

City of Alexandria, Virginia

MEMORANDUM

DATE: JANUARY 11, 2019

TO: HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: KARL MORITZ, DIRECTOR, DEPARTMENT OF PLANNING AND ZONING

SUBJECT: DISCUSSION OF THE DRAFT FY 2020 INTERDEPARTMENTAL LONG-RANGE PLANNING WORK PROGRAM

ISSUE: What planning work priorities should be established for FY 2020 and beyond?

RECOMMENDATION: Discuss planning priorities for FY 2020 and beyond.

BACKGROUND: Each year, the City departments and agencies engaged in long-range planning and plan implementation jointly prepare an Interdepartmental Long-Range Planning Work Program for the upcoming fiscal year and beyond. The work program includes new plans scheduled to begin, the completion of plans and studies underway, and implementation of previously approved plans.

The draft work program is presented for preliminary Planning Commission and City Council feedback and guidance early in the calendar year to help inform development of the City Manager's Proposed Operating Budget as well as development of a final work program docketed for City Council approval in May.

DISCUSSION: The draft FY 2020 Interdepartmental Long-Range Planning Work Program (Attachment 1) proposes planning work aligned with City Strategic Planning goals for economic development, inclusivity, innovation, multimodal transportation, and transit-oriented development, and can be categorized into the following themes:

- Amazon HQ2 and Virginia Tech Innovation Campus
- Equity and Affordable Housing
- Mobility Initiatives
- Continuation of transit corridor/growth crescent planning

Below are some highlights from each of the themes. Attachment 2 is a project description document which provides a brief summary of each of the projects in the work program; each project is numbered to correspond with the numbering in the work program chart.

Amazon HQ2 and Virginia Tech Innovation Campus

Alexandria's (and Arlington's) proactive planning for growth around existing and future transit positioned both jurisdictions well to both attract and absorb the Amazon headquarters (and related development) in the area, and the Virginia Tech Innovation Campus in Oakville Triangle in Alexandria.

In preparation for both new uses, the City will undertake two planning efforts beginning in early 2019. The first, an **update to the Oakville Triangle Small Area Plan (SAP)**, will be a community process to refine the existing SAP and Coordinated Development District (CDD) to accommodate the new proposed land use, as well as address other topics such as circulation, open space, and building heights. Master plan and CDD amendments are anticipated for Spring 2019.

The second effort will be an **update to the CDD Concept Plan and Conditions for North Potomac Yard** to bring them into consistency with the North Potomac Yard Plan Update approved by City Council in 2017. Once approved by City Council, the updated CDD will enable Phase 1 redevelopment (the 20-acre theater site adjacent to the future Metrorail Station) of North Potomac Yard to proceed. The Potomac Yard Design Advisory Committee (PYDAC) will serve as the community forum for the public process.

As previewed in previous years' work programs, FY 2020 will also include a **strategic update to the City's two Mount Vernon Avenue Plans** covering Del Ray and Arlandria (2005 Mount Vernon Avenue Business Plan and 2003 Arlandria Action Plan). Discussions with stakeholders regarding the scope of the plan update have surfaced the following plan update topics: 1) Business District sustainability and competitiveness, 2) Update to guidelines for redevelopment sites and Leslie Avenue, 3) Implementation priorities and funding, 4) Pedestrian safety and accessibility, 5) Historic preservation, and 6) Equity in the provision of services and infrastructure. With the planned phased arrival of Amazon in Crystal City and Virginia Tech Innovation Campus in the Oakville Triangle area, staff also anticipates analysis of additional topics such as equity/affordable housing and neighborhood infill.

Equity/Affordable Housing

This spring, the Office of Housing will be reconvening the **Housing Contributions Review Work Group** to review proposed revisions to the existing contribution policy to clarify and make its application more consistent (including in cases involving re-zonings and CDDs, as well as in the application of Tiers 1 and 2 for mixed-use projects involving commercial and residential square footage), and to develop contribution policies that address other emerging land use and development trends, including conversion of commercial space to residential, changes of proposed uses from commercial to residential, redevelopment of existing multifamily properties and redevelopment of existing affordable rental housing, including requirements for relocation and replacement of affordable housing. The contribution policy to be developed for senior living facilities may also be reviewed by this group, along with staff's recommendations regarding the feasibility of a potential inclusionary zoning policy (see below) and zoning revisions to permit accessory dwelling units. The goal of the Work Group is to capture value

available to yield additional opportunities for affordable and/or workforce housing as well as to achieve certainty in the development process as well as.

Building on the outcomes of the Work Group, staff will then undertake an **analysis of the feasibility of an Inclusionary Zoning program in Alexandria**. This analysis will evaluate whether an Inclusionary Zoning policy for new development will facilitate production of more affordable units than are yielded currently through existing City housing policy and investment. Based on economic analysis anticipated to be performed by a third party consultant, the effort will review successful inclusionary zoning programs elsewhere, including in comparable markets within the DC region, and evaluate how such a policy may impact the short- and long- term economic impacts on Alexandria's real estate development market, how an Inclusionary Zoning program can be most efficiently administered, and knowledge of Virginia legislative laws and state policies regarding housing. The work, and staff's preliminary recommendations regarding next steps, would be completed on a schedule to potentially inform the 2020 City Legislative package requests to the General Assembly, including completion of a report that could be shared with City Council in early September, as well as help staff develop appropriate community outreach to occur in Fall 2019.

Late in FY 2020, staff proposes conducting analysis on the feasibility of modifying the zoning ordinance to permit **accessory dwelling** units (ADUs) in certain areas as an option to increase the stock of affordable and accessible housing in the City. Based on its study, a report outlining the benefits and liabilities of a zoning text amendment to allow ADUs will be vetted with the Housing Contribution Review Work Group, so that staff can make recommendations regarding next steps, including whether a public engagement process should be undertaken.

As mentioned, staff is also recommending inclusion of a housing affordability analysis as part of the Mount Vernon Avenue Plans Update (Arlandria and Del Ray) beginning in Fall 2019.

Mobility Initiatives

Led by the Department of Transportation and Environmental Services, a variety of mobility related planning efforts are included in the work program. The **Transit Vision Study**, which began in early 2018 and is anticipated for public hearing in July 2019, has set out to develop an unconstrained future bus transit network / alignment that responds without bias to current and projected needs. The study has included a number of community engagement opportunities and will continue through the Spring.

The Transportation Master Plan, which will be renamed the **Alexandria Mobility Plan**, is updated on a regular basis to stay current with local and regional change as well as best practices, industry standards and changing technology and behavior. The next update will take place in two phases. Phase 1 will update the content and format of the Streets chapter and will create stand-alone chapters for Transportation Demand Management and Smart Mobility. The Smart Mobility chapter will be focused on the City's efforts to better manage traffic and mobility through use of new technology. The second phase will update the Parking chapter, expand the Smart Mobility Chapter and utilize the results from the Transit Vision Study to help update the Transit Chapters.

The City's ongoing **Smart Mobility initiative** is keeping City streets safe and running smoothly now, while also laying the groundwork for emerging technologies that will shape transportation over the next five, 10, 20 years and beyond. The intent of these intelligent transportation system (ITS) projects is to improve mobility throughout the city and create a technology infrastructure that will allow incorporation of future, yet to be developed emerging technologies such as autonomous self-driving vehicles. There are three ITS projects that are currently planned or already in progress; ITS Integration (broken into 5 phases), Transit Vehicle Signal Priority, and Adaptive Signal Control. These projects will enable City staff to use sensors and cameras to monitor live traffic and road conditions to better manage the traffic signals along major corridors, will improve transit service on key bus routes, and will install a series of "smart" traffic signals that can adapt to changing traffic conditions in real time.

Continuation of Transit Corridor/Growth Crescent Planning

Over the last ten years, the City has focused its long-range land use and transportation planning efforts on the "growth crescent" – those areas of the City served by current or future Metro Stations or transit corridors. Proposed for inclusion in the FY2020-21 work program, the Duke Street Corridor is the only major section of the growth crescent that has not had a recent planning update. The Plan for this area was approved in 1992. The **Duke Street Transitway** was recommended as part of the City's Transportation Master Plan (2008), and further studied in the Transitway Corridors Feasibility Study (2012), where the mode and alignment were recommended. In FY 2020, the project will be receiving \$12 million of NVTa Regional funds toward environmental planning and design. The City intends to begin environmental analysis in January 2020, followed by design.

In addition to planning for the future transitway, the City is also in the process of developing a master plan for the Witter-Wheeler campus. On top of this, multiple sites located along/near Duke Street west of Old Town (generally between Dove Street and Witter Avenue) have demonstrated interest in or a high likelihood for redevelopment. A **Duke Street Area Plan update** in FY 2020-2021 will provide updated guidance for redevelopment sites and ensure that infrastructure and amenities are planned to meet the needs of existing and future redevelopment. An updated small area plan for this portion of the City will address community needs, infrastructure needs, affordable housing, open space, and economic development. The planning effort will engage the community in establishing a long-term vision for the area so that redevelopment occurs in a coordinated manner consistent with the City's policies and vision for the future.

NEXT STEPS: Staff will incorporate preliminary guidance provided by Planning Commission and City Council at their January 2019 meetings, as well as coordinate among departments and stakeholders to further refine project scopes and timing. Staff will solicit input from the Federation of Civic Associations, NAIOP, and City Boards and Commissions. Feedback on the draft work program will inform the FY 2020 budget process, as well as the final work program to be considered for approval by City Council in May 2019.

FISCAL IMPACT: Many of the work program items proposed for FY 2020 already have City or grant funding identified and/or will be completed within existing resources. The following projects will require additional funding in FY 2020 totaling \$800,000 in the individual project amounts shown below. A summary of each project can be found in Attachment 2.

- Waterfront History Implementation Plan: \$125,000 (Planning project #15)
- Mount Vernon Avenue Plans Update: \$200,00 (Planning project #17)
- Duke Street Area Plan: \$275,000 (Planning project #19)
- Housing Affordability Studies: Feasibility Analysis of Inclusionary Zoning, Accessory Dwelling Units \$100,000 (Planning projects #27-28)
- Beauregard Ellipse Analysis: \$100,000 (Implementation project #22)

The above projects will need to compete for funding (in a very fiscally challenging budget environment) as part of the FY 2020 budget preparation process now underway, as well as during the community and City Council consideration process in February, March and April, after the City Manager proposes the FY 2020 operating budget and FY 2020 to FY 2029 Capital Improvement Program on February 19th.

ATTACHMENTS:

1. Draft FY 2020 Interdepartmental Long-Range Planning Work Program (“Bar Chart”)
2. Project Descriptions

		Calendar 2019					Calendar 2020					Calendar 2021						
PLAN IMPLEMENTATION		FY 2019					FY2020					FY2021						
1	Eisenhower West-Landmark/Van Dorn Plan (PZ, TES, DPI, RPCA, Housing)																	
2	Housing Master Plan (Housing, PZ, GIS, ARHA, TES,Code, GS, ACPS, DCHS-Aging)																	
3	Old Town North SAP (PZ, TES, RPCA, Housing, AEDP, OHA)																	
4	Parking Technologies (TES)																	
5	Public Art Implementation Plan (RPCA, PZ, TES, GS)																	
6	WasteSmart Strategic Plan (TES)																	
7	Sanitary Sewer/CSO Long Term Control Plan (TES, AlexRenew, DPI, RPCA, PZ)																	
8	Strategic Facilities Plan Implementation (GS, PZ)																	
9	TDM and TMP Programs (TES)																	
10	Wayfinding (TES, PZ, RPCA)																	
11	West End Transitway Design (TES, DPI)																	
12	Waterfront Plan (DPI, PZ, RPCA, TES)																	
13	Vision Zero Action Plan and Complete Streets Program (TES, PZ)																	
14	Chesapeake Bay Total Maximum Daily Load (TMDL) 40% Action Plan (TES)																	
15	Stormwater Utility Program (TES)																	
16	Four Mile Run Flood Protection (TES)																	
17	Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RCPA, DPI)																	
18	Ben Brenman Pond Retrofit (TES)																	
19	Lucky Run Stream Restoration (TES)																	
ONGOING/OTHER PROJECTS (ongoing unless end date noted)																		
20	Arlandria Action Plan (PZ, Housing, TES)																	
21	Braddock Plan Implementation (PZ, RPCA, Housing, TES)																	
22	Beauregard Plan Implementation (PZ, DPI, TES, RPCA, Housing)																	
	Beauregard Ellipse Analysis (TES, PZ) (funding dependent)																	
23	Carlyle Vitality (PZ, RPCA, AEDP, Visit Alexandria, TES)																	
24	Citywide Design Principles/Architecture Forum (PZ)																	
25	Civic Engagement (P&Z & all Departments)																	
26	Fort Ward Management Plan Implementation (RPCA, OHA)																	
27	Infill Regulations (PZ)																	
28	Noise Code Revision (TES)																	
29	North Potomac Yard Plan (PZ, TES, RPCA, Housing, AEDP)																	
30	Old and Historic Alexandria District Digital Architectural Survey (PZ, IT)																	
31	Open Space Master Plan Implementation (RPCA)																	
32	Oronoco Outfall Remediation (TES)																	
33	Permitting System Software Implementation (Code, PZ, TES, Fire)																	
34	Parks Plans Implementation - Citywide and Neighborhood (RPCA)																	
35	Regional Transportation Initiatives (TES)																	
36	Regional Planning and Policy Initiatives (All Departments)																	
37	South Potomac Yard Plan Implementation (PZ, TES, RPCA, Housing)																	
38	Urban Forestry Master Plan Implementatation (RPCA)																	
39	Green Infrastructure Program Policy																	

Project Descriptions**DRAFT FY 2020 Interdepartmental Long-Range Planning Work Program****JANUARY 2019**

Project descriptions for items in the draft work program are provided below in the same numbered order as those shown in the Bar Chart, with participating departments shown in parentheses. A section on anticipated major development cases is provided at the end.

Plans/Projects**1. Pocket Park Plan (RPCA, TES)**

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 will conclude in early 2019.

2. Landmark Mall Re-planning (PZ, TES, Housing, RPCA, AEDP)

Following almost a decade of project delays based on changes to ownership structure, retail economics, department store control and the real estate market, ownership has begun the process of re-planning the entire site for coordinated redevelopment. An interdepartmental staff team led by PZ is conducting a community outreach process to consider refinements to the existing 2009 Landmark Van Dorn Corridor Plan. Potential Plan refinements include increased land use flexibility, number of signature buildings, transit and mobility improvements consistent with recent City policies, city facilities, and affordable housing. It is noted that the Carpenter's Shelter facility has been temporarily relocated to the Landmark Mall site while its North Henry site is redeveloped as a new shelter with affordable housing above ("The Bloom"). This interim relocation will not interfere with the re-planning effort or its timing. The re-planning process is anticipated to conclude with hearings in April 2019.

3. Oakville Triangle Plan Update (PZ, TES, Housing, RPCA, AEDP)

Virginia Tech's decision to locate an Innovation Campus in Oakville Triangle will include a graduate campus focused on master's and doctoral level programs in computer sciences, software engineering, data sciences, and analytics, among many others. In support of this, some changes to the existing Oakville Triangle Small Area Plan (SAP) will be needed. PZ will lead an interdepartmental effort in working with Virginia Tech and the property owners to develop a draft plan and in seeking feedback from the community to identify necessary changes to the existing Coordinated Development District (CDD), and new DSUPs. Topics may include circulation, open space, land use, and building heights. Master plan and CDD amendments are anticipated for Spring 2019 and DSUPs are anticipated for hearings in Fall 2019.

4. Resolution 830 Modernization (PZ, Housing, ARHA)

The Resolution 830 Modernization initiative is a community discussion to review and potentially revise and/or expand Resolution 830. Among the goals are to develop a common interpretation and understanding of Resolution 830 and required "replacement units," and to update the document to reflect opportunities and constraints that have emerged over time.

Findings from the community engagement process with the stakeholder group (which occurred from January through April 2018) were presented to the ARHA Redevelopment Work Group, the ARHA Board of Commissioners and City Council for their review and further guidance in June 2018, and a proposed draft Revised Resolution 830 was presented in October. It is anticipated that a final Revised Resolution 830 will be developed, will be scheduled for consideration and approval, and then implemented in Spring 2019. City staff will separately evaluate options to potentially extend Resolution 830-like protections to other nonprofit housing providers in FY 2020.

5. *Environmental Action Plan (TES, PZ, RPCA, Housing, GS)*

Per the City Council's Eco-City Alexandria initiative, the Environmental Action Plan 2030 (EAP) was adopted by City Council in 2009 following an extensive public outreach campaign. The EAP calls for updating 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, prioritizing efforts, and 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. In consultation with the Environmental Policy Commission (EPC), staff is updating the EAP in two phases. Phase 1 was completed in Fall 2018. Phase 2 will focus on the remaining short-term principle areas and all mid- and long-term action items is planned for Council consideration in June 2019.

6. *Green Building Policy (PZ, TES, RPCA, Housing, GS)*

As part of the EAP update, the Green Building Policy will also be updated. A Green Building Policy Task Force will review and provide recommendations for an updated policy to be considered for adoption in June of 2019.

7. *Transit Vision Study (TES, DASH, PZ)*

The goal of the study is to identify existing bus transit needs in Alexandria, as well as future projected needs and untapped markets, and develop an unconstrained future bus transit network / alignment that responds without bias to current and projected needs. Similar efforts have been conducted in cities such as Houston, Jacksonville and San Jose, where similar plans were used to adapt the transit system to existing and future demographics and land use. The study will heavily focus on data to develop the proposed network.

8. *Eisenhower East Phase 2 Plan Update (PZ, TES, RPCA, AEDP, Housing)*

Phase 1 of the Eisenhower East Plan Update, completed in January 2018, allowed new flexibility for residential, retail and hotel land uses on certain parcels, responsive to significant changes in office market demand and occupancy. Phase 2 of the Plan Update will consider additional density and the appropriate land use flexibility for the remaining blocks, given the City's unchanged goal for Eisenhower East to remain one of the City's key mixed use economic development engines. Additional topics anticipated for consideration include retail strategy, streetscape and public realm improvements, options or strategies for affordable housing, and interim uses. Internal staff work and studies for Phase 2 of the Plan update began in late Fall 2018, with the community process anticipated for completion in Fall 2019.

9. *North Potomac Yard CDD Update (PZ, TES, Housing, RPCA)*

The property owner of North Potomac Yard, JBG, has indicated readiness to proceed with redevelopment of Phase 1 (the 20-acre theater site). In order to move forward, an update to the associated Coordinated Development District (CDD) Concept Plan and conditions will be needed in order to be consistent with the North Potomac Yard Plan Update approved by City Council in 2017. The Potomac Yard Design Advisory Committee (PYDAC) will serve as the community forum for the public process. PYDAC includes a broad representation of area stakeholders, including representatives of the National Park Service, Potomac Yard Civic Association (PYCA), and the Del Ray Citizens Association, among others.

10. *Small Cell Facilities Guidelines and Standards (CMO, PZ, TES, CAO)*

The purpose of this project is to establish guidance for the placement and design of small cell infrastructure within the public right-of-way to address engineering, safety, and other issues of importance to the community. The guidelines would be aimed at meeting the functional needs of the necessary telecommunication infrastructure to provide adequate and future coverage demand within the character and function of the City's public realm and public spaces. This review will consider both 4G and 5G technology needs.

11. *Alexandria Mobility Plan (TES, PZ, ITS)*

The Transportation Master Plan was approved by City Council in 2008. 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 more recent programs and policies such as Vision Zero and Complete Streets. An updated Bicycle-Pedestrian chapter was approved by City Council in 2016. Periodic updates also ensure that the City's policies and recommendations are current with best practices, industry standards and changing technology and behavior. This effort will take place in two phases with additional funding planned in FY 2021 to complete the update. Internal work for the first phase has begun. This phase will update the content and format of the Streets chapter and will create stand alone chapters for Transportation Demand Management and Smart Mobility. The Smart Mobility chapter will be focused on the City's efforts to better manage traffic and mobility through use of new technology. The second phase will update the Parking chapter, expand the Smart Mobility Chapter and utilize the results from the Transit Vision Study to help update the Transit Chapters.

12. *Smart Mobility Initiative (TES, ITS, DASH, OEM, APD)*

The City's Smart Mobility initiative is keeping City streets safe and running smoothly in the near term, while also laying the groundwork for emerging technologies that will shape transportation over the next five, 10, 20 years and beyond. The intent of these intelligent transportation system (ITS) projects is to will improve mobility throughout the city and create a technology infrastructure that will allow incorporation of future, yet to be developed emerging technologies such as autonomous self-driving vehicles. There are three ITS projects that are currently planned or already in progress; ITS Integration (broken into 5 phases), Transit Vehicle Signal Priority, and Adaptive Signal Control. These projects will enable City staff to use sensors and cameras to monitor live traffic and road conditions to better manage the traffic signals along major corridors, will improve transit service on key bus routes, and will install a series of "smart" traffic signals that can adapt to changing traffic conditions in real time.

13. Sanitary Sewer Master Plan Update (TES, AlexRenew, DPI, RPCA, PZ)

The City's Sewer Master Plan was first developed and adopted in 2013 and needs 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 East and West Small Area Plans, etc. Updated population and growth projections will be used for updating sewer hydraulic and financial models. This plan will also incorporate the results of sewer user fee and connection fee studies and will provide recommendations to inform the Sanitary Sewer CIP. The plan update was initiated in FY 2019 and work will be completed by the end of FY 2020.

14. Census 2020 Community Outreach (PZ, ITS, Housing, DHS, OCPI)

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 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 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, limited-English proficiency households. Staff is planning a similar approach for the 2020 census, with initial meetings of the group planned for early 2019.

15. Waterfront History Implementation Plan (OHA, DPI, P&Z, RPCA, Visit Alexandria)

The Waterfront History Plan was approved by Alexandria City Council as part of the Waterfront Small Area Plan in 2012. The goal of the Waterfront History Plan is to integrate Alexandria's maritime history into the parks and promenades along the waterfront. A formal implementation plan using the historic themes and recommendations outlined in the Waterfront History Plan needs to be created. This effort will begin in early FY2020 with the first half of the year focused on interpretive planning and concept design, followed by design development the 2nd half of the year, and phased implementation over the next 3 to 5 fiscal years, funding dependent.

16. Joint City Schools Facilities Master Plan (PZ, ACPS, GS, OMB, RPCA, Housing)

The Ad Hoc Joint City-Schools Facility Investment Task Force recommended that the City and ACPS develop a joint facilities master plan that determines a facilities baseline for the City and ACPS, reviews existing assumptions about the need for capital projects to support service delivery now and in the future, develops a strategic vision for facilities development for the City and ACPS; and synthesizes the facilities baseline, assumptions, and the strategic vision into a roadmap that addresses the City and ACPS' highest needs and biggest risks first, considers the potential use of swing space in an optimal manner, and formulates a smart strategy for land acquisition and use.

The plan would serve as a road map and identify opportunities for collaborative projects between the City and ACPS and allow both entities the ability to engage in smart project design and project planning. It would permit both entities to take advantage of opportunities to bundle projects for efficiency in execution, which was the rationale for the Task Force method of planning for the Witter / Wheeler campus. A joint facilities master plan would provide ongoing context and guidance to the City and ACPS CIP. The typical duration of a

master plan is longer (e.g., 20 to 30 years) than a funding plan to allow for the full universe of needs to be identified and addressed. It would allow for a better understanding of opportunity costs of prioritizing and sequencing projects ahead of others when balancing for known funding levels.

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

Following completion of the Landmark Mall Re-planning work and Eisenhower East Phase 2 Plan Update, staff will undertake a strategic update to the two Mount Vernon Avenue Plans covering Del Ray and Arlandria (2005 Mount Vernon Avenue Business Plan and 2003 Arlandria Action Plan). Discussions with stakeholders regarding the scope of the plan update have surfaced the following plan update topics: 1) Business District sustainability and competitiveness, 2) Update to guidelines for redevelopment sites and Leslie Avenue, 3) Implementation priorities and funding, 4) Pedestrian safety and accessibility, 5) Historic preservation and 6) Equity in the provision of services and infrastructure. With the planned phased arrival of Amazon in Crystal City and Virginia Tech Innovation Campus in the Oakville Triangle area, staff also anticipates analysis of additional topics such as equity/affordable housing and neighborhood infill.

The 2019 Plan Update will also consider pedestrian safety and accessibility improvements in Arlandria along the Mount Vernon Avenue corridor, consistent with the City's Vision Zero goal and Complete Streets Guidelines. Community feedback will help develop and prioritize Arlandria's short term safety improvements (to be funded by an existing grant) and longer-term improvements. Improvements for extended sidewalks, shortened crossing distances and accessible bus stops are already planned for implementation along Mount Vernon Avenue in Del Ray in 2019.

18. Duke Street Transitway Environmental Planning and Concept Design (TES, P&Z)

The Duke Street Transitway is included in the City's Transportation Master Plan (2008), and further studied in the Transitway Corridors Feasibility Study (2012), where the mode and alignment were recommended. The project is receiving \$12 million of NVTAR Regional funds toward environmental planning and design, starting in FY 2020. The City intends to begin the environmental analysis in January 2020, followed by design. This effort is intended to be coordinated with the Duke Street Area Plan Update (below).

19. Duke Street Area Plan update (PZ, TES, RPCA, Housing, AEDP)

The Small Area Plan for this area of the City (Duke Street west of Old Town generally between Dove Street and Witter Avenue) was last updated in 1992. Multiple sites located in the area have demonstrated interest in or a high likelihood for redevelopment. In addition, other planning efforts in the area, including the Duke Street Transitway (above) and the Witter Wheeler Feasibility and Campus Master Plan Process, will need to be coordinated and incorporated into a cohesive land use plan. (The Witter Wheeler Feasibility and Campus Master Plan Process is an effort to plan for how the spatial needs of the City Services Departments which currently reside on the campus – TES RPCA, ACPS, AFD, APD, DASH, and General Services – can be more effectively met). Therefore, a Plan update is proposed for this area of Duke Street in FY 2020-2021 to provide updated guidance for redevelopment sites and to ensure that infrastructure and amenities are planned to meet the needs of existing

and future redevelopment. An updated small area plan for this portion of the City will address community needs, infrastructure needs, affordable housing, open space, and economic development. The planning effort will engage the community in establishing a long-term vision for the area so that redevelopment occurs in a coordinated manner consistent with the City's policies and vision for the future.

20. *Dog Park Master Plan Update: (RPCA (lead); TES; P&Z; DPI)*

Adopted by City Council in 2000, the Dog Park Master Plan defines areas for unleashed dog exercise and establishes guidelines for the creation of any new fenced dog parks and dog exercise areas. This update will include a study of equitable distribution of dog facilities in the City and will review and update dog park rules, regulations and design standards to ensure best practices are maintained. The update will include an action plan to meet projected development plans and population forecasts.

21. *Stream Valley and Trail Plan (RPCA, TES, PZ)*

This interdepartmental plan will provide a framework and vision for the stream valleys in Alexandria, recognizing these corridors for their potential, not just as waterways, but also as trail connections, recreational opportunities and urban ecological habitats. The plan would initially focus on developing a vision for Backlick Run with a set of principles and design guidelines that could be applied to stream valleys throughout the city. The timing of the plan is particularly important as a guiding document for upcoming development expected along the stream banks in the Eisenhower Corridor. It also supports the ongoing high priority of trails and passive spaces, as continually identified in the RPCA needs assessment. The Four Mile Run Restoration Plan will be used as basis for a scope of work. This effort is funding dependent and would be scheduled for FY 2021.

22. *Daingerfield Island Master Plan (NPS, PZ, TES, RPCA)*

As part of the City's Potomac Yard Metrorail Station "Net Benefits Agreement" with the National Park Service (NPS) with regard to the Potomac Yard Metrorail Station, the City will participate in an NPS-led master plan effort for Daingerfield Island. Timing for the start of the master plan process while uncertain, would not begin per NPS scheduling before FY 2021.

Studies/Policy Initiatives

23. *Landscape Guidelines Update (RPCA, PZ, TES)*

The Guidelines, first published in 1997, were last updated in 2007. This effort will update the guidelines to reflect goals and recommendations contained within the Urban Forestry Master Plan and the Environmental Action Plan, both approved by City Council in 2009. City Council endorsement is planned for early 2019.

24. *Residential Parking Permit Program (TES)*

On-street parking is one of Alexandrians' biggest concerns, and directly affects access and quality of life. Currently, the City Code does not allow for a proactive, staff-initiated process to create a new residential parking permit district or to update 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 the planned new Potomac Yard Metrorail Station or retail area. Staff will also review other updates to the program to help improve the effectiveness of the program. Starting in summer 2018, staff began a review of the current program and development of proposed options for updates, with the goal of a public hearing for a change to the City Code in spring 2019.

25. *Parker-Gray Zoning (PZ)*

Current open space requirements in the RB zone, primarily found 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 zone requirements and historic regulations to determine if an amendment to the zoning ordinance can address the issue without compromising Parker-Gray neighborhood character.

26. *Housing Contribution Review Work Group (Housing, PZ)*

A work group to include stakeholders will be convened in Spring 2019 to review proposed revisions to the existing contribution policy to clarify and make its application more consistent (including in cases involving re-zonings and CDDs, as well as in the application of Tiers 1 and 2 for mixed-use projects involving commercial and residential square footage), and to develop contribution policies that address other emerging land use and development trends, including conversion of commercial space to residential, changes of proposed uses from commercial to residential, redevelopment of existing multifamily properties and redevelopment of existing affordable rental housing, including requirements for relocation and replacement of affordable housing. The contribution policy to be developed for senior living facilities may also be reviewed by this group, along with staff's recommendations regarding the feasibility of a potential inclusionary zoning policy (see below) and zoning revisions to permit accessory dwelling units. The goal of the Work Group is to capture value available to yield additional opportunities for affordable and/or workforce housing as well as to achieve more certainty in the development process.

27. *Inclusionary Zoning Policy Feasibility Analysis (PZ, Housing)*

This analysis will evaluate the feasibility of an Inclusionary Zoning policy for the City. Inclusionary Zoning policies require or encourage developers to set aside a certain percentage of housing units in new or rehabilitated projects for low- and moderate-income residents. The analysis will examine whether new development will facilitate production of more affordable units than are yielded currently through existing City housing policy and investment. Based on economic analysis anticipated to be performed by a third party consultant, the effort will review successful inclusionary zoning programs elsewhere, including in comparable markets within the DC region, and evaluate how such a policy may impact the short- and long- term economic impacts on Alexandria's real estate development market, how an Inclusionary Zoning program can be most efficiently administered, and knowledge of Virginia legislative policies regarding housing. The work, and staff's preliminary recommendations regarding next steps, would be completed on a schedule to potentially inform the Fall 2019 City Legislative package requests to the General Assembly, including completion of a report that could be shared with City Council in early September, as well as help staff develop appropriate community outreach to occur in Fall 2019.

28. *Accessory Dwelling Unit Feasibility Analysis (PZ, Housing)*

Accessory dwelling units (ADUs) — also referred to as accessory apartments, second units, or granny flats — are additional living quarters on single-family lots that are independent of the primary dwelling unit. In FY 2020, staff will conduct analysis on the feasibility of modifying the zoning ordinance to permit ADUs in certain areas as an option to increase the stock of affordable and accessible housing in the City. Based on its study, a report outlining the benefits and liabilities of a zoning text amendment to allow ADUs will be vetted with the Housing Contribution Review Work Group, so that staff can make recommendations regarding next steps, including whether a public engagement process should be undertaken. A review of the feasibility and economics of micro units could also be part of this study.

29. Open Space in New Development (PZ, RPCA)

This effort is looking at issues related to open space in new development, such as whether there should be guidelines for different types of open space (ground level and rooftop) as well as exploring a process for developer contributions for off-site open space. After a process of discussion with the community, Planning Commission and City Council, a proposal for potential adjustments is anticipated for review in mid FY 2020.

30. Census, Forecasting and Demographics (PZ)

This program includes analysis of Census and 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.

Plan Implementation

Plan implementation has become a large and growing element of the planning work program. As more plans are adopted, more staff resources are needed to be devoted to this body of work.

1. Eisenhower West/Landmark Van Dorn Plan (PZ, TES, RPCA, Housing, DPI)

Studies identified in the Plans to begin implementation of the long-term vision for the area have been completed, including: Air Quality Modeling Analysis near Van Dorn Metrorail Station, Infrastructure Plan, and Developer Contributions Analysis. City Council approved a Developer Contribution Policy for the plan area in Fall 2018.

2. Housing Master Plan (Housing, PZ, GIS, ARHA, TES, Code, GS, ACPS, DCHS/Aging)

The Housing Master Plan (HMP) identified tools and strategies to be pursued in the effort to expand affordable housing opportunities in the City. Several are scheduled to be studied and/or implemented through FY 2020 and beyond, in collaboration with PZ and other departments. Timelines for some of these efforts are reflected in the bar chart on page 1 under "Studies/Policy Initiatives".

- a. *Public Buildings: Co-location Opportunities for Affordable Housing:* (PZ, Housing, General Services, REA, GIS, ACPS, ARHA, others) Consistent with the recommendations of the Joint Facilities Investment Task Force, staff will continue to evaluate co-location opportunities for affordable housing as part of its early feasibility analyses in future City and ACPS capital projects, including potential options for affordable senior housing/assisted living and ARHA replacement units, if appropriate. Staff will also consider opportunities for co-location already incorporated in Small Area Plan recommendations.

- b. Microunits Study (Housing, PZ): At City Council's request, Housing undertook a study of microunits in FY 2018 that included research, consultation with NAIOP, and community outreach via the City's Parking Day event, when a 100 sf parking space on Pitt Street was turned into a micro-unit model home. Housing released a report on study findings in mid-December of 2018 that was circulated among AHAAC, the Landlord Tenant Relations Board, and the Planning Commission, and posted on Housing's website. Further formal study and policy work, including potential zoning ordinance amendments, will continue.
- c. Mixed Income Assisted Living Development/Senior Living: Successes in securing affordable units in several recently approved privately-developed senior living facilities have begun to provide a small pipeline of housing/care options for some of the City's most economically vulnerable elderly and disabled, including persons on the auxiliary grant waiting list maintained by DCHS. In addition to units at Sunrise/Duke Street (1), Sunrise/Washington Street (2), Silverado (2), future Goodwin House (~6) and Silverstone (7), in Spring 2019, the City will launch a stakeholder group to include representatives of the Commissions on Aging and on Persons with Disabilities, senior living developers and NAIOP, among others, to develop a contribution policy for residential facilities that specifically serve seniors and/or disabled, including those requiring cognitive and or other health or nursing services to residents. In addition, the group will be consulted on staff's efforts to develop a framework to support a potential future mixed-income assisted living facility, including regulatory, financial and operational requirements and other best practices. It is noted that a proposed draft text amendment to ensure that senior living options are permitted in all locations where it is appropriate is anticipated to be considered by Planning Commission and City Council in Spring 2019.
- d. Land Use Conversions: see Housing Contribution Work Group above under "Studies/Policy Initiatives."
- e. Housing Contribution Review Work Group: See "Studies/Policy Initiatives" above.
- f. Inclusionary Zoning Policy Feasibility Analysis (PZ, Housing): See "Studies/Policy Initiatives" above.
- g. Accessory Dwelling Unit Feasibility Analysis (PZ, Housing): See "Studies/Policy Initiatives" above.

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

In FY 2019, City Council approved a developer contribution policy, and two development projects are utilizing the incentives established in the Arts District bonus density policy.

4. Parking Technologies

The parking technologies project provides funding for the deployment of new parking technologies, such as real-time parking occupancy systems for on-street spaces and parking garages/lots, web-based interactive parking map, dynamic signage that illustrates real-time parking availability in city-owned garages, and other parking technologies. These technologies will mostly be off-the-shelf solutions requiring minimal design and engineering.

5. Public Art Implementation Plan (RPCA, PZ, TES, GS)

Plan implementation will continue.

6. WasteSmart Strategic Plan (TES)

The Resource Recovery Division has developed the WasteSmart Strategic Plan, which will address challenges and set goals for Alexandria's trash, recycling, and organic waste management for the next 20 years. The City started discussions with stakeholders a year prior to WasteSmart to solicit feedback. In the stakeholder engagement process, over 1,500 stakeholders were reached, gathering over 1,200 questions and comments about the plan as well as the included action items. Utilizing the feedback from stakeholders, technical analysis, and working with the City's Environmental Policy Commission, the WasteSmart plan was developed on a series of short, medium, and long-term action items. The strategic plan is scheduled for City Council consideration in early 2019.

7. Sanitary Sewer/Combined Sewer Overflow (CSO) Long Term Control Plan (TES, AlexRenew, DPI, RPCA, PZ, CMO)

The City submitted to the Virginia Department of Environmental Quality (VDEQ) a Long Term Control Plan Update for the City's combined sewer system in May 2018 to meet the CSO legislation that was signed into law by the Governor in 2017. The legislation requires the City to remediate all its combined sewer outfalls, requires that construction of future combined sewer infrastructure projects begin no later than July 1, 2023 and that construction of these projects be completed by July 1, 2025. The Long-Term Control Plan was submitted jointly by the City and Alexandria Renew Enterprises (AlexRenew). VDEQ approved the plan in June 2018. As of July 1, 2018, the ownership of all the combined sewer outfalls in the City was transferred to AlexRenew, who is now responsible for financing and implementing the Long-Term Control Plan, now known as the RiverRenew project. In order to facilitate partnership between the City and AlexRenew and to provide a liaison for input, in June 2018 City Council passed a resolution to establish the City Council – AlexRenew Board Project Review Workgroup. This group consists of two City Council members and two AlexRenew Board members. The purpose of the Workgroup is to review and guide the plans, design implementation, costs and financing of the project the intent of minimizing community impacts and maximizing community benefit.

8. Strategic Facilities Plan Implementation (GS, PZ, TES, Housing, AEDP, RPCA, DHS, Health Department, Fire, Police, OHA)

The City's Strategic Facilities Plan was completed in Spring 2018 and adopted by City Council in December, 2018. The Plan includes priorities and recommendations for implementation tasks in FY 2019 and beyond that will be considered in the Joint City Schools Master Plan and future facilities decision-making.

9. Transportation Demand Management (TDM) Program and Transportation Management Plans (TMP) (TES)

The City's Transportation Demand Management (TDM) program, "GO Alex", keeps Alexandria residents, visitors and workers informed of all of their transportation options. GO Alex educates the public about transit and active commuting options through several methods, including grassroots outreach, employer outreach, new resident packets, a bi-annual newsletter, and the GO Alex webpage. In addition, GO Alex also provides travel-planning assistance through the Mobile Store.

Transportation management plans (TMPs) are required by developers in order to limit the number of cars in Alexandria and promote alternative commuting behavior. Cars create congestion, which threatens the City's appeal to residents and businesses and increases

greenhouse gas emissions. The City works with developers to limit cars by creating alternative transportation incentive programs at major developments and working with their TMP coordinators. The City holds annual TMP workshops with coordinators to share ideas for reducing single occupant vehicle trips and discuss TMP requirements, such as required surveys and funding plans.

10. Wayfinding (TES, PZ, RPCA, DPI)

Multiple phases of the Wayfinding program have been implemented over previous fiscal years, including parking directional signs and pedestrian kiosks in Old Town, City park and recreation center identification signs, and new highway signs. Most recently, vehicular signs on major corridors throughout the city have been installed and the final phase of this program component is anticipated to be completed in early 2019. New destination identity signs, consistent with the Wayfinding program, have been installed at several Office of Historic Alexandria museums, as have two new interpretive signs. Historic district markers have been installed for the Town of Potomac in Del Ray; markers for the Old and Historic Alexandria District in Old Town will be installed by early 2019. Gateway signage is anticipated for FY 2019, as well as a new Metro station kiosk at King Street through the bus loop reconfiguration project. Freestanding interpretive panels and destination identity signs are planned for implementation in late FY 2019 – early FY 2020.

11. West End Transitway Design (TES, DPI)

DPI, in coordination with TES, is leading the Design work for the West End Transitway. The Transitway will be implemented in a phased approach, consistent with information shared with the public and City leadership. An RFP (Request for Proposals) to complete 100% Design on Phase 1 – Transportation System Management, along the entire corridor (Van Dorn Metro to King Street) is anticipated to be released in 2019 and will be funded by existing NVT (Northern Virginia Transportation Authority) 70% funds. The Design phase will include technical work, interdepartmental coordination, and external stakeholder engagement.

12. Waterfront Plan (DPI, PZ, RPCA, TES)

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 an interim park at the foot of King Street. The implementation priorities as approved by City Council in 2015, were identified as flood mitigation, the riverfront promenade, the interim and final park at the foot of King Street; which are programmed for funding in Capital Improvement Program (CIP). Completion of King Street Waterfront Park is projected for early 2019.

13. Vision Zero Action Plan & Complete Streets Program (TES)

The ongoing implementation is a City priority to eliminate traffic deaths and serious injuries by 2028. Work in FY 2020 will focus on short-term improvements, education and outreach, data collection and planning for longer-term engineering improvements. Initiatives are also underway in the police department. The Complete Streets 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.

14. Chesapeake Bay Total Maximum Daily Load (TMDL) 40% Action Plan (TES, DPI, RPCA, GS, PZ)

The City is required to complete the Chesapeake Bay TMDL Action Plan that identifies strategies for the City to meet the state and federal mandates to reduce nutrient and sediment pollution in stormwater runoff that enters the Bay. To comply, the City must implement costly stormwater capital infrastructure projects that reduce pollution from stormwater before it enters local waterways, the Potomac, and the Chesapeake Bay. This mandate to reach 40% is effective beginning FY 2019 and must be achieved before FY 2023, as mandated in the City's Municipal Separate Storm Sewer System (MS4) general permit.

Stormwater mandates in the Chesapeake Bay (Bay) Total Maximum Daily Load (TMDL) Phase 1 Action Plan, required under the City's Municipal Separate Storm Sewer System (MS4) general permit issued by the Virginia Department of Environmental Quality (VDEQ), was submitted in FY 2016 and approved by VDEQ. The Bay TMDL Phase 2 Action Plan builds on the strategies and Phase 1 and is scheduled to be completed per the MS4 permit requirements by November 2019. Infrastructure projects and strategies committed under this action plan continue to be implemented. Subsequent phases of the Bay stormwater mandates and associated updates to the City's Action Plan to include Phase 2 and Phase 3 require substantially increased funding to implement costly infrastructure projects to meet regulatory targets no later than FY 2028. Total program costs over the 15-year implementation period could approach \$100 million.

15. Stormwater Utility Program (TES)

The Stormwater Utility (SWU) program provides dedicated funding for the City's Stormwater Management Program to reduce the impact of stormwater pollution and flooding to ensure compliance with state and federal requirements, to include operations and maintenance of the system. As part of the FY 2018 budget process, City Council adopted a SWU to provide a dedicated funding source to address these increasing costs, with first billing in May 2018. The fee funds stormwater mandates, as well as funding flooding mitigation projects and operations and maintenance, more equitably than by raising the real estate tax, since a fee shifts stormwater management costs to the properties with greater impact on stormwater runoff by linking the fee amount to the generation of stormwater from a property's impervious areas, hard surfaces such as rooftops, parking areas and sidewalks.

Following SWU adoption, the implementation phase includes the preparation of the customer database and billing systems, and development of credit policies and associated credit manuals for ways that property owners may reduce their fees. In October 2017, City Council adopted the Non-Residential Credit Manual as a way for these property owners to reduce the fees starting 2018. City Council adopted the comprehensive Credit Manual which added residential properties as those properties eligible to reduce the fees starting in 2019. During the 2019 calendar year, staff will continue the extensive public outreach, to include the types of stormwater management practices that can be implemented to receive potential reduction in the fee and the process for applying credits; along with highlighting what is funded by the fee.

16. Four Mile Run Flood Protection (TES)

The City shares the costs to maintain the federally funded stormwater flood control channel and system of flood walls and levees on Four Mile Run. The project was constructed in the late 1970's by the U.S. Army Corps of Engineers (USACE), whose annual inspections, along with the City's inspections, dictate the extent of the channel maintenance activities to be completed.

17. Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RPCA, DPI)

The City completed the design guidelines in June 2014 that provides details on tree well BMPs to be implemented in the right-of-way. to aid the development community during design and construction of best management practices (BMPs) for treatment of stormwater runoff from the public right-of-way and/or portions of private property. The primary focus is to provide a design that achieves maximum improvements in water quality and issue guidance for the placement and aesthetics of above-grade BMPs. The guidelines are also intended for projects being administered by the City itself as it upgrades the public right-of-way. Given new stormwater requirements effective July 1, 2014 and to capture changes in policy and technology, the guidelines will be updated.

18. Ben Brenman Pond Retrofit (TES)

Also called the "Cameron Station Pond Retrofit", this stormwater capital project is identified in the City's Bay TMDL Action Plan as a major strategy to provide nutrient and sediment reductions towards addressing state and federal mandates enforced through the City's MS4 general permit. The retrofit is scheduled to be completed in FY2020 towards the Bay TMDL goal.

19. Lucky Run Stream Restoration (TES)

Urban stream restoration is also a major strategy identified in the City's Bay TMDL Action Plan to reduce nutrient and sediment pollution and address the Bay TMDL mandates in the City's MS4 general permit.

Ongoing/Other Projects

20. Arlandria Action Plan (PZ, Housing, TES)

Plan implementation continues. Planned highlights include the annual Quality of Life Walk to identify issues of health and safety that need to be addressed in the community and periodic newsletters to inform the community of important news. A review of how Arlandria's commercial corridor can be operationally enhanced and the overall community supported is underway.

21. Braddock Plan Implementation (PZ, RPCA, TES, Housing, DPI)

Construction of the Plan recommended streetscape improvements on Fayette Street – a Plan identified "walking street" is anticipated for completion in FY 2019. Implementation activity in FY 2020 will continue with community input on projects related to recommendations in the Braddock Plan, including redevelopment projects.

22. Beauregard Plan Implementation (PZ, DPI, TES, RPCA, Housing)

Plan implementation continues with an emphasis on the review of development applications by staff and the Beauregard Design Advisory Committee (BDAC). Coordination will

continue with long-term planning for the West End Transitway and the Seminary-Beauregard Ellipse. Placements into the 105 committed affordable units at Southern Towers were completed in July 2018 and Housing staff continues to make referrals as units become vacant/available. Outreach to the resident community continues, with semi-annual meetings providing updates on City affordable housing and social service (aging, workforce development, small business) resources. Staff actively marketed the St. James Plaza affordable housing development (93 units) that was completed in April 2018 to the Beauregard households in Housing's database. The waiting list for St. James was nearly 3,000 households. Both the Gateway and The Spire projects will provide additional housing affordability resources in upcoming years.

In late FY 2019/early 2020, analysis will be done to evaluate the "Ellipse" recommended in the Beauregard Plan. Pending the results of the analysis, any proposed changes will be shared with the community for review and comment.

23. *Carlyle Vitality Initiative (PZ, AEDP, RPCA, Visit Alexandria, TES)*

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.

24. *Citywide Design Principles- Architecture Forum (PZ)*

This effort will follow up on ideas generated at previous Architecture Forum events, with the long-term goal of updating the City's design principles to guide future development.

25. *Civic Engagement (PZ, All Departments)*

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*](#).

26. *Fort Ward Management Plan Implementation (RPCA, OHA, TES, CMO)*

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. Earlier efforts included coordination of the implementation of the plan with the City Manager-appointed Fort Ward Plan Implementation Monitoring Group representing all stakeholders. The Monitoring Group concluded its work in mid-2017. Initial phase of the plan implementation included storm water management, site archeology, interpretative plan development, oral history project, tree planting and ADA accessibility. Staff continues to implement the plan as CIP funding is available.

27. *Infill Regulations (PZ)*

The City's Infill Regulations have generally been very successful in ensuring that new infill development, one- and two-family homes, are compatible with existing neighborhood fabric and minimize impact to adjoining properties. However, there are specific elements that deserve a fresh look, including provisions that are difficult to apply in unusual situations

(unusual topography, irregular blocks) or which inadvertently discourage home styles that are compatible with their neighbors, such as in Del Ray. Staff is currently analyzing elements of the infill regulations and will bring forward proposed revisions for public comment and consideration for adoption. The planned approach will be to select a specific element for review, discuss it with the community, and then bring a proposed revision to hearing, bringing one or two issues to Council per fiscal year. Because the infill regulations are complex and interlocking, gradually addressing one issue at a time will allow time to ensure that proposed changes do not have unintended outcomes.

28. *Noise Code Revision (CAO, TES, APD)*

The City's Noise Control Code (Section 11-5 of the City Code) aims to reduce noise impacts on residents. The objective of this project is to update the Noise Control Code to ensure proper enforcement and its applicability to existing and future land uses that can generate noise and have significant impact on the quality of life of Alexandria's residents. It is anticipated that an update to the Code will be subject to community review and input in late 2018 and early 2019 and then be docketed for consideration/ adoption by City Council.

29. *North Potomac Yard Plan (PZ, TES, RPCA, Housing, AEDP)*

Following the 2017 adoption of the North Potomac Yard Plan update, the next step in implementation will be associated regulatory approvals, including CDD Concept Plan amendments, rezoning, and DSUPs (see #9 under "Plans/Projects").

30. *Old and Historic Alexandria District Digital Architectural Survey (PZ, IT)*

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 web-based app created by Planning and Zoning staff with the assistance of GIS staff. The NPS funded upgrades to the app in 2015 and made the app available nationally as part of its 100th anniversary in 2016. Phase Two, the largest of the phases, was launched in 2017 and will be completed in summer 2019.

31. *Open Space Master Plan Implementation (RPCA)*

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 plans to propose to City Council 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. A 10-year Implementation Plan was endorsed by City Council and the Planning Commission in 2017.

32. *Oronoco Outfall Remediation (TES, DPI)*

The City continues to address environmental concerns associated with the Alexandria Town Gas – Oronoco site (ATG-Oronoco). Since entering the site into Virginia's Voluntary Remediation Program (VRP) in 2000, the City has made considerable progress towards remediation. Over the decades during which many of these manufactured gas plant (MGPs) operated, coal tar leaked from storage and processing facilities and contaminated surface soils, subsurface soils, and groundwater. Committed to addressing issues associated with the

site by pursuing cleanup under Virginia's VRP, the City has been proactive in satisfying requirements of the VRP to date. The City has prepared a revised Remedial Action Plan (RAP) for an environmental remediation of the Oronoco MGP outfall site to remove approximately 2,900 cubic yards (CY) of impacted sediments containing tar-like and oil-like material via mechanical dredging. Removal of the impacted sediments and restoration of the site will provide an enhanced benthic environment for native marine species and reduce the risk to human health. The dredging and river bottom capping work was completed in 2018.

33. *Permitting System Software Implementation (Code, PZ, TES)*

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 has reached the end of its useful life. The City is replacing this legacy software with up-to-date technology that will provide online permit processing, payments, plan review, and electronic plans submission. 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. Other departments within the City will have access to the system as needed including Fire, Police, Health, Housing, Recreation, Real Estate, Archaeology and DASH. This project is fully funded by building permit fees.

34. *Parks Plans Implementation (Citywide and Neighborhood) (RPCA)*

Implementation of these plans will continue.

35. *Regional Transportation Initiatives (TES)*

Many important regional transportation and transit planning initiatives are shown in the Interdepartmental Long-Range Planning Work Plan. 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.

36. *Regional Planning and Policy Initiatives (All Departments)*

City staff participates in a variety of regional planning and policy initiatives, primarily through the Metropolitan Washington Council of Governments (COG).

37. *South Potomac Yard Implementation (PZ, TES, RPCA, Housing)*

Implementation to continue.

38. *Urban Forestry Master Plan Implementation (RPCA)*

Implementation of this plan will continue

39. *Green Infrastructure Program Policy (TES, PZ, RPCA, GS, DPI)*

Green infrastructure is a stormwater management approach that mimics the natural water cycle by reducing and treating stormwater at its source. This program is consistent with the objectives of a citywide approach to implement green infrastructure (GI) in the combined

sewer area as well as the separate storm sewer area to address the water pollution reduction goals in the City's Bay TMDL Action Plan. The program includes the development of a policy document to memorialize the citywide approach to GI implementation in the first phase, followed by project identification and prioritization, and finally the installation of GI practices.

Interdepartmental Development Review (Highlight indicates updates are needed).

On the development side, the number of known major redevelopment projects that will require significant staff resources from multiple departments in FY 2020 is anticipated to continue to be very high with projects that will require a level of effort that is well beyond the average development case, including considerable additional public engagement. In addition, staff resources are necessary in the post-approval process, during final site plan review and construction, to ensure that constructed projects comply with approvals. A summary follows below.

ACPS Capital Projects: Staff will be reviewing ACPS capital projects for capacity expansion funded for FY 2020, including the Ferdinand Day Gym addition, relocatables (classroom trailers), and assistance with initial analysis on high school capacity options and potential locations for expanded high school capacity.

City Capital Projects: Fire Station 3 is going through the final site plan review process, anticipated for completion in December 2018 with construction anticipated to begin in the Spring of 2019. Staff is also involved in the review of the Combined Sewer (CSO) separation project which is expected to go to public hearing in late Spring / early summer 2019. The final site plan for the new Potomac Yard Metrorail Station and any further amendments to the station would be reviewed during the Winter and Spring of 2019.

ARHA Redevelopment Sites: ARHA is in the process of a third-party analysis of the authority's entire portfolio including Adkins and anticipates reissuing an RFP for Adkins in 2019, taking into account the results of the portfolio evaluation to determine the scope of the RFP.

Affordable Housing Projects: A DSUP to allow redevelopment of the rear portion of the Fairlington Presbyterian Church property on King Street to construct an 81-unit affordable rental housing building was approved by the Planning Commission and City Council in November 2018. If successful in securing the credits, it is anticipated that the new building will be delivered in late 2021. 289 affordable units are currently under construction at Carpenter's Shelter/The Bloom, The Gateway Apartments at King and Beauregard, Lacy Court (substantial renovation) and Ramsey Homes, and in 2019, another 125 will begin construction, including The Spire and Bellefonte Apartments, a 12-unit building in Del Ray that houses persons with developmental disabilities, that will be substantially renovated, including modifications to make six units fully accessible. As a result, Bellefonte's expiring HUD rental assistance contracts will be extended for an additional 20-year term. A number of other affordable projects are in the pipeline, including, potentially, some within the South Patrick Street corridor, pursuant to the recently approved South Patrick Street Housing Affordability Strategy. The Strategy proposes replacement of all existing deeply affordable units by incenting sufficient density to create market rate units to subsidize the affordable units (approximately 3:1). Residents of the

multifamily buildings will also be provided relocation assistance as well as a right to return, following redevelopment, for tenants in good standing.

Alexandria West Projects: The St. James Plaza affordable housing building developed by AHC opened in May 2018. The project won the “Best Affordable Housing Development” award at the fall 2018 Virginia Governor’s Housing Conference. In June 2018, a phased conversion was approved to convert the existing office buildings at 3010 Park Center Dr and 4401 Ford Avenue to approximately 200 residential units per building.

Beauregard Plan Projects: In October 2018, Monday Properties received approval to remove the office building at 2000 N. Beauregard St and construct a new multifamily residential building. Monday Properties purchased much of the area known as the “Adams neighborhood” within the Beauregard SAP, which extends from 2000 N. Beauregard to 1500 N. Beauregard St. As part of the approval, the applicant agreed to dedicate the necessary right-of-way along their frontage to facilitate the future West End Transitway. The approval also replaced a proposed roadway at the rear of the property with a publicly accessible multi-use trail.

Affordable housing in Beauregard saw placements into the 105 committed affordable units at Southern Towers completed in July 2018. Housing staff continues to make referrals as units become vacant/available. Outreach to the resident community continues, with semi-annual meetings providing updates on City affordable housing and social service (aging, workforce development, small business) resources. Staff actively marketed the St. James Plaza affordable housing development (93 units) that was completed in April 2018 to the Beauregard households in Housing’s database. The waiting list for St. James was nearly 3,000 households. Both the Gateway and The Spire projects will provide additional housing affordability resources in upcoming years.

Braddock Projects: Braddock Gateway Phase II is currently in the Final Site Plan review stage with construction anticipated for mid-2019. Braddock Gateway Phase III was approved by City Council in December 2018 and 1200 N. Henry Street was approved by City Council in September 2018. Advancement of these projects will continue to require significant staff resources in FY 2020 and may spur interest in redevelopment of the Braddock Metro Station site, which developers may pursue through a WMATA unsolicited bid process based on the development guidelines of the Braddock Metro Neighborhood Plan.

Eisenhower East Projects: Development interest in the Eisenhower East area is high, stimulated by the National Science Foundation (NSF) location to that area and the transit proximate location. In 2018, City Council approved DSUPs for Blocks 4 & 5 (to include a new Wegman’s), Block 20 (residential and hotel use), and Block 6A (conversion of existing office to residential use). An update to the Small Area Plan anticipated for completion in Fall 2019 will likely be followed by redevelopment applications. Several projects are expected to break ground in FY 2020, including Carlyle Plaza II, Block 6A, and the Block 20 residential tower.

Landmark/Van Dorn and Eisenhower West Projects:

The Greenhill application was approved at the City Council to public hearing in December 2018, with engagement by various City departments and the Eisenhower West/Landmark Van Dorn Implementation Advisory Group as part of the review and analysis of this project. Greenhill has requested approval for the future redevelopment of their 15-acre site with new streets,

coordinated open space, and new buildings of varying densities, heights and a mixture of multi-family, office, hotel, and commercial/retail uses, as well as a future public school or civic use. Another project, Boat US/Public Storage is proposing a self-storage building in Phase 1 and the development of a future multifamily residential building in Phase 2. The project proposes dedication of 3.6 acres of land adjacent to Backlick Run to the City to create a new public park. It was heard and approved by the Planning Commission in December 2018. The applicant opted to defer the project prior to the City Council hearing until March 2019 in order to refine the building and continue to work with the community.

Old Town North Projects: 1201 N. Royal (Craddock site) and the Royal Street Bus Barn co-owners/contract owners are requesting redevelopment approval and hearings are anticipated in Winter 2019. Engagement with neighborhood groups and managing the ongoing development process, including the implementation of the Arts District zoning, require ongoing staff involvement in this area in FY 2020. Development plans for the redevelopment of the Crowne Plaza hotel, and the Abingdon Row townhouses have been approved and may be under construction in 2019.

Old Town Projects: A mix of new construction and adaptive reuse of historic buildings continues in Old Town. In the fall of 2019, a new hotel was approved at the historic building at 699 Prince and a new adjacent annex building. In the FY 2020, staff will work on redevelopment of the Campagna Center (418 S. Washington St) to multi-family and redevelopment at 1300 King Street for mixed-use retail and multi-family.

Potomac Yard Projects: Major projects in Landbays G and H moved forward in 2018. Within Landbay G, where National Institute for the Blind (NIB) is currently under construction, another office building will be constructed for the future headquarters for the American Physical Therapy Association (APTA). The Institute for Defense Analysis will build its new headquarters in the coming years in Landbay G. Within Landbay H, a senior/independent living project was approved for the portion fronting Route 1.

Waterfront Projects: Robinson Landing and 211 The Strand are both actively under construction and will continue to require significant staff resources in FY 2020 for building permit review and on-site inspections. Staff is working on any approvals that may be necessary related to the tall ship *Providence* being docked on an ongoing basis on the city's waterfront in 2019. Supporting the Ad Hoc Monitoring Group on Waterfront Construction and coordination will continue. Staff continues to work on the expanded Waterfront Park (early 2019 opening) and other improvements as part of the Waterfront Plan implementation.