelodge site at 700 N. Washington and the annex at 500 N. Washington are under, or nearing, construction. Other Old Town North properties may also submit development applications to be considered concurrent with the update to the Old Town North Small Area Plan. Ongoing development approval activities and substantial community outreach will continue in FY 2017.

Braddock Gateway: Phase 1 is under construction and that activity will carry over into FY 2017. The City is currently processing amendments to the CDD concept plan which covers Phase 2 of Braddock Gateway which is on-going. Related DSUP cases may follow in FY 2017.

Braddock Metro Station: The City and WMATA have worked on guidelines for the redevelopment of the Braddock Metro Station consistent with the Braddock Metro Neighborhood Plan. These guidelines were completed in the first half of 2016 and posted to the WMATA website. Interested developers can now pursue redevelopment through an unsolicited bid process.

Alfred Street Baptist Church: A major church expansion, including addressing the existing affordable housing within the redevelopment site, is in the development review process now and is expected to continue in FY 2017. Construction is not expected until after FY2019 or later when the affordability status of the on-site affordable housing expires.

Potomac Yard North: Now that the specific site of the Potomac Yard Metrorail station has been selected (Alternative 'B'), additional major projects in Landbays G and H may be moving forward during the next fiscal year. The Institute for Defense Analyses (IDA) and National Industries for the Blind (NIB) projects in Landbay G will also be ongoing. NIB is likely to proceed on to implementation in the short-term, but the IDA development will likely take longer to come to fruition.

Gateway at King & Beauregard Project (former Jefferson Hospital property): This approved mixed use development includes a grocer, small retail, affordable and market rate residential and office uses. The project was approved in October 2015, and coordination of the final site plan, permits and site inspections will be a priority in in FY 2017.

Beauregard Town Center Development: This project, a major focus of the Beauregard Small Area Plan, will potentially come to public hearing in FY 2017. Tenant relocation, referral and placement processes will be coordinated pursuant to the guidelines established in the Plan and CDD#22. It is also currently anticipated that the development may include an affordable housing development.

AHC's Fillmore/St. James and Church of the Resurrection sites: Both of these redevelopment projects involve a partnership with AHC to provide affordable housing. The Fillmore project has been approved but will return to public hearings for a change to townhomes on the market-rate portion of the project. The Church of the Resurrection project would provide new affordable

housing as well as a new facility for the church. These combined market rate and affordable housing projects in the Beauregard corridor require significant coordination with City staff, including development review and analysis of the potential for city investment in the affordable housing element of this project.

Eisenhower East Projects: Development interest in the Eisenhower East area is high, stimulated by the National Science Foundation (NSF) and the transit proximate location. In coordination with a potential Eisenhower East Plan update, it is anticipated that a number of potential new projects will be submitted, including hotels, residential and retail projects to serve NSF and other existing development. These projects have major access and infrastructure elements that will require significant staff review and coordination.

Landmark Mall: Although progress for the initiation of redevelopment of the Mall has been slower than expected, staff continues to provide any technical or administrative support required to keep the project moving forward. The Howard Hughes Corporation, owners of the Mall, are continuing to actively complete development agreements with Sears/Seritage, Macy's and Mill Creek. Leasing negotiations continue, as do negotiations on tax increment financing between The Howard Hughes Corporation and the City.