

City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 24, 2019

TO: CHAIR NATE MACEK AND MEMBERS OF THE PLANNING COMMISSION

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

SUBJECT: FY 2020 LONG-RANGE PLANNING INTERDEPARTMENTAL WORK PROGRAM

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

RECOMMENDATION: Adoption of a Long-Range Planning Interdepartmental Work Program for FY 2020.

BACKGROUND: In January 2019, the Planning Commission and the City Council provided input on the Draft FY 2020 Long Range Planning Interdepartmental Work Program to help inform both the FY 2020 budget process and the final FY 2020 Work Program. In addition, at its regular meeting on February 26, the City Council adopted a 2019 City Council Work Program to identify the policies and initiatives Council will work on during the calendar year. Based on Council and Commission input, as well as necessary updates to timing of some planning work, staff has prepared a revised draft FY 2020 Work Program, provided as Attachment 1 (“Bar Chart”), for final review. Description of all projects included in the work program as well as background on the process for developing the overall draft work program can be found in Attachments 2 and 3 respectively.

DISCUSSION: The following sections provide discussion on the main land use planning efforts scheduled for FY 2020 as well as primary changes proposed to the draft work program presented at the work sessions in January 2019. The staff report associated with the January 2019 work session, provided as Attachment 3, provides further background and highlights the four themes reflected in the proposed work program: Amazon HQ2 and Virginia Tech Innovation Campus, Equity and Affordable Housing, Mobility Initiatives, and continuation of transit corridor/growth crescent planning.

In FY 2020, land use planning will focus on completion of the *Eisenhower East Plan Update* (anticipated for September 2019) and an update to the *Mount Vernon Avenue Plans* (the Arlandria Action Plan and the Mount Vernon Avenue Business Area Plan). With regard to the latter, discussions with stakeholders regarding the scope of the plan update have surfaced a

number of potential topics: 1) Business District sustainability, competitiveness, and unique cultural identity 2) Update to guidelines for redevelopment sites and Leslie Avenue, 3) Implementation priorities and funding, 4) Pedestrian safety and accessibility, 5) Historic preservation 6) Equity in the provision of services and infrastructure, 7) Preservation and potential expansion of housing affordability, and 8) Neighborhood infill. Phase 1 of the planning process is slated to begin in September with a series of listening sessions and information gathering in both neighborhoods to identify and develop a planning process responsive to community concerns and priorities, followed by a check-in with Planning Commission and City Council prior to initiating the planning work. The potential scope of the Plan and size of the planning area, encompassing two distinct neighborhoods, will likely require more time than recent planning efforts, such as South Patrick Street and Landmark Mall, which featured significantly narrower scopes and geographies. Therefore, the duration of the Mount Vernon Avenue process is anticipated for approximately 18 months beginning in September 2019, with potential for completing some elements of the work in phases during that time.

Another major planning effort that will begin in FY 2020 is the ***Joint City Schools Facilities Master Plan*** to create a roadmap that addresses citywide facilities needs, including a common process to develop and evaluate capital projects, opportunities for collaboration, ways to implement effective project design and project planning; strategies for maximum cost efficiencies, reflecting ongoing fiscal responsibility in the City's and ACPS' CIP; and allowing both the City and ACPS to maximize the use of real estate while making smart decisions about future needs.

In the Spring of 2020, the City will initiate the **Duke Street Area Plan**, a planning effort for the area around Duke Street west of Old Town generally between Dove Street and Wheeler Avenue (the specific plan area remains to be mapped out). The Small Area Plan for this area of the City was last updated in 1992 and multiple sites have demonstrated interest in or a high likelihood for future redevelopment, including ARHA's Cameron Valley property. The planning effort will be informed by the Witter Wheeler Feasibility and Campus Master Plan, anticipated for Fall 2019 completion, and will be coordinated with planning for the Duke Street Transitway.

Already underway and planned for the duration of FY 2020 is the City's **Census 2020 Complete Count** effort. A City Council-appointed Committee will lead development and implementation of a communications and engagement strategy in pursuit of a "complete count" for all Alexandria residents. 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.

Open space planning in FY 2020 will include a number of initiatives, including completion of the **Pocket Park Plan** in the fall, and beginning three new efforts: a **Public Open Space Policy Plan**, **Dog Park Master Plan Update**, and a **Stream Valley and Trail Plan**.

The list below reflects other notable changes or additions made to the Draft Work Program since it was presented in January 2019 and which, if approved, may require adjustments to City Council's 2019 work program:

- Timing for the start of the update to the **Oakville Triangle Plan for the Virginia Tech Innovation Campus** has been extended to accommodate Virginia Tech's need for additional time to conduct due diligence.
- Timing for the start of the **North Potomac Yard CDD Concept Plan and Conditions update** has been extended. 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.
- A citywide **Public Open Space Policy Plan** has been added to FY 2020 to implement the Environmental Action Plan and Open Space Master Plan goal to increase the publicly accessible open space quantity and improve its environmental quality, management, and social benefits.
- An **Update to the 2009 Urban Forestry Master Plan** has been added to FY 2020 to ensure that the goals around urban forest health and canopy coverage are progressing, and that additional elements, such as planting programs and citizen engagement, grow the City's urban forest grows into the future.
- An **Update to the Parks and Recreation Master Plan** has been scheduled for FY 2021 to provide a broad policy and management framework to guide decision-making for current park and recreational needs of Alexandria residents for the next 10 years.
- The timing for the **Waterfront History Implementation Plan** has been shifted to FY 2021 timed with City Council's funding allocation.
- The timing for completion of the **Transit Vision Study** has been moved to December to provide more time for community feedback, and the **Alexandria Mobility Plan** is anticipated for completion in May of 2020.
- The timing for completion of the **Accessory Dwelling Unit Study** has been moved to June 2020.
- The timing for completion of the **Parker-Gray/RB Zoning Study** has been moved to November.
- New Implementation initiatives:
 - **Environmental Action Plan (EAP) implementation**, education, and outreach initiatives per the EAP update approved in June
 - **Electric Vehicle Charging Infrastructure Strategy** – recommendation of the EAP update
 - **Commercial Property Assessed Clean Energy (C-PACE) Program** – recommendation of the EAP update
 - **Landmark Mall CDD Rezoning** per the recommendations of the Master Plan Amendment adopted by Council in April

FISCAL IMPACT: The proposed FY 2020 work program takes into account the resources allocated to the recommended planning initiatives in City Council's approved FY 2020 Budget, including the FY 2020 to FY 2029 Capital Improvement Program.

ATTACHMENTS:

1. Revised FY 2020 Interdepartmental Long-Range Planning Work Program (Bar Chart)
2. Project Descriptions
3. January 2019 Memo to City Council

STAFF:

Emily A. Baker, Deputy City Manager

Karl Moritz, Director, Planning and Zoning

Yon Lambert, Director, Transportation and Environmental Services

James Spengler, Director, Recreation, Parks and Cultural Activities

Jeremy McPike, Director, General Services

Gregg Fields, Director, Department of Code Administration

Helen McIlvaine, Director, Office of Housing

Jeffrey Farner, Deputy Director, Planning and Zoning

Carrie Beach, Division Chief, Planning and Zoning

LEGEND

MAJOR PROJECTS/PLANS

STUDIES/POLICY INITIATIVES

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		Calendar 2019	Calendar 2020					Calendar 2021				
			FY2020					FY2021				
PLAN IMPLEMENTATION												
31	Landmark Mall CDD (PZ, TES, RPCA, Housing)											
32	EAP implementation, education, and outreach											
33	Eisenhower West-Landmark/Van Dorn Plan (PZ, TES, DPI, RPCA, Housing)											
34	Housing Master Plan (Housing, PZ, GIS, ARHA, TES, Code, GS, ACPS, DCHS-Aging)											
35	Old Town North SAP (PZ, TES, RPCA, Housing, AEDP, OHA)											
36	Parking Technologies (TES)											
37	Public Art Implementation Plan (RPCA, PZ, TES, GS)											
38	WasteSmart Strategic Plan (TES)											
39	Sanitary Sewer/CSO Long Term Control Plan (TES, AlexRenew, DPI, RPCA, PZ)											
40	Strategic Facilities Plan Implementation (GS, PZ)											
41	TDM and TMP Programs (TES)											
42	Wayfinding (TES, PZ, RPCA)											
43	West End Transitway Design (TES, DPI)											
44	Waterfront Plan (DPI, PZ, RPCA, TES)											
45	Vision Zero Action Plan and Complete Streets Program (TES, PZ)											
46	Chesapeake Bay Total Maximum Daily Load (TMDL) 40% Action Plan (TES)											
47	Stormwater Utility Program (TES)											
48	Four Mile Run Flood Protection (TES)											
49	Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RPCA, DPI)											
50	Ben Brenman Pond Retrofit (TES)											
51	Lucky Run Stream Restoration (TES)											
ONGOING/OTHER PROJECTS (ongoing unless end date noted)												
52	Arlandria Action Plan (PZ, Housing, TES)											
53	Braddock Plan Implementation (PZ, RPCA, Housing, TES)											
54	Beauregard Plan Implementation (PZ, DPI, TES, RPCA, Housing)											
55	Beauregard Ellipse Analysis (TES, PZ) (funding dependent)											
56	Carlyle Vitality (PZ, RPCA, AEDP, Visit Alexandria, TES)											
57	Citywide Design Principles/Architecture Forum (PZ)											
58	Civic Engagement (P&Z & all Departments)											
59	Fort Ward Management Plan Implementation (RPCA, OHA)											
60	Zoning Text Amendments (PZ)											
61	Noise Code Revision (TES)											
62	North Potomac Yard Plan (PZ, TES, RPCA, Housing, AEDP)											
63	Old and Historic Alexandria District Digital Architectural Survey (PZ, IT)											
64	Open Space Master Plan Implementation (RPCA)											
65	Oronoco Outfall Remediation (TES)											
66	Permitting System Software Implementation (Code, PZ, TES, Fire)											
67	Parks Plans Implementation - Citywide and Neighborhood (RPCA)											
68	Regional Transportation Initiatives (TES)											
69	Regional Planning and Policy Initiatives (All Departments)											
70	South Potomac Yard Plan Implementation (PZ, TES, RPCA, Housing)											
71	Green Infrastructure Program Policy											

Project Descriptions

FY 2020 Interdepartmental Long-Range Planning Work Program

MAY 2019

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

Plans/Projects

1. *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.

2. *Pocket Park Plan (RPCA, TES, PZ)*

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 twenty-three pocket parks will conclude in late 2019.

3. *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, considering both 4G and 5G technology needs. 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 is anticipated for Fall 2019 completion.

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

The Urban Forestry Master Plan (UFMP) was initially created in 2009 to prepare a comprehensive plan addressing key challenges of the urban forest, and to guide future initiatives. The UMFP is currently being reviewed to ensure that the goals around urban forest health and canopy coverage are progressing, and that additional elements, including growing the urban canopy through planting programs and citizen engagement, ensure that

environmental stresses are being monitored and addressed to maintain and grow the urban forest into the future.

5. 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. Completion of the process is anticipated in Fall 2019.

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

Virginia Tech's Innovation Campus 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. Some changes to the existing Oakville Triangle Small Area Plan (SAP) would be needed for a Virginia Tech Campus in Oakville Triangle. PZ will lead an interdepartmental effort to develop a draft plan and seek 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. The Planning process would begin in 2019 as soon as Virginia Tech completes due diligence.

7. 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 standalone 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.

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

The property owner of North Potomac Yard, JBG, has indicated that they will soon be ready 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.

9. 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. This project is being coordinated with the City's municipal fiber project.

10. 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.

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

In FY 2020, the City Council appointed Census Complete Count Committee will lead development and implementation of a communications and engagement strategy in pursuit of a "complete count" for all Alexandria residents in the 2020 Census. 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.

12. 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 project, 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 citywide needs. The Master Plan will serve as a road map establishing a common process to develop and evaluate capital projects; identifying opportunities for collaborative projects between the City and ACPS; offering recommendations on ways to implement effective project design and project planning; providing strategies for maximum cost efficiencies, reflecting ongoing fiscal responsibility and providing project and schedule guidance to the City's and ACPS' CIP; clarifying the opportunity costs of prioritizing and sequencing projects; analyzing the feasibility of alternative financing options to achieve required projects; allowing for flexibility so that officials and staff have the ability to change course if projects are no longer expected to provide the intended benefits; and allowing both the City and ACPS to maximize the use of real estate while making smart decisions about future needs.

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

Following completion 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 preservation and potential expansion of housing affordability, preservation of the Arlandria neighborhood and business district's unique ethnic and cultural character, and issues related to neighborhood infill.

The 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.

14. 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).

15. 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 Wheeler Avenue; the exact study area has not yet been mapped out) was last updated in 1992. Multiple sites located in the area have demonstrated an interest in or a high likelihood for redevelopment. Further, the City's Witter Wheeler Feasibility and Campus Master Plan Process (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) is anticipated for completion in Fall 2019 and will inform the Duke Street Area Plan update. In addition, this planning effort will be coordinated with planning for the Duke Street Transitway (above) into a cohesive land use plan.

The Plan update is proposed 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.

16. Public Open Space Policy Plan: (RPCA (lead); TES; P&Z; DPI)

This project aims to implement the Environmental Action Plan and Open Space Master Plan goal to increase the publicly accessible open space quantity and improve its environmental quality, management, and social benefits. Action items will include re-assessment of the methodology, policies, and tools for evaluating future publicly accessible open space sites, whether through acquisition, easements, or development.

17. 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.

18. 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.

19. 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 FY 2021 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 4 to 6 fiscal years, funding dependent.

20. 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.

21. Parks and Recreation Master Plan (RPCA)

In 2021, RPCA will update its Parks and Recreation Master Plan (2002) in order to provide a broad policy and management framework to guide decision-making for current park and recreational needs of Alexandria residents for the next 10 years. The plan will be informed by the Publicly Accessible Open Space Policy Framework, the Parks and Recreation Needs Assessments, the Resource Recovery Policies, the Department's Strategic Plan, and other relevant city plans. The recommended vision, policies, and actions are intended to further the city's comprehensive planning approach for the recreational needs for residents, the existing work force, and visitors to Alexandria.

Studies/Policy Initiatives

22. Housing Contribution Review Work Group (Housing, PZ)

A work group has been convened to review proposed revisions to existing contribution procedures to clarify and make their application more consistent (including in cases involving re-zonings and CDDs, and master plan amendments), and to develop contribution policies that address other emerging land use and development trends, including contributions for senior living facilities, conversion of commercial space to residential, and changes of proposed uses from commercial to residential. 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. The contribution procedures recommended will become the baseline for the upcoming review of the feasibility of a potential inclusionary zoning policy (see below) and zoning revisions to permit accessory dwelling units.

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

This required plan must identify strategies to meet the state and federal mandates to reduce nutrient and sediment pollution in stormwater runoff to protect our local waterways, the

Potomac River, and the Chesapeake Bay. This planning will lead to the prioritization, design and implementation of stormwater capital projects

24. *RB Zoning – Parker-Gray (PZ)*

Current open space, FAR and parking requirements in the RB townhouse zone in the Parker-Gray Historic District are significantly more restrictive than the RM townhouse zone requirements in the adjacent Old and Historic Alexandria District, and may be affecting homeowners' ability to construct reasonable additions that allow them to stay in the neighborhood as families grow. 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.

25. *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, along with knowledge of Virginia legislative laws and rules regarding housing policy. The consultant's work, and staff's preliminary recommendations regarding next steps, would be completed on a schedule to potentially inform the 2020/21 City Legislative package requests to the General Assembly, including completion of a report that could be shared with City Council in the Winter, as well as help staff develop appropriate community outreach to occur in 2020.

26. *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 late FY 2020.

27. *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.

28. *Electric Vehicle Charging Infrastructure Strategy (DGS, TES, P&Z, Code, DASH, ACPS)*

This initiative develops an electric vehicle charging infrastructure strategy as a roadmap to anticipate the needs of community members and visitors transition from convention-fueled

vehicles to electric vehicles. This strategy will: 1) evaluate projections for future need for electric vehicle charging infrastructure; 2) identify optimal locations of private and public charging infrastructure with integration into a broader regional electric vehicle charging infrastructure network; 3) recommend charging infrastructure options, including hardware, business ownership, and operation models, interoperability, and operations and maintenance; 4) review the City's zoning, codes, permitting, and inspection codes to recommend updated, or new, language to promote and anticipate electric vehicle charging needs; and 5) recommend policies or approaches to locating electric vehicle charging infrastructure at businesses, multi-unit dwellings, single-family homes, right-of-way, and other locations will also be considered. The City's vehicle fleet and public transit electrification needs will also be quantified and evaluated. Funding for this study was included by the City Manager in his proposed FY 2020 budget as well as the intent to begin conversion of certain vehicles in the City's fleet to electric status. This program is identified as a key program to advance smart mobility and Environmental Action Plan 2040 goals. This initiative includes community engagement to evaluate priorities and opportunities. (July 2019 – June 2020)

29. Commercial Property Assessed Clean Energy (C-PACE) Program (funding dependent)
(DGS, Finance, AEDP, City Attorney, P&Z, Housing, TES, Code)

This initiative includes the process to adopt an ordinance and implement a Commercial Property Assessed Clean Energy (C-PACE) program to support sustainable economic development opportunities. A C-PACE program leverages unique local government tax authority to facilitate private capital markets to incentivize the implementation of high performing energy and water systems in the commercial real estate sector – new and existing building – to generate local economic development, environmental, historical preservation/conservation, green building, and resiliency benefits for local jurisdictions. This program is identified as a key program to advance Alexandria's Green Building Policy and Environmental Action Plan 2040 goals. This initiative includes community engagement with members of the real estate, lending, and contractor communities. July 2019 – June 2020

30. 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 late 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.

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.

31. Landmark Mall CDD (PZ, TES, Housing, RPCA, AEDP)

Following April 2019 approval of the Landmark Mall update to the 2009 Landmark Van Dorn Corridor Plan, the City will be working with the property owner, Howard Hughes

Corporation, in its application for CDD rezoning consistent with the vision outlined in the 2019 Plan update.

32. Environmental Action Plan Implementation (TES, DGS, P&Z, RPCA, Code)

Following the Environmental Action Plan (EAP) anticipated adoption in June 2019, staff across multiple departments and members of the community will be involved in ongoing implementation that will involve education, outreach and specific tasks with established milestones over the next five years. Tasks include sustainability outreach campaigns for residents and businesses, Eco-City Academy to graduate Eco-City Ambassadors, collaboration with ACPS, a green business recognition or certification program, a voluntary program for residents, schools, and businesses to report efforts and create an awards program, adding metrics to the online dashboards to report progress, and publication of an annual EAP progress report five years after the 2019 EAP adoption.

33. 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.

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

The Housing Master Plan (HMP) identified tools and strategies to be explored 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. Options to co-locate affordable housing with a municipal facility are currently being explored in the upcoming redevelopment of the Landmark Mall site.
- 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, may continue if market conditions evolve to enable smaller units in new development.

- 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. Units will be available at Sunrise/Duke Street (1), Sunrise/Washington Street (2), Silverado (2), future Goodwin House (~6) and Silverstone (7). In addition, the Housing Contributions Work Group will provide recommendations to revise current contribution procedures for future senior living facilities. 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.
- h. Housing Summit 2020 (Housing): The Office of Housing plans to convene a full-day summit in January 2020 to reflect on the achievements of and lessons learned from the Housing Master Plan, which will be at its mid-point of implementation, and to examine new opportunities to enhance housing affordability in the City.

35. 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.

36. 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.

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

Plan implementation will continue.

38. 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 Council in early 2019.

39. *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.

40. *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.

41. *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.

42. 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 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.

43. 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 NVTAA (Northern Virginia Transportation Authority) 70% funds. The Design phase will include technical work, interdepartmental coordination, and external stakeholder engagement.

44. 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). Acceleration of the flood mitigation capital plan to FY 2020 and FY 2021 funding was recommended by the City manager in the FY 2020-FY 2029 CIP. Completion of the interim King Street Waterfront Park occurred in early 2019.

45. 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.

46. Chesapeake Bay TMDL 40% Action Plan Implementation (TES, DPI, RPCA, GS, PZ)

The ongoing implementation of the Chesapeake Bay TMDL Action Plan is required for the City to meet state and federal mandates to reduce nutrient and sediment pollution in stormwater runoff before it 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% was effective beginning FY 2019 and must be achieved before FY 2023, as enforced through the City's Municipal Separate Storm Sewer System (MS4) general permit. The City's internal goal is more aggressive given that 100% of the mandate must be met no later than 2028.

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.

47. 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.

48. *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.

49. *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.

50. *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 FY 2020 towards the Bay TMDL goal.

51. *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

52. *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 and is anticipated to be continued through the Mount Vernon Avenue Corridor Plan.

53. *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.

54. *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 Nexus at West Alex (formerly called The Gateway) and The Spire projects will provide additional housing affordability resources in upcoming years.

55. *Beauregard Ellipse Analysis (TES, PZ)*

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.

56. *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.

57. *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.

58. *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*](#). The FY 2020 proposed budget includes an added civic engagement outreach coordinator in order to expand the City’s outreach to minority populations as well as to multi-family neighborhoods.

59. *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.

60. Zoning Text Amendments (PZ)

Staff will analyze and consider potential updates to the zoning ordinance related to infill regulations, small business regulations and adaptive reuse. Proposed text amendments will be shared with the community for feedback prior to public hearing.

61. 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. Following a planned comprehensive outreach effort, it is anticipated that an update to the Code will be docketed for consideration/ adoption by City Council in 2019.

62. 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 North Potomac Yard CDD under "Plans/Projects").

63. 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.

64. 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.

65. 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 previously 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. The dredging and river bottom capping work was completed in 2018. Removal of the impacted sediments and restoration of the site now provides an enhanced benthic environment for native marine species and reduces the risk to human health. The City continues to work on repairing the Oronoco sewer pipe and recovering contaminants near the source. The City is working with the Virginia Department of Environmental Quality to identify remaining steps needed for closing this VRP site. It is anticipated there will be a need for long term maintenance and monitoring.

66. Permitting System Software Implementation (Code, PZ, TES, Fire)

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. The new system is expected to go live in Fall of 2019, with a phase 2 upgrade (and final completion) anticipated for Fall of 2020.

67. Parks Plans Implementation (Citywide and Neighborhood) (RPCA)

Implementation of these plans will continue.

68. 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.

69. 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). City Council recently adopted a Resolution pledging its best efforts and faithful cooperation in working with other jurisdictions and regional bodies in determining and implementing solutions to regional issues.

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

Implementation to continue.

71. 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

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: Construction of Fire Station 3 is anticipated to begin in mid-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 2019.

ARHA Redevelopment Sites: ARHA has completed a third-party analysis of the authority's entire portfolio. The analysis including the consultant's recommendations regarding the timeline and strategies for redevelopment are anticipated to be shared with Planning Commission and City Council at a Joint Work Session with the ARHA Board scheduled for May 2.

Affordable Housing Projects: A DSUP was approved by the Planning Commission and City Council in November 2018 to allow redevelopment of a portion of the Fairlington Presbyterian Church property on King Street to construct an 81-unit affordable rental housing building. If successful in securing tax credits this spring, 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 Nexus at West Alex (formerly The Gateway) apartments, Lacy Court (substantial renovation) and Ramsey Homes, and in 2019, another 125 will begin construction, including The Spire and the 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. 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.

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 and committed to providing five committed affordable units. The applicant will be returning to public hearing in May to request approval of an amendment for site modifications.

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. A total of 19 affordable units were committed through these three projects. 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). Block 6A includes five committed affordable and workforce affordable units. 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 and the Block 20 residential tower.

Landmark/Van Dorn and Eisenhower West Projects:

A rezoning to a CDD was approved in December for Greenhill North, a 15-acre site. The CDD Concept Plan closely follows the layout envisioned in the Landmark Van Dorn SAP, including a new street grid, coordinated open space, and a mixture of uses, including multi-family, office, hotel, commercial/retail uses and a future public school or civic space. A similar CDD rezoning request is under review for Greenhill South, located across Pickett Street from Greenhill North, and within the Eisenhower West SAP, and will go to hearing in summer or early fall.

The former Boat US site was approved for a rezoning to CDD and an associated DSUP in March. Phase 1 includes a new Public Storage building and new streets, and a future multifamily residential building in Phase 2. The project will dedicate of 3.6 acres of land adjacent to Backlick Run to the City to create a new public park, also in Phase 1.

Old Town North Projects: Redevelopment applications for 1201 N. Royal (Craddock site) and the Royal Street Bus Barn were both approved in FY 2019. The Royal Street Bus Barn will include 12 committed affordable units and 1201 N. Royal will be including an Arts Anchor by using the Old Town North density bonus provision for the arts. Engagement with neighborhood groups, development review, and ongoing implementation of the Arts District zoning, will continue to require ongoing staff involvement in this area in FY 2020. Construction of the Crowne Plaza redevelopment and Abingdon Row townhouses may begin 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 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 next two 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 and other improvements as part of the Waterfront Plan implementation.

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 NVTAR 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