City of Alexandria, Virginia

MEMORANDUM

DATE: JANUARY 22, 2020

TO: CHAIR MACEK AND MEMBERS OF THE PLANNING
             COMMISSION

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

SUBJECT: DISCUSSION OF THE DRAFT FY 2021 INTERDEPARTMENTAL
             LONG-RANGE PLANNING WORK PROGRAM

ISSUE: What planning work priorities should be established for FY 2021 and beyond?

RECOMMENDATION: Provide guidance on planning priorities for FY 2021 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.

A 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. A final work program is docketed for City Council approval in May. This annual review ensures coordination of work, staffing and financial resources, and the opportunity for Planning Commission and City Council to ensure alignment of proposed planning work across departments with the City's Strategic Plan, including the themes for Distinctive and Vibrant Neighborhoods, Inclusive City, Multimodal Transportation, Environmental Sustainability, Thriving Children and Youth, Strong Economy, Healthy Residents, Flourishing Arts, Culture and Recreation, and Safe and Resilient Community.

DISCUSSION: The FY 2020 work program was adopted by City Council in May 2019, with revisions adopted by City Council in October 2019. Given the limited time that has passed since the revisions were adopted, the draft FY 2021 Interdepartmental Long-Range Planning Work Program (Attachment 1) proposes minor updates and additions. Attachment 2 provides a brief summary of all projects in the work program. Highlights of major interdepartmental work efforts are provided below.

North Potomac Yard and Virginia Tech Innovation Campus

In 2019, after conducting due diligence on the real estate for its new campus, Virginia Tech selected North Potomac Yard in National Landing as its future home. The City, JBG and Virginia Tech are working together to bring Plan and zoning updates for initial public hearing in Spring of 2020, to be followed by public hearings for the Development Special Use Permits in the Fall.

Small Area Planning

This fall, Staff launched the preliminary phase of the community planning process to **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). Staff will provide a summary of community feedback provided during the listening sessions and a proposed approach for the planning process for Planning Commission and City Council discussions early in 2020.

Background work is currently underway for the **Duke Street Area Plan Update** which is scheduled to be the next major small area plan update. Public launch of the planning process is anticipated for Spring of 2020.

The Draft Work Program also **includes a placeholder for potential additional plans** in late FY 2020 and FY 2021. While is too early to know whether or which additional plans will be added, if they are, additional resources will need to be identified or adjustments made to other projects in the work program to accommodate the additional work.

Equity/Affordable Housing

City Council's October update of the FY 2020 work program included a series of additional initiatives related to the expansion of affordable housing aligned with the City's Housing for All Policy and objective to develop or preserve 2,000 affordable housing units through 2025, as well as the Metropolitan Washington Council of Governments (MWCOG) regional housing initiative to increase the production of affordable housing over the next decade in response to significant forecast shortages. These initiatives will be led by the Office of Housing and Department of Planning and Zoning.

Mobility

The **Alexandria Mobility Plan,** formerly known as the Transportation Master Plan, was launched in the Fall, and will enter into the policy development phase in 2020, with completion anticipated for the end of 2020.

Park and Natural Resource Planning

During the remainder of FY 2020 and into FY 2020, the Department of Recreation, Parks, and Cultural Activities will complete and launch a series of initiatives, including

the **Pocket Park Plan**, **Urban Forestry Master Plan Update**, **Stream Valley and Trail Plan**, **Public Open Space Policy Plan** and the **Dog Park Master Plan Update**.

NEXT STEPS: Staff will incorporate guidance provided by Planning Commission and City Council at their February 2020 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 2021 budget process, as well as the final work program to be considered for approval by City Council in May 2020.
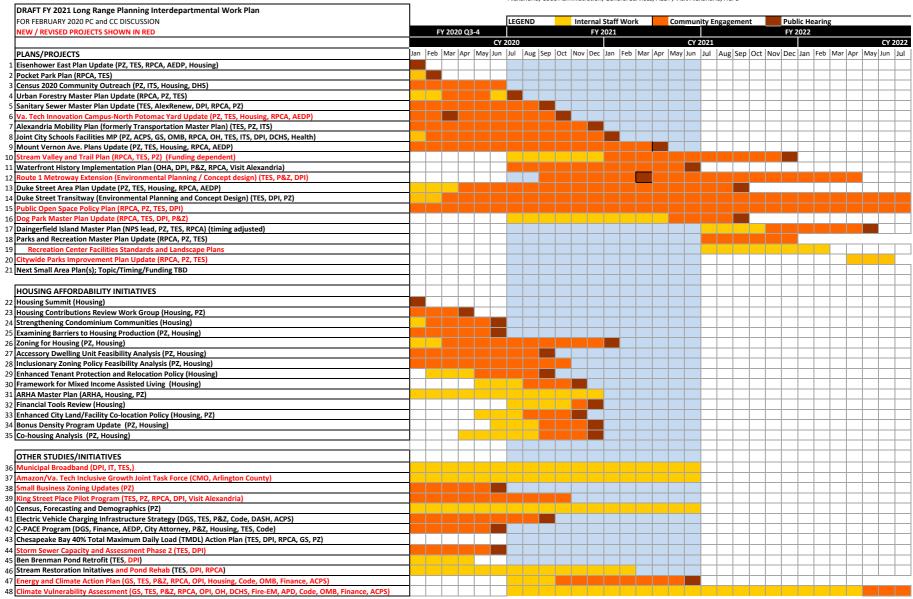
FISCAL IMPACT: Most work program items proposed for FY 2021 already have City or grant funding identified and/or will be completed within existing resources. Those noted as funding dependent will need to compete for funding (in a very fiscally challenging budget environment) as part of the FY 2021 budget preparation process now underway, as well as during the community and City Council consideration process after the City Manager proposes the FY 2021 operating budget and FY 2021 to FY 2030 Capital Improvement Program in February.

ATTACHMENTS:
1. Draft FY 2021 Interdepartmental Long-Range Planning Work Program ("Bar Chart")
2. Draft FY 2021 Project Descriptions

Departments: Housing; Planning & Zoning; Recreation, Parks & Cultural Activities; Transportation & Environmental Svcs; Project Implement...
Alexandria; Code Administration; General Services; AEDP; Visit Alexandria, ACPS

DRAFT FY 2021 Long Range Planning Interdepartmental Work Plan
FOR FEBRUARY 2020 PC and CC DISCUSSION
NEW / REVISED PROJECTS SHOWN IN RED

LEGEND — Internal Staff Work — Community Engagement — Public Hearing

	FY 2020 Q3-4	FY 2021	FY 2022
	CY 2020	CY 2021	CY 2022
	Jan Feb Mar Apr May Jun	Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun	Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul

PLANS/PROJECTS

1. Eisenhower East Plan Update (PZ, TES, RPCA, AEDP, Housing)
2. Pocket Park Plan (RPCA, TES)
3. Census 2020 Community Outreach (PZ, ITS, Housing, DHS)
4. Urban Forestry Master Plan Update (RPCA, PZ, TES)
5. Sanitary Sewer Master Plan Update (TES, AlexRenew, DPI, RPCA, PZ)
6. Va. Tech Innovation Campus-North Potomac Yard Update (PZ, TES, Housing, RPCA, AEDP)
7. Alexandria Mobility Plan (formerly Transportation Master Plan) (TES, PZ, ITS)
8. Joint City Schools Facilities MP (PZ, ACPS, GS, OMB, RPCA, OH, TES, ITS, DPI, DCHS, Health)
9. Mount Vernon Ave. Plans Update (PZ, TES, Housing, RPCA, AEDP)
10. Stream Valley and Trail Plan (RPCA, TES, PZ) (Funding dependent)
11. Waterfront History Implementation Plan (OHA, DPI, P&Z, RPCA, Visit Alexandria)
12. Route 1 Metroway Extension (Environmental Planning / Concept design) (TES, P&Z, DPI)
13. Duke Street Area Plan Update (PZ, TES, Housing, RPCA, AEDP)
14. Duke Street Transitway (Environmental Planning and Concept Design) (TES, DPI, PZ)
15. Public Open Space Policy Plan (RPCA, PZ, TES, DPI)
16. Dog Park Master Plan Update (RPCA, TES, DPI, P&Z)
17. Daingerfield Island Master Plan (NPS lead, PZ, TES, RPCA) (timing adjusted)
18. Parks and Recreation Master Plan Update (RPCA, PZ, TES)
19. Recreation Center Facilities Standards and Landscape Plans
20. Citywide Parks Improvement Plan Update (RPCA, PZ, TES)
21. Next Small Area Plan(s); Topic/Timing/Funding TBD

HOUSING AFFORDABILITY INITIATIVES

22. Housing Summit (Housing)
23. Housing Contributions Review Work Group (Housing, PZ)
24. Strengthening Condominium Communities (Housing)
25. Examining Barriers to Housing Production (PZ, Housing)
26. Zoning for Housing (PZ, Housing)
27. Accessory Dwelling Unit Feasibility Analysis (PZ, Housing)
28. Inclusionary Zoning Policy Feasibility Analysis (PZ, Housing)
29. Enhanced Tenant Protection and Relocation Policy (Housing)
30. Framework for Mixed Income Assisted Living (Housing)
31. ARHA Master Plan (ARHA, Housing, PZ)
32. Financial Tools Review (Housing)
33. Enhanced City Land/Facility Co-location Policy (Housing, PZ)
34. Bonus Density Program Update (PZ, Housing)
35. Co-housing Analysis (PZ, Housing)

OTHER STUDIES/INITIATIVES

36. Municipal Broadband (DPI, IT, TES,)
37. Amazon/Va. Tech Inclusive Growth Joint Task Force (CMO, Arlington County)
38. Small Business Zoning Updates (PZ)
39. King Street Place Pilot Program (TES, PZ, RPCA, DPI, Visit Alexandria)
40. Census, Forecasting and Demographics (PZ)
41. Electric Vehicle Charging Infrastructure Strategy (DGS, TES, P&Z, Code, DASH, ACPS)
42. C-PACE Program (DGS, Finance, AEDP, City Attorney, P&Z, Housing, TES, Code)
43. Chesapeake Bay 40% Total Maximum Daily Load (TMDL) Action Plan (TES, DPI, RPCA, GS, PZ)
44. Storm Sewer Capacity and Assessment Phase 2 (TES, DPI)
45. Ben Brenman Pond Retrofit (TES, DPI)
46. Stream Restoration Initatives and Pond Rehab (TES, DPI, RPCA)
47. Energy and Climate Action Plan (GS, TES, P&Z, RPCA, OPI, Housing, Code, OMB, Finance, ACPS)
48. Climate Vulnerability Assessment (GS, TES, P&Z, RPCA, OPI, OH, DCHS, Fire-EM, APD, Code, OMB, Finance, ACPS)

PLAN IMPLEMENTATION AND OTHER ONGOING PROJECTS (ongoing unless otherwise noted)	FY 2020 Q3-4	FY2021	FY2022
	CY 2020	CY 2021	CY 2022
49 Landmark Mall CDD (PZ, TES, RPCA, Housing)			
50 EAP implementation, education, and outreach			
51 Eisenhower West-Landmark/Van Dorn Plan (PZ, TES, DPI, RPCA, Housing)			
52 Housing Master Plan (Housing, PZ, GIS, ARHA, TES,Code, GS, ACPS, DCHS-Aging)			
53 Old Town North SAP (PZ, TES, RPCA, Housing, AEDP, OHA)			
54 Smart Mobility Initiative (TES, ITS, DASH, OEM, APD)			
55 Parking Technologies (TES)			
56 Public Art Implementation Plan (RPCA, PZ, TES, GS)			
57 WasteSmart Strategic Plan (TES)			
58 Sanitary Sewer/CSO Long Term Control Plan (TES, AlexRenew, DPI, RPCA, PZ)			
59 Strategic Facilities Plan Implementation (GS, PZ)			
60 TDM and TMP Programs (TES)			
61 Transit Vision Study (TES, DASH, PZ)			
62 Wayfinding (TES, PZ, RPCA)			
63 West End Transitway Design - TSM and Southern Towers (TES, DPI)			
64 Waterfront Plan (DPI, PZ, RPCA, TES)			
65 Vision Zero Action Plan and Complete Streets Program (TES, PZ)			
66 Chesapeake Bay Total Maximum Daily Load (TMDL) 40% Action Plan (TES)			
67 Stormwater Utility Program (TES)			
68 Four Mile Run Flood Protection (TES)			
69 Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RPCA, DPI)			
70 Braddock Plan Implementation (PZ, RPCA, Housing, TES)			
71 Beauregard Plan Implementation (PZ, DPI, TES, RPCA, Housing)			
72 Beauregard Ellipse Analysis (TES, PZ) (funding dependent)			
73 Carlyle Vitality (PZ, RPCA, AEDP, Visit Alexandria, TES)			
74 Citywide Design Principles/Architecture Forum (PZ)			
75 Civic Engagement (P&Z & all Departments)			
76 Fort Ward Management Plan Implementation (RPCA, OHA)			
77 Zoning Text Amendments (PZ)			
78 Noise Code Revision (TES)			
79 North Potomac Yard Plan (PZ, TES, RPCA, Housing, AEDP)			
80 Old and Historic Alexandria District Digital Architectural Survey (PZ, IT)			
81 Open Space Master Plan Implementation (RPCA)			
82 Oronoco Outfall Remediation (TES)			
83 APEX Permit System Upgrade to HTML 5 (Code, PZ, TES, Fire)			
84 Parks Plans Implementation - Citywide and Neighborhood (RPCA)			
85 Regional Transportation Initiatives (TES)			
86 Regional Planning and Policy Initiatives (All Departments)			
87 South Potomac Yard Plan Implementation (PZ, TES, RPCA, Housing)			
88 Green Infrastructure Program Policy			

DRAFT FY 2021 Interdepartmental Long-Range Planning Work Program

JANUARY 2020

Draft project descriptions for items in the Draft FY 2021 Work Program are provided below in the same numbered order as those shown in the Bar Chart, with the lead agency and participating departments shown in parentheses.

Plans/Projects

1. *Eisenhower East Small Area Plan Update (PZ, TES, RPCA, Housing, AEDP)*

The Update to the Eisenhower East Small Area Plan, launched in early 2019, is scheduled for public hearing in January 2020. The new draft Plan provides updates to housing affordability, open space, heights and density, public realm, safety and connectivity, and community facilities.

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 February 2020.

3. *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.

4. *Urban Forestry Master Plan Update (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. The update is expected to be completed in Summer 2020.

5. *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 Q1 FY 2021.

6. *Virginia Tech Innovation Campus North Potomac Yard CDD Update (PZ, TES, Housing, RPCA, AEDP)*

In November 2018, Virginia Tech and the Commonwealth of Virginia announced funding for an Innovation Campus in Alexandria specifically targeted at tech talent that will benefit all companies in the Commonwealth, including Amazon at its new headquarters in Arlington. In 2019 Virginia Tech conducted due diligence on the real estate for the campus and selected North Potomac Yard in National Landing as its future home. The City, JBG and Virginia Tech are working together to bring Plan and zoning updates for initial public hearing in Spring of 2020.

7. *Alexandria Mobility Plan (TES, PZ, ITS, RPCA, APD, AFD)*

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. In 2019, the Alexandria Mobility Plan has engaged the public in the development of a draft vision and guiding principles on priorities for the plan. In 2020, the Alexandria Mobility Plan will engage the public on strategy development for each of the chapters: Streets, Mobility Options, Smart Mobility, Parking and Curbside Management, and Transit. The plan is expected to be completed in 2021.

8. *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, 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.

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

In Fall 2019, Staff began the preliminary "Listening Phase" of the process for the update to the two Mount Vernon Avenue Plans covering Del Ray and Arlandria (2005 Mount Vernon Avenue Business Plan and 2003 Arlandria Action Plan). An update on community feedback received to date will be provided to Planning Commission and City Council in early 2020, along with a proposed community engagement approach for the planning process.

10. *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.

11. *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, broadly inclusive of the many different demographic groups of the time, 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.

12. *Route 1 Metroway Extension (TES, DPI, P&Z)*

The Route 1 Metroway dedicated lanes within Alexandria currently end at E. Glebe Road, where the transit then uses shared lanes on E. Glebe Road and Potomac Avenue. The dedicated transitway is planned to be extended north to Evans Lane, where it will turn east on Evans and then north on Potomac Avenue to connect with the dedicated lanes in Arlington County. The City received $5 million through a combination of State Capital Assistance funds and CMAQ funds toward the environmental, design and construction of the transitway extension from E. Glebe Road to Evans Lane. Other portions of the transitway are expected to be funded and constructed through private development. The environmental documentation is expected to begin in early 2020, followed by a preliminary 10% design, that would be completed by late 2021. Final design would be completed later, as the Potomac Yard Phase 2 is underway. The use of the extension of Route 1 Metroway is dependent on the developer constructed portion on Evans Lane.

13. 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 determined) was last updated in 1992. Multiple sites located in the area have demonstrated an interest in or 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 Spring 2020 and will inform the Duke Street Area Plan update. In addition, this planning effort will be coordinated with planning for the Duke Street Transitway (below) into a cohesive land use plan.

The planning process, scheduled for Spring 2020 to Spring 2021, will 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.

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 NVTA 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 (above).

15. Public Open Space Policy Plan (RPCA; 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.

16. *Dog Park Master Plan Update (RPCA; 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.

17. 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.

   18. *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.

   19. *Recreation Center Facilities Standards and Grounds Improvements Plans (RPCA)*
This project will develop a Recreation Center Standards Manual and Recreation Center Grounds Improvement Plans. The manual, using the parks standards manual as an example, will provide an easy guide for rec center staff, designers, and general services when upgrading center spaces. The scope of work includes selection and documentation of furnishings, fixtures, and equipment (FF&E), color and design palettes, and entrance amenities for Recreation Centers. The manual will be focused on the customer experience in order to create environments that encourage social interaction, are safe, and vibrant. It will also consider the durability of the FFE in order to be efficient with future purchases and can be easily maintained, and inform the future FF&E projects in the CFMP. Consistent with RPCA's Park Plans, the plan will also look at the exterior grounds of the recreation centers to identify areas for capital improvement.

   20. *Citywide Parks Improvement Plan Update (RPCA, PZ, TES)*
The Citywide Parks improvement plan was created in 2003 with the intent that it would be updated every ten years to reflect changing community and infrastructure needs. The next update will occur in 2023.

   21. *Next Small Area Plan(s) (PZ, TES, Housing, RPCA)*
The proposed work program includes a placeholder for potential additional planning work that may be needed in late FY 2020 and FY 2021. While it is too preliminary to determine whether this additional planning work will need to be added to the work program, if an additional planning study (or studies) is deemed necessary, additional resources will need to be identified or adjustments made to other projects in the work program to accommodate the additional work.

Housing Affordability Initiatives

   22. *Housing Summit 2020 (Housing)*
The Office of Housing will convene a full-day summit on January 11, 2020 to reflect on the achievements of the Housing Master Plan, which will be at its mid-point of implementation, and to examine new opportunities to enhance housing affordability for all in the City.

23. *Housing Contributions Review Work Group (Housing, PZ)*

The Housing Contributions Work Group was convened in March 2019 to examine whether the City's affordable housing contribution procedures effectively address the added value generated through current and emerging land use trends, specifically rezonings involving the addition of density, master plan amendments (MPAs) involving land use changes, commercial building conversions, and senior housing projects involving independent living, assisted living, and memory care. The two principal goals of this process are: (1) to provide greater clarity, consistency, and certainty for all parties with respect to the City's affordable housing contribution policies; and (2) to create a baseline against which the City's FY2020 assessment of inclusionary zoning could be evaluated. Additional analysis and engagement are planned for early 2020, and completion in late Spring.

24. *Strengthening Condominium Communities (Housing)*

As an outgrowth of its ongoing common interest community education and governance training, the Office of Housing is partnering with Arlington County to develop online training modules for condominium owners on the unique rights and responsibilities associated with this housing structure which is often the most affordable option for homeownership. As part of this process, the City is applying for a Community Impact Grant from the Virginia Housing and Development Authority (VHDA). Also to be explored are tools, strategies and new resources to help Northern Virginia's aging condominium properties address capital needs and deferred maintenance to ensure the properties remain affordable.

25. *Examining Barriers to Housing Production (PZ, Housing)*

Adding capacity for housing through small area plans is one important early step to increasing the housing supply, but there are many additional factors that impact how and whether new housing is built. These factors include those under the purview of local government (regulations and the entitlement process), but also state and federal law, community support for growth, market and financial factors (such as construction costs, achievable rents, availability of financing), a mismatch between salaries that employers offer and the incomes needed for housing, and more. This project will build on past and current work in Alexandria and regionally to examine the factors that impact housing production and determine what actions can be taken to support our housing production goals, through dialogue with all who play a role in the production of housing.

26. *Zoning for Housing (PZ, Housing)*

In conjunction with the City's Master Plan, zoning determines how much, what kind, and where housing may be built in the City. This effort will examine opportunities to increase the amount, types, and locations where housing may be built, with a continuous focus on affordability goals. An early part of this effort will be to identify a range of potential actions, from the comprehensive to the specific. Potential examples include changes to existing zones, creation of new zones, and expanding where the City would consider rezoning to higher densities without a small area plan study. The study will take into account implications for infrastructure and public facilities as well as proximity to transportation corridors and neighborhood services and amenities. Initiatives with the highest potential to achieve desired outcomes would be pursued. Opportunities for public discussion and consideration throughout the process will be critical.

27. *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 fee simple properties that are independent of the primary dwelling unit. Starting now, staff will conduct analysis with the intent of proposing amendments to the zoning ordinance to permit ADUs as an option to increase the stock of affordable and accessible housing in the City. Funds for consultant support of this project were included in the FY 2020 budget and selection of a consultant is underway. Lessons from other jurisdictions with considerable experience in ADU policy will be helpful, and robust public engagement is planned. Staff is working toward a goal of bringing ADU legislation to hearing in Fall 2020.

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

This analysis will evaluate the feasibility and desirability of an Inclusionary Zoning policy for the City. Inclusionary Zoning policies require 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 2021 City Legislative package requests to the General Assembly.

29. *Enhanced Tenant Protection and Relocation Policy (Housing)*

Housing staff will propose measures to strengthen tenant protections in cases of rezoning/redevelopment (or renovation requiring City permits or other approvals), including enhanced relocation assistance for impacted residents and, potentially, one-to- one replacement of affordable and market affordable units.

30. *Framework for Mixed Income Assisted Living (Housing)*

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.

31. *ARHA Master Plan (ARHA, Housing, PZ)*

City staff will be collaborating with ARHA staff on preliminary work to set the stage for an upcoming Master Plan. A work plan established through the ARHA Redevelopment Work Group

will explore various topics as ARHA repositions financial subsidies for its portfolio to create a framework for future renovation/redevelopment.

32. *Financial Tools Review (Housing)*

Housing staff will review available financial tools to enhance affordable housing production including exemption of affordable housing and set-aside units from some developer contributions and fees, payment in lieu of taxes (PILOT), tax exemptions, loan consortium, and other options.

33. *Enhanced City Land/Facility Co-location Policy (Housing, PZ)*

To be considered will be a requirement that in any development where City land or financial assistance for a capital project for a related entity is involved, onsite affordable housing be included unless it is unfeasible, in which case a heightened contribution would be expected. A requirement would also be set for disposition of City property. Implementation of this policy will require consideration of co-location opportunities for affordable housing as part of early feasibility analyses in future City and ACPS capital projects. Staff will also consider opportunities for co-location already incorporated in Small Area Plan recommendations. Recommendations to co-locate affordable housing with a municipal facility are recommended in the recently approved Landmark Mall Plan, North Potomac Yard, and the forthcoming Eisenhower East Plan.

34. *Bonus Density Program Update (PZ, Housing)*

This effort will evaluate the potential for the bonus density program to better meet Alexandria's affordable housing challenge and result in greater usage/more units. Potential updates to be considered include: an evaluation of the potential to relax the prohibition on using the density program for height where the height limit is set at 50 feet (outside of historic districts); options for "free FAR" to increase the number of affordable units in assisted living; analysis of whether bonus density programs for other uses impact the affordable housing density program; and how the current policy could better address the different financial realities of for-sale units. Finally, the update will also include some clarifications regarding income/affordability levels, memorializing current practice for provision of units at 60% Area Media Income (AMI).

35. *Co-housing Analysis (PZ, Housing)*

New housing models that allow residents to "rent" private living space (primarily bedroom and bathroom), but share other areas like living rooms, kitchens, dining rooms and amenities, including guest rooms, in common, are being intentionally created in many communities to create more affordable options for individuals at all ages and stages of life who want to live "lighter" while enjoying social benefits of communal living. This effort would involve updates to, or replacement of, current regulations of rooming houses and boarding houses in the Zoning Ordinance, which staff considers to be restrictive and out of date.

Other Studies/Policy Initiatives

36. *Municipal Broadband (DPI, IT, TES, AEDP)*

This project provides funding for the design and construction of a City-owned fiber network that will provide greater and more uniformly available wide area network services to meet current and future projected City service levels. Mandatory critical City communications are supported over

the I-Net, including the City's Voice over Internet Protocol (VoIP) telephone system, public safety dispatch systems, e-mail, data network services, Internet, and mission-critical system applications. The City is seeking a technically superior alternative that is financially self-sustaining, both through avoidance of existing costs and (potentially) new revenue streams. Once it is built out, a City-owned fiber optic network will connect approximately 91 City government and ACPS facilities through approximately 40 miles of fiber optic cable.

37. *Amazon/Va. Tech Inclusive Growth Joint Task Force (CMO, Arlington County)*

The inclusive growth initiative will build on the two localities' success in working together to recruit unprecedented new investments in Crystal City/Potomac Yards, by ensuring that benefits from the new Amazon HQ2 facilities, Virginia Tech Innovation Campus and George Mason School of Computing will serve the entire community. Key policy areas the initiative will seek to address include housing affordability, SWaM Business Assistance, and Workforce Development.

38. *Small Business Zoning Updates (PZ)*

Periodically, the City reviews zoning ordinance regulations that primarily impact small businesses for the purpose of determining where these regulations may be amended to better support economic vitality. Many of the regulations are for the purpose of safeguarding neighborhoods from potential off-site impacts; in recent iterations of "small business zoning" the City was able to determine that the potential for offsite impacts was either so low that an SUP is no longer needed, or could be effectively addressed through an administrative SUP. Staff anticipates being able to bring recommendations to hearing in Spring.

39. *King Street Place Pilot Program (TES, PZ, RPCA, DPI, Visit Alexandria)*

Staff is proposing a pilot program to convert the 100 block of King Street (between Lee Street & Union Street) into a pedestrian only space with programming on the weekends in 2020. The groundwork for the pedestrian improvements started as part of the Union Street Corridor Study in 2012. The circulation for a pedestrian only space was evaluated as part of the 2015 Lower King Street Multimodal Feasibility Study. The pilot project will include stakeholder discussions with business and community representatives this fall to get input on the project framework. The pilot will also involve interdepartmental coordination. As a result of the input, the approach for the pilot, including programming and budget, will be presented to City Council for consideration this winter. At the end of the pilot, a report will be provided to City Council with recommendations for a path forward.

40. *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.

41. *Electric Vehicle Charging Infrastructure Strategy (DGS, TES, PZ, 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)

42. *Commercial Property Assessed Clean Energy (C-PACE) Program (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

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

This required plan identifies 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, focusing on urban stream restoration and green infrastructure as major strategies to meet this goal.

44. *Storm Sewer Capacity and Assessment Phase 2 (TES, DPI)*

This project provides for a multi-year citywide storm sewer analysis and flow modeling to focus on prioritized locations in the first phase of the study that determined the stormwater system's capacity and developed high-level recommendations for improvements to the existing storm sewer system. This phase 2 of the project will focus on those prioritized locations and provide further flow modeling, field verification of invert elevations and manhole locations, and condition assessments of pipes within those catchments. This study is budgeted as an ongoing response to several large magnitude storms previously in 2003 and 2006 that caused flooding in low-lying areas of the City, more recently the record-breaking wet-weather of 2018 and the flash flood of July 8, 2019.

45. *Ben Brenman Pond Retrofit (TES, DPI)*

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.

46. *Stream Restoration Initiatives (TES, DPI, RPCA)*

Urban stream restoration is a major strategy identified in the City's Bay TMDL Action Plan to reduce nutrient and sediment pollution in our local waterways and the Potomac River, and address the Bay TMDL water pollution mandates in the City's MS4 general permit. This effort will include the Lucky Run Stream Restoration and Pond Rehabilitation, Strawberry Run Stream Restoration, and Taylor Run Stream Restoration.

47. *Energy and Climate Action Plan (GS, TES, PZ, RPCA, OPI, Housing, Code, OMB, Finance, ACPS)*

This project convenes the multidisciplinary Energy and Climate Change Task Force to guide an update of the City's Energy and Climate Change Action Plan. The Plan will include recommendations for specific policies and programs, each with funding or partnership strategies, to achieve aggressive emissions reductions targets by 1) increasing of renewable energy production and availability for city residents and businesses; 2) working to curtail consumption of fossil fuels; and 3) engaging Alexandria residents and businesses in emissions-reducing actions. The Energy and Climate Change Plan will also significantly focus on identifying climate vulnerability assessment needs, and opportunities to focus equity-centered climate adaptation and resiliency policies and practices. This program is identified as a key program to advance Alexandria's Environmental Action Plan 2040 goals.

48. *Climate Vulnerability Assessment (GS, TES, PZ, RPCA, OPI, OH, DCHS, Fire-EM, APD, Code, OMB, Finance, ACPS)*

This project completes a a climate vulnerability assessment of community and infrastructure systems, including evaluating the vulnerabilities and risks to the City and community's financial and social-welfare resulting from changing climate conditions. Evaluation will include assessment of the resiliency of critical infrastructure and community systems under existing conditions as well as in response to, and recovery from, natural and climate-related disasters and emergencies. This program is identified as a key program to advance Alexandria's Environmental Action Plan 2040 goals.

Plan Implementation and Other Ongoing Projects
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.

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

Following the April 2019 approval of the Landmark Mall update to the 2009 Landmark Van Dorn Corridor Plan, the City has been working with the property owner, Howard Hughes Corporation, in its application for CDD rezoning consistent with the vision outlined in the 2019 Plan update.

50. *Environmental Action Plan (TES, DGS, P&Z, RPCA, Code)*

The Environmental Action Plan (EAP) was adopted July 9, 2019 and the goals, targets and actions will be championed by the sustainability coordinator in collaborations with departments across the City that are involved in ongoing implementation. The community will be involved in project community engagements and provided a robust education, outreach, and EAP 2040 performance and implementation updates in an annual report and on the performance dashboard Example tasks include sustainability outreach campaigns for residents and businesses, Eco-City Academy to graduate Eco-City Ambassadors, collaboration with ACPS, staff to participate at the regional, state and national level to improve the sustainability of programs, policies and regulations, create a green business recognition or certification program, create a voluntary program for residents, schools, and businesses to report sustainability efforts, updating and adding metrics to the Performance Dashboard, and provide an annual EAP progress report.

51. *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.

52. *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.

53. *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.

54. *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.

55. *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.

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

Plan implementation will continue.

57. *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.

58. *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.

59. *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.

60. *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.

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

The goal of the study was 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. The project recommendations were adopted by the Alexandria Transit Company (ATC) Board on December 11, 2019, and the recommended transit network will be implemented over the next ten years, in coordination with future DASH Transit Development Plans, and the City of Alexandria budget process.

62. *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.

63. *West End Transitway Design (TES, DPI, P&Z)*

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 early 2020 and will be funded by existing NVTA (Northern Virginia Transportation Authority) 70% funds. The Design phase will include technical work, interdepartmental coordination, and external stakeholder engagement. In addition, DPI, in coordination with TES, P&Z and the owners of Southern Towers, will lead the design for the West End Transitway features within Southern Towers. This project is funded through $10 million

SmartScale funds that will be used for design, right-of-way and construction. Conceptual planning will begin in early 2020, and an RFP (Request for Proposals) for the design is anticipated in mid to late 2020. Design is anticipated to take approximately one year, followed by any needed right-of-way acquisition, and construction.

64. *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.

65. *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.

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

The ongoing implementation of the Chesapeake Bay TMDL Phase 2 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 the reduces 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 the draft was submitted to VDEQ in November 2019. Following updates to the state guidance, the City will update the action plan according and resubmit per the provided timeframe. 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 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 $65-75 million.

67. 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 successful 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 included 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. Successful implementation of the SWU continues along with 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.

68. 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.

69. Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RCPA, 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 update will completed by FY 2021 to be implemented thereafter.

70. 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.

71. 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 periodic 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 recently completed Nexus at West Alex (formerly called The Gateway) and The Spire (under construction) projects will provide additional housing affordability resources in 2020-2021.

72. Beauregard Ellipse Analysis (TES, PZ)

In 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.

73. 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.

74. 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.

75. 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.* In late 2019 and early 2020 refresher training is being provided to all staff involved in public participation work, and a new civic engagement outreach coordinator (approved as part of the FY 2020 budget) will be hired in Planning and Zoning to expand the City's outreach to hard-to-reach populations.

76. 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.

77. *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.

78. *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 Nose 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 2020.

79. *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 Virginia Tech Innovation Campus/North Potomac Yard CDD under "Plans/Projects").

80. *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.

81. *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.

82. 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.

83. APEX Permit System Upgrade to HTML 5 (Code, PZ, TES, Fire)

In Fall 2019, the City replaced the Permit Plan legacy software with the new APEX system, a platform that online permit processing, payments, plan review, and electronic plans submission. The new land use management system is 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 was fully funded by building permit fees. A phase 2 upgrade (and final completion) is anticipated for Fall of 2020.

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

Implementation of these plans will continue.

85. 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.

86. 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.

87. *South Potomac Yard Implementation (PZ, TES, RPCA, Housing)*
Implementation to continue.

88. *Green Infrastructure Program Policy (TES, PZ, RCPA, 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.