

City of Alexandria, Virginia

MEMORANDUM

DATE: JUNE 26, 2020

TO: HONORABLE MAYOR WILSON AND MEMBERS OF CITY COUNCIL

FROM: MARK B. JINKS, CITY MANAGER

SUBJECT: FY 2021 INTERDEPARTMENTAL LONG-RANGE PLANNING WORK PROGRAM

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

RECOMMENDATION: That City Council adopt the proposed Long-Range Planning Interdepartmental Work Program for FY 2021.

PLANNING COMMISSION ACTION: On June 25, Planning Commission voted unanimously to endorse the proposed FY 2021 Long Range Planning Interdepartmental Work Program. Members noted that the revisions to the work program focus on appropriate priorities to both address pandemic recovery and resume planning initiatives important to the City's long term goals.

BACKGROUND: In February 2020, the Planning Commission and the City Council provided input on the Draft FY 2021 Long Range Planning Interdepartmental Work Program to help inform the FY 2021 budget and the final FY 2021 Work Program. Since that time, the City's budget and circumstances for planning have dramatically shifted as a result of the COVID-19 pandemic. The revised draft FY 2021 work program, provided as Attachment 1 ("Bar Chart"), reflects revisions due to the revised FY 2021 Budget, new priorities to address the impacts of the pandemic, near term community needs, and the altered climate for community engagement.

Description of all projects included in the work program can be found in Attachment 2. Background on development of the annual work program as well as previous years' work programs can be found at www.alexandriava.gov/planning/info/default.aspx?id=91530.

DISCUSSION: The following sections provide highlights of the major land use planning efforts scheduled for FY 2021 and primary revisions to the work program since it was presented earlier this year. The work program reflects new planning priorities to address COVID-19 impacts and some delays due to a combination of pandemic-related impacts such as a suspension of engagement activities, budget changes, and staff constraints. The following priorities guided development of the revised FY 2021 work program:

- Near term community needs/issues and equity considerations;

- COVID-19 response; and
- Economic recovery and development.

Prioritized projects:

The projects below reflect high priority projects that continue to be prioritized in the work program for completion. Internal work has continued, some online community engagement has occurred when necessary, and the processes are generally on track. As discussed in the April 24, 2020 Policy Guidance Memorandum adopted by City Council, land use regulatory cases will continue to move forward through online engagement and virtual meetings, however policy issues such as small area plans or text amendments won't go to public hearing until there is an opportunity for in-person engagement.

Since the fall of 2019, the City, JBG and Virginia Tech have been working together to bring **North Potomac Yard and the Virginia Tech Innovation Campus** to fruition. City Council approved amendments to the Master Plan in March, Planning Commission recommended the zoning update for approval in June to be followed by City Council public hearing, after which Development Special Use Permit reviews will be considered at October 2020 public hearings. Virginia Tech anticipates opening the first portion of their campus in 2021 followed by the opening of the Potomac Yard Metrorail Station in 2022.

In early 2020, Inova Health System and Stonebridge announced an agreement to construct an **Inova HealthPlex within the Oakville Triangle** redevelopment site. With the Inova HealthPlex as an anchor use, the applicant, Stonebridge, is proposing amendments to the Oakville Triangle Plan. The proposed amendments call for mixed-use development with ground floor neighborhood-serving retail and a mix of residential buildings from townhouses to multi-family buildings as well as further expansion and improvements to Mount Jefferson Park. The Master Plan/CDD Concept Plan amendments are anticipated for review by the Planning Commission and City Council this fall and development special use permits in early 2021.

Due to the COVID-19 pandemic and the resulting challenges for Census Enumerators to do their work in the field and for residents to fill out their census forms, the time period for Census self-reporting has been extended through October 31, 2020. Although in-person census outreach is largely on-hold, the City Council appointed **Census Complete Count Committee**, whose charge is to work in pursuit of a "complete count" for all Alexandria residents in the 2020 Census, will continue to implement a variety of communications strategies to encourage traditionally undercounted residents to participate 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.

Planning Commission and City Council received an update on the process to update the **Mount Vernon Avenue Plans covering Del Ray and Arlandria** in early 2020, prior to the COVID-19 pandemic. At that time, staff reported on progress and momentum gained during the fall community listening sessions. Now, as a result of delays in the ability to engage with the community and resource constraints, staff is proposing to divide the planning process into two separate phases to ensure appropriate community engagement for both neighborhoods. The first

phase will focus on the Arlandria-Chirilagua neighborhood, and will begin with the most time sensitive planning topic of housing affordability so that expectations to potentially guide future development can be established early. Engagement in Arlandria-Chirilagua will be Spanish-first with English translation and in person engagement will resume when it is safe to do so. Until that time, Staff will rely on a combination of low and high-tech communication strategies to ensure appropriate engagement. Assuming engagement can proceed at an appropriate level, Staff anticipate bringing a housing strategy and recommendations to Planning Commission and City Council for their consideration in early 2021. The remaining plan topics related to Arlandria-Chirilagua would follow for completion and approval at the end of 2021. The Del Ray plan update will take place in 2022. The **Citywide Economic Recovery Project**, a new project described below, will address the business recovery needs of the Mount Vernon Avenue corridor in the near term, covering both Del Ray and Arlandria.

Other priorities in FY 2021 will include continued work on the **Joint Facilities Master Plan**, updates and efficiencies related to **Small Business Zoning**, with particular focus on reflecting lessons learned from COVID-19 and recovery phases, as well as continued work on **Affordable Housing Initiatives** that add new tools and flexibility to incentivize affordable housing production into the future. These efforts include:

- ***Housing Contributions Review Work Group***

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. These will be vetted with stakeholders during Summer 2020, with final recommendations to be presented to Planning Commission and City Council in Fall 2020. The recommendations may inform recommendations in the upcoming inclusionary zoning study.

- ***Zoning for Housing***

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. The Zoning for Housing project will support Alexandria's ability to achieve its overall Housing Master Plan goals and its housing production and affordability target goals pursuant to the 2019 COG regional housing initiative that was endorsed by City Council in March 2020.

- ***Accessory Dwelling Unit Feasibility Analysis***

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. Funds for consultant support of this project were included in the FY 2020 budget and the study, including public engagement, is underway. Due to the pandemic,

engagement is occurring virtually with significant community feedback. Plans to proceed are being developed that might still enable ADU legislation being considered in time to be included in the Alexandria's 2021 General Assembly legislative package, should there be sufficient opportunity for non-virtual engagement typical of a policy issue of this kind.

- ***Inclusionary Zoning Policy Feasibility Analysis***

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. Economic analysis has been undertaken this spring by a third-party consultant that is reviewing successful inclusionary zoning programs in this market and elsewhere, to evaluate how such a policy may impact Alexandria's real estate development market. The study will also consider how an Inclusionary Zoning program can be most efficiently administered, and what legislative actions might be required to facilitate an inclusionary zoning policy here. While public engagement strategies are being developed, it is anticipated that recommendations might still be completed on a schedule to potentially inform the City's 2021 Legislative package to the General Assembly.

New projects added to FY 2021 Work Program for pandemic recovery:

The **Citywide Housing Recovery Project** will develop and implement initiatives to provide resources and policy guidance to stabilize and support the City's housing ecosystem from pandemic response through recovery. In the short term (Summer 2020), the Project will include two rental assistance programs (one for residents of affordable housing developments sponsored by the City in partnership with nonprofit partners and affordable set-aside units yielded through the development process) and a second, citywide rental assistance project prioritizing households with incomes at or below 50% of the Virginia median income. The project will also incorporate expanded landlord-tenant mediation services to prevent evictions and/or displacement, expanded access to housing counseling services to prevent foreclosures; expanded condominium governance education and training for boards and residents of common interest communities; a review of tax relief programs for low income homeowners as part of the FY 2022 budget process; and other rental or homeownership assistance programs as may be developed to help Alexandrians maintain their housing affordably in response to COVID-19 and its impacts.

The **Citywide Economic Recovery Project** jointly led by the Department of Planning and Zoning and the Alexandria Economic Development Partnership will develop and implement a series of relief initiatives through Fiscal Year 2021, and beyond if appropriate, to help Alexandria businesses and commercial property owners recover from the loss of revenue and instability created by COVID-19. At least 12.7% of City revenues is directly attributable to consumption in Alexandria businesses and COVID-19 has already negatively impacted the City's revenue collection by an estimated \$92 million in lost meals taxes, Transient Lodging taxes, Business License taxes, Sales taxes, Real Property taxes, and a number of other City revenues. Following the direction of the Mayor and City Council, the rescue and stabilization of small businesses throughout the City has been prioritized. Tactics will include delayed and reduced taxes, grants to businesses and changes to a variety of regulatory policies to ease and

encourage business in the City as we enter the recovery phase, all deployed as quickly as possible while maintaining transparency and accountability. The project will be approached in three-phases: Phase 1- Immediate Response (currently underway), Phase 2- Stabilization and Phase 3- Recovery.

The COVID-19 pandemic abruptly shifted nearly all forms of civic engagement to online formats. While the shift to online engagement expanded the City's capabilities and reached many new stakeholders, there are important elements of real community engagement that are not possible to duplicate online, and there isn't equal access to digital forums for public decision-making. An interdepartmental group will collaborate on an **Update to the City's Community Engagement procedures** post pandemic. As we emerge toward a new normal and it is possible to re-engage, a goal is to have a balanced and comprehensive engagement approach that spans both the digital and "in-person" experience. The first phase of the work will focus on providing guidelines for near-term resumption of public meetings; the second phase will examine community engagement more broadly. The update will reinforce the City's existing principles of engagement established in the What's Next Alexandria civic engagement handbook, such as *Respect, Inclusiveness and Equity, Transparency, Early Involvement, Easy Participation, and Meaningful Dialogue*, and will consider both gained efficiencies and necessary changes to create updated guidelines for in-person and online engagement and consistency across departments. The draft update will be shared for community review and feedback once in-person engagement is again possible, followed by City Council adoption.

Projects that have been delayed due to pandemic impacts or re-prioritization:

The revised work program proposes a delay to the **Duke Street Vision Plan** for a number of reasons, including pandemic related delay of the Mount Vernon Avenue Plan updates, as well as the recommendation to postpone work on this project until progress is made on the transportation planning efforts currently underway in the corridor, including the transitway corridor plan, the central Alexandria traffic improvement plan, and improvements planned for the Duke Street/Telegraph Road intersection. The transportation studies will then inform potential land use strategies for the corridor. Another change to this project is the recommendation to address it as a corridor-wide land use plan, rather than focusing on the eastern section only, enabling a more holistic, high-level view of land use and infrastructure for the corridor. Postponing the Duke Street Vision Plan also allows time for the City's Witter Wheeler Campus Master Plan (an effort to plan for more effectively meeting the spatial needs of the City Services Departments which are located on the campus), to wrap up.

The Duke Street planning process, scheduled for FY 2022, 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. Staff have been coordinating with ARHA regarding their Cameron Valley site on timing with the agreement that Cameron Valley will be included in the land use planning process.

Revisions to the FY 2021 budget have resulted in some project delays, including the **Waterfront History Implementation Plan** now planned for FY 2022, and the **Stream Valley and Trail Plan**, which has not been funded.

FISCAL IMPACT: The proposed FY 2021 work program takes into account the resources allocated to the recommended planning initiatives in City Council's approved FY 2021 Budget, including the FY 2021 to FY 2030 Capital Improvement Program.

ATTACHMENTS:

1. Revised FY 2021 Interdepartmental Long-Range Planning Work Program (Bar Chart)
2. Project Descriptions

STAFF:

Emily A. Baker, Deputy City Manager
Karl W. Moritz, Director, Planning & 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
Stephanie Landrum, President and CEO, AEDP
Carrie Beach, Division Chief, Planning and Zoning

ATTACHMENT 1

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

DRAFT FY 2021 Long Range Planning Interdepartmental Work Plan										
LEGEND										
Internal Staff Work										
Community Engagement										
Public Hearing										
CY 2020										
CY 2021										
CY 2022										
FY 2021										
FY 2022										
FY 2023										
PLANS/PROJECTS										
Q1 Jul-Sep										
Q2 Oct-Dec										
Q3 Jan-Mar										
Q4 Apr-Jun										
Q1 Jul-Sep										
Q2 Oct-Dec										
Q3 Jan-Mar										
Q4 Apr-Jun										
Q1 Jul-Sep										
Q2 Oct-Dec										
1 Va. Tech Innovation Campus-North Potomac Yard Update (MPA, CDD, DSUP)(PZ, TES, Housing, RPCA, AEDP)										
2 Oakville Triangle MPA, CDD, DSUP (PZ, TES, RPCA, Housing)										
3 Census 2020 Community Outreach (PZ, Housing, DHS)										
4 Sanitary Sewer Master Plan Update (TES, AlexRenew, DPI, RPCA, PZ)										
5 Community Engagement process update (PZ, TES, RPCA, Housing)										
6 Joint City Schools Facilities MP (PZ, ACPS, GS, OMB, RPCA, Housing, TES, ITS, DPI, DCHS, Health)										
7 Alexandria Mobility Plan (TES, PZ, ITS)										
8 Citywide Economic Recovery Project - Pandemic Response (AEDP, PZ, Housing, RPCA, Health, Police, VisitAlex)										
9 Route 1 Metroway Extension (Environmental Planning / Concept design) (TES, P&Z, DPI)										
10 Mount Vernon Ave. PHASE 1 Arlandria-Chirlagua + PHASE 2 Del Ray (PZ, TES, Housing, RPCA, AEDP)										
11 Duke Street Transitway (Environmental Planning and Concept Design) (TES, DPI, PZ)										
12 Public Open Space Policy Plan (RPCA, PZ, TES, DPI)										
13 Urban Forestry Master Plan Update (RPCA, PZ, TES)										
14 Dog Park Master Plan Update (RPCA, TES, DPI, P&Z)										
15 Waterfront History Implementation Plan (OHA, DPI, P&Z, RPCA, Visit Alexandria)										
16 Parks and Recreation Master Plan Update (RPCA, PZ, TES)										
17 Duke Street Vision Plan (PZ, TES, Housing, RPCA, AEDP)										
18 Recreation Center Facilities Standards and Landscape Plans (RPCA)										
19 Citywide Parks Improvement Plan Update (RPCA, PZ, TES)										
20 Daingerfield Island Master Plan (NPS lead, PZ, TES, RPCA)										
HOUSING AFFORDABILITY INITIATIVES										
21 Citywide Housing Recovery (Pandemic Response) - Rental Assistance, I/R and Counseling, AHOP, etc.										
22 Housing Contributions Review Work Group (Housing, PZ)										
23 Zoning for Housing (PZ, Housing) (includes RMF Zone Analysis, others, plus bonus density and cohousing, prev separate)										
24 Accessory Dwelling Unit Feasibility Analysis (PZ, Housing)										
25 Inclusionary Zoning Policy Feasibility Analysis (PZ, Housing)										
26 Enhanced Tenant Protection and Relocation Policy (Housing)										
27 Framework for Mixed Income Assisted Living (Housing)										
28 ARHA Master Plan (ARHA, Housing, PZ) - Joint Worksession (CC, PC, ARHA, AHAAC) denoted by light green										
OTHER STUDIES/INITIATIVES										
29 Municipal Broadband (DPI, IT, TES)										
30 Amazon/Va. Tech Inclusive Growth Joint Task Force (CMO, Arlington County)										
31 Small Business Zoning Updates (PZ)										
32 King Street Place Pilot Program (TES, PZ, RPCA, DPI, Visit Alexandria)										
33 Census, Forecasting and Demographics (PZ)										
34 Electric Vehicle Charging Infrastructure Strategy (DGS, TES, P&Z, Code, DASH, ACPS)										
35 C-PACE Program (DGS, Finance, AEDP, City Attorney, P&Z, Housing, TES, Code)										
36 Chesapeake Bay 40% Total Maximum Daily Load (TMDL) Action Plan (TES, DPI, RPCA, GS, PZ)										
37 Storm Sewer Capacity and Assessment Phase 2 (TES, DPI)										
38 Ben Brenman Pond Retrofit (TES, DPI)										
39 Stream Restoration Initiatives and Pond Rehab (TES, DPI, RPCA)										
40 Energy and Climate Action Plan (GS, TES, P&Z, RPCA, OPI, Housing, Code, OMB, Finance, ACPS)										
41 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)		FY2021				FY2022				FY 2023 Q1-2			
		CY 2020		CY 2021				CY 2022					
42	South Patrick Street Housing Affordability (Phase I - Heritage at Old Town) (PZ, Housing, TES, RPCA, DPI)												
43	EAP implementation, education, and outreach												
44	Eisenhower West-Landmark/Van Dorn Plan, Landmark Mall (PZ, TES, DPI, RPCA, Housing)												
45	Housing Master Plan (Housing, PZ, GIS, ARHA, TES,Code, GS, ACPS, DCHS-Aging)												
46	Old Town North SAP (PZ, TES, RPCA, Housing, AEDP, OHA)												
47	Smart Mobility Initiative (TES, ITS, DASH, OEM, APD)												
48	Parking Technologies (TES)												
49	Public Art Implementation Plan (RPCA, PZ, TES, GS)												
50	WasteSmart Strategic Plan (TES)												
51	Sanitary Sewer/CSO Long Term Control Plan (TES, AlexRenew, DPI, RPCA, PZ)												
52	Strategic Facilities Plan Implementation (GS, PZ)												
53	TDM and TMP Programs (TES)												
54	Transit Vision Study (TES, DASH, PZ)												
55	Wayfinding (TES, PZ, RPCA)												
56	West End Transitway Design - TSM and Southern Towers (TES, DPI)												
57	Waterfront Plan (DPI, PZ, RPCA, TES)												
58	Vision Zero Action Plan and Complete Streets Program (TES, PZ, APD, AFD)												
59	Chesapeake Bay Total Maximum Daily Load (TMDL) 40% Action Plan (TES)												
60	Stormwater Utility Program (TES)												
61	Four Mile Run Flood Protection (TES)												
62	Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RPCA, DPI)												
63	Braddock Plan Implementation (PZ, RPCA, Housing, TES)												
64	Beauregard Plan Implementation (PZ, DPI, TES, RPCA, Housing)												
65	Beauregard Ellipse Analysis (TES, PZ) (funding dependent)												
66	Carlyle Vitality (PZ, RPCA, AEDP, Visit Alexandria, TES)												
67	Citywide Design Principles/Architecture Forum (PZ)												
68	Civic Engagement (P&Z & all Departments)												
69	Fort Ward Management Plan Implementation (RPCA, OHA)												
70	Zoning Text Amendments (PZ)												
71	Noise Code Revision (TES)												
72	North Potomac Yard Plan (PZ, TES, RPCA, Housing, AEDP)												
73	Old and Historic Alexandria District Digital Architectural Survey (PZ, IT)												
74	Open Space Master Plan Implementation (RPCA)												
75	Oronoco Outfall Remediation (TES)												
76	APEX Permit System Upgrade to HTML 5 (Code, PZ, TES, Fire)												
77	Parks Plans Implementation - Citywide and Neighborhood (RPCA)												
78	Regional Transportation Initiatives (TES)												
79	Regional Planning and Policy Initiatives (All Departments)												
80	South Potomac Yard Plan Implementation (PZ, TES, RPCA, Housing)												
81	Green Infrastructure Program Policy												

Attachment 2

FY 2021 Interdepartmental Long-Range Planning Work Program

JUNE 2020

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. *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 have worked together to bring an amended Plan and updates for public hearing in Spring of 2020, followed by zoning and final approvals in fall 2020.

2. *Oakville Triangle MPA, CDD, DSUPS (PZ, TES, Housing, RPCA)*

The Oakville Triangle & Route 1 Corridor Vision Plan was approved by City Council in October 2015 as an overlay to the Potomac West Small Area Plan. In early 2020, Inova Health System and Stonebridge announced an agreement to locate an Inova HealthPlex within the Oakville Triangle redevelopment site. With the Inova HealthPlex as an anchor use, Stonebridge is proposing some Plan amendments. The project will feature mixed-use development with ground floor neighborhood-serving retail and a mix of residential buildings including townhouses and multi-family buildings. The required approvals are anticipated to occur in multiple phases with Master Plan/CDD Concept Plan amendments anticipated for review by the Planning Commission and City Council this fall and development special use permits in early 2021.

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

Due to the COVID-19 pandemic and the resulting challenges for enumerators to do their work in the field and residents to fill out their census forms, the time period for Census self-reporting has been extended through October 31, 2020. 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 City Council appointed Census Complete Count Committee, whose charge is to work in pursuit of a "complete count" for all Alexandria residents in the 2020 Census, will continue to implement a variety of communications and engagement tools to encourage traditionally undercounted residents to participate in the Census. This work is being done remotely as feasible during the COVID-19 restrictions and will expand to in-person engagement again when it is possible.

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

The City's Sewer Master Plan was first developed and adopted in 2013. 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. 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 mid-FY 2021.

5. Community Engagement process update (PZ, TES, RPCA, Housing, OCPI, IT, AHD)

The COVID-19 pandemic abruptly shifted nearly all forms of civic engagement to online formats. While the shift to online engagement expanded the City's capabilities and reached many new stakeholders, there are important elements of real community engagement that are not possible to duplicate online, and there isn't equal access to digital forums for public decision-making. As we emerge toward a new normal and it is possible to re-engage, a goal is to have a balanced and comprehensive engagement approach that spans both the digital and "in-person" experience. Departments leading and supporting community engagement initiatives will collaborate on updated standard community engagement protocols that consider both gained efficiencies and necessary changes for in-person and online engagement and consistency across departments. Updated protocols will include guidance for when in-person meetings and online engagement are appropriate, as well as guidance to ensure that in-person meetings can be conducted safely and effectively when it is feasible to do so again and alternative options to in-person engagement are culturally-competent and technologically-accessible, building on successful virtual models previewed during the pandemic. The update will reinforce and build on the City's existing principles of engagement established in the *What's Next Alexandria Civic Engagement Handbook*: Respect, Inclusiveness and Equity, Transparency, Early Involvement, Easy Participation, and Meaningful Dialogue. The draft update will be shared for community review and feedback once in-person engagement is again possible, followed by City Council adoption.

6. 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 establish 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.

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 the public engaged in the development of a draft vision and guiding principles to help define priorities for the plan. In 2020, the Alexandria Mobility Plan will engage the public on strategy development for each of the Streets, Mobility Options, Smart Mobility, Parking and Curbside Management, and Transit chapters. The plan is expected to be completed in 2021. This Plan will advance Alexandria's Environmental Action Plan 2040 goals and build on the Alexandria Transit Vision and Smart Mobility Framework Plans.

8. Citywide Economic Recovery Project (Pandemic Response) (AEDP, PZ, Housing, RPCA, AHD, Police, VisitAlex)

This project is developing and implementing a series of relief initiatives through Fiscal Year 2021, and beyond if appropriate, to help Alexandria businesses and commercial property owners recover from the loss of revenue and instability created by COVID-19. At least 12.7% of City revenues is directly attributable to consumption in Alexandria businesses and COVID-19 has already negatively impacted the City's revenue collection by an estimated \$100 million + in lost Dining tax, Transient Lodging tax, Business License tax and Sales tax. Following the direction of the Mayor and City Council, the rescue and stabilization of small businesses throughout the City has been prioritized. Tactics will include delayed and reduced taxes, grants to businesses and changes to a variety of regulatory policies to ease and encourage business in the City as we enter the recovery phase, all deployed as quickly as possible while maintaining transparency and accountability. The project will be approached in three-phases: Phase 1- Immediate Response (currently underway), Phase 2- Stabilization and Phase 3- Recovery.

9. 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

10. Mount Vernon Avenue Plans Update – Phase 1 (Arlandria-Chirilagua), Phase 2 (Del Ray) (PZ, TES, RPCA, Housing, AEDP)

Staff began the preliminary “Listening Phase” of the process for an update to the two Mount Vernon Avenue Plans covering Del Ray and Arlandria (2005 Mount Vernon Avenue Business Plan and 2003 Arlandria Action Plan) in Fall 2019. An update on community feedback received during the fall listening sessions, along with a proposed community engagement approach for the planning process, was provided to Planning Commission and City Council in early 2020, prior to the COVID-19 pandemic. In response to the COVID-19 pandemic, continued work on the plan was suspended since robust and meaningful community engagement was not possible without in-person engagement and because stakeholders needed to focus on pandemic-related concerns. However, the small area plan is also intended to address issues that were urgent prior to the pandemic and remain urgent. To ensure appropriate community engagement opportunities for both neighborhoods, and to prioritize issues of greater urgency, staff is proposing a division of the project into two phases. The first phase will focus on the Arlandria-Chirilagua neighborhood, and will begin with the most time-sensitive planning topic of housing affordability so that expectations to potentially guide future development can be established early. Staff anticipate bringing a housing strategy and recommendations to Planning Commission and City Council for their consideration in early 2021. The remaining plan topics related to Arlandria-Chirilagua would follow for completion and approval at the end of 2021. The Del Ray plan update will take place in 2022.

11. 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 late 2020, followed by design. This effort is intended to be coordinated with the future Duke Street Area Plan Update. This project will advance Alexandria’s Environmental Action Plan 2040 goals.

12. 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.

13. 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. This program is identified as an action to advance Alexandria’s Environmental Action Plan 2040 goals.

14. 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.

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

The Waterfront History Plan was approved by Alexandria City Council as part of the Waterfront Small Area Plan in 2012. The goal of the Waterfront History Plan is to integrate Alexandria's maritime history, 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 2022 with the first half of the year focused on interpretive planning and concept design, followed by design development during the second half of the year, and phased implementation over the next 4 to 6 fiscal years, funding dependent.

16. 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.

17. Duke Street Vision Plan (PZ, TES, RPCA, Housing, ARHA, AEDP)

There are several transportation planning efforts currently underway in the Duke Street corridor, including the transitway corridor plan, the central Alexandria traffic improvement plan, and improvements planned for the Duke Street/Telegraph Road intersection. In addition, the City's Witter Wheeler Campus Master Plan (an effort to plan for how the spatial needs of the City Services Departments located on the campus -- TES RPCA, ACPS, AFD, APD, DASH and General Services -- can be more effectively met) is underway and anticipated for completion in early 2021.

The Small Area Plans guiding the Duke Street corridor west of Old Town to Landmark Mall were last approved in 1992. Staff recommends initiating a long term Vision Plan for the corridor once progress has been made on the transportation planning initiatives and the City's Campus Master Plan. The planning process, scheduled for FY 2022 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 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.

This project was previously proposed to commence this spring, which was not possible given the pandemic. Staff recommends the new schedule to allow progress to be made on critical transportation studies and to provide capacity to work on priority projects.

18. Recreation Center Facilities Standards and Landscape Plans (RPCA)

This project will develop a Recreation Center Standards Manual and Recreation Center Landscape Plan. 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.

19. 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.

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 is uncertain, but would not begin before FY 2023.

Housing Affordability Initiatives

21. Citywide Housing Recovery (Pandemic Response)

The Housing Recovery Project will develop and implement initiatives to provide resources and policy guidance to stabilize and support the City’s housing ecosystem from pandemic response through recovery. In the short term (Summer 2020), the Project will include two rental assistance programs (one for residents of affordable housing developments sponsored by the City in partnership with nonprofit partners and affordable set-aside units yielded through the development process) and a second, citywide rental assistance project prioritizing households with incomes at or below 50% of the Virginia median income. The project will also incorporate expanded landlord-tenant mediation services to prevent evictions and/or displacement, expanded access to housing counseling services to prevent foreclosures; expanded condominium governance education and training for boards and residents of common interest communities; a review of tax relief programs for low income homeowners as part of the FY 2022 budget process; and other rental or homeownership assistance programs as may be developed to help Alexandrians maintain their housing affordably in response to COVID-19 and its impacts.

During FY 2021 Q2 through 4, the Housing Recovery Project will convene a stakeholder group to foster a greater understanding of the structural deficiencies in the City's housing ecosystem that have contributed to the impact of the pandemic in Alexandria. The group will develop strategies and recommendations regarding potential systemic changes regarding housing design, affordability, occupancy and access to services and amenities, including health services, that may be considered essential to prevent a future pandemic, including its disproportionate impact on low income households, vulnerable populations, and people of color. The stakeholder group will prepare a report of its work, including an estimate of costs to address these deficiencies.

22. 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. To achieve greater consensus within the stakeholder group, third party financial analyses have been undertaken to test sensitivities among recommendations. These will be vetted with stakeholders during Summer 2020, with final recommendations to be presented to Planning Commission and City Council in Fall 2020. The recommendations may inform recommendations in the upcoming inclusionary zoning study.

23. 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. The Zoning for Housing project will support Alexandria's ability to achieve its overall Housing Master Plan goals and its housing production and affordability target goals pursuant to the 2019 COG regional housing initiative that was endorsed by City Council in March 2020.

24. 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. Funds for consultant support of this project were included in the FY 2020 budget and the study, including public engagement, is underway. Due to the pandemic, engagement is occurring virtually with significant community feedback. Plans to proceed are

being developed that might still enable ADU legislation being considered by the City Council in the fall, should there be sufficient opportunity for non-virtual engagement typical of a policy issue of this kind.

25. *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. Economic analysis has been undertaken this spring by a third-party consultant that is reviewing successful inclusionary zoning programs in this market and elsewhere, to evaluate how such a policy may impact Alexandria's real estate development market. The study will also consider how an Inclusionary Zoning program can be most efficiently administered, and what legislative actions might be required to facilitate an inclusionary zoning policy here. While public engagement strategies are being developed, a goal is to have recommendations for state enabling legislation to be completed in time to potentially inform the City's 2021 Legislative package to the General Assembly.

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

Housing staff will propose measures to strengthen tenant protections and avoid displacement 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 and a tenant's right to return.

27. *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 economically vulnerable elderly and disabled, including persons on the auxiliary grant waiting list maintained by DCHS. However, few senior living and care options exist for elderly and disabled middle income Alexandrians. This planning effort will develop a framework for the potential future development of a sustainable model that would provide affordable assisted living for a range of incomes and allow community members to age here.

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

Subject to completion of ARHA's ongoing conversion of property subsidies through a streamlined HUD program and an RFQ to select a potential pool of qualified development partners in early 2021, City staff will be collaborating with ARHA on preliminary work to set the stage for an upcoming Master Plan to address various redevelopment sites. Staff work will be reviewed by the ARHA Redevelopment Work Group.

Other Studies/Policy Initiatives

29. 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. Implementation of a City-owned fiber network is now at the construction bidding stage.

30. 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.

31. Small Business Zoning Updates (PZ)

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. This ongoing project is being coordinated with the City's business recovery initiative. Lessons learned from the regulatory flexibility prompted by COVID-19 will inform future proposals. The current expectation is to bring something forward in September, which would be at the conclusion of a number of temporary 90-day initiatives.

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

In FY2020, Staff worked on a possible 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 COVID-19 Pandemic response has resulted in implementing the pilot on a temporary basis beginning in May 2020 in order to facilitate social distancing and continued operations of the businesses.

33. 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.

34. 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) recommending locations of publicly-accessible 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. Synergies with the [City's electric vehicle initiatives](#), DASH zero emission bus projects, and other forms of mobility will also be evaluated. Funding for this study was included by the City Manager in his proposed FY 2020 budget as well as the intent to begin transition of certain vehicles in the City's fleet to electric. 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.

35. 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, preservation of housing affordability through enhanced energy efficiency, 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.

36. 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

37. 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 2019.

38. 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 will be completed, to include the planting of native trees, shrubs, grasses and the aquatic bench in FY 2021.

39. 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

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

This project convenes a 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, opportunities to focus equity-centered climate adaptation and resiliency policies and practices, and consider the leverage of climate change action solutions to support the City's fundamental economic development goals. This program is identified as a key program to advance Alexandria's Environmental Action Plan 2040 goals.

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

This project completes 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, including, but not limited to,

extreme storms and natural disasters, extreme heat, heat island effects, sea level rise and coastal flood implications to members of the Alexandria community and geographic area. 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.

42. South Patrick Street Housing Affordability Strategy; Phase 1 Heritage at Old Town (P&Z, Housing, TES, RPCA)

City Council adopted the South Patrick Street Affordable Housing Strategy as an amendment to the Southwest Quadrant Small Area Plan in fall 2018. This Strategy was the result of a community process to develop tools to preserve housing affordability at The Heritage at Old Town and Olde Towne West III in a way that is compatible with the neighborhood as well as to prioritize safety and accessibility along S. Patrick Street and neighborhood streets close to the Beltway. In FY 2021, Staff will be working with the developers of the Heritage at Old Town to implement the recommendations of the Plan in redeveloping their site using the new RMF housing affordability zone to expand housing affordability in this part of the City. The redevelopment project will also involve the community in planning for the Wilkes Street Park.

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

The Environmental Action Plan (EAP) was adopted July 2019. The goals, targets and actions will be championed by the sustainability coordinator in collaboration with departments across the City involved in ongoing implementation. The community will also be involved with robust education and outreach leveraging existing City touch points and enhanced communication adding an Eco-City Academy to graduate Eco-City Ambassadors, social media efforts, partnering with ACPS, and others. EAP 2040 performance and implementation updates will be in an annual report and on the performance dashboard. Staff will 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.

44. Eisenhower West/Landmark Van Dorn Plans, Landmark Mall (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 areas in Fall 2018. A number of development projects are currently under review or construction in the Plan area. In April 2019 City Council approved the Landmark Mall update to the 2009 Landmark Van Dorn Corridor Plan. Work has been ongoing with the property owner to implement the updated Plan.

45. *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 in FY 2021 and beyond, in collaboration with PZ and other departments. In addition, the City's housing goals will be expanded to incorporate targets established through the COG regional housing initiative.

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

The Old Town North Plan was approved in June 2017. In FY 2019, City Council approved a developer contribution policy to help implement the Plan. Since that time, several development projects have been approved, two of which are utilizing the incentives established in the Arts District bonus density policy.

47. *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 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.

48. *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.

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

Plan implementation will continue.

50. *WasteSmart Strategic Plan (TES)*

The Resource Recovery Division has developed a new strategic plan that will guide the City's solid waste management for the next 20 years. On January 12, 2019, City Council unanimously voted to adopt the WasteSmart Strategic Plan. Staff has initiated or made progress on all short-term action items identified in the plan. To highlight, the City expanded the purple glass recycling program by securing an MOU with MOM's Organics Market and removed glass from the single stream recycling list. The City launched the Recycle Right Campaign to encourage residents in reducing waste and contamination which reached over 3.8 million impressions. In November, the City received an award from the Virginia Recycling Association for

implementing a new online sorting game to encourage the next generation in how to sort recyclables, yard waste, and trash. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

51. 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. The project is scheduled to be awarded for construction at the end of 2020 with construction anticipated to begin in 2021. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

52. 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 that will be considered in the Joint City Schools Master Plan and future facilities decision-making.

53. 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

54. *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, subject to the availability of funding, over the next ten years, in coordination with future DASH Transit Development Plans, and the City of Alexandria budget process. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

55. *Wayfinding (TES, PZ, RPCA, DPI)*

Multiple phases of the Wayfinding program have been implemented over the previous fiscal years, including parking, directional signs and pedestrian kiosks in Old Town, City park and recreation center identification signs, and new highway signs. The final phase of the vehicular signage program on major corridors throughout the city was completed in 2019. New business location signs, like the ones in Old Town along King Street, were completed in 2019 at Cameron Station. A contract for the next phase of destination identity signage for OHA and RPCA sites has been awarded and work is expected to start in 2020. Additional interpretive signage is also expected to be developed in 2020.

56. *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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

57. *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 included in the FY 2020-FY 2029 CIP. Completion of the interim King Street Waterfront Park occurred in early 2019. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

58. *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 2021 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.

59. *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 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 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

60. *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.

61. 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.

62. 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 update will completed by FY 2021 to be implemented thereafter.

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

Construction of the Plan recommended streetscape improvements on Fayette Street, identified in the Plan as a prioritized "walking street" was completed in fall 2019 Implementation activity in the upcoming fiscal year will continue with community input on projects related to recommendations in the Braddock Plan, including redevelopment projects. Three projects were approved during this fiscal year and it is anticipated that another project will be approved in the coming fiscal year. The brick sidewalk guidance for the walking streets in the plan area has been reviewed to allow for a hybrid option going forward.

64. 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. A number of affordable housing projects have been developed to address housing affordability needs identified in the Plan, including St. James Plaza (93 units), The Nexus (74 units) and The Spire (113 units, under construction, to be delivered in Spring 2021). BDAC recommended approval of the Monday Properties multifamily building at 2000 N. Beauregard St in the Adams Neighborhood. The development was approved by City Council in Spring 2019 and the project is now under construction. The group will begin review of a new proposal in the Upland Park Neighborhood in Summer 2020.

65. Beauregard Ellipse Analysis (TES, PZ)

In 2020-21 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.

66. 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.

67. 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.

68. 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. Refresher training was provided to all staff involved in public participation work. During FY 2021, staff will be developing new strategies for civic engagement to address challenges related to traditional public gatherings and meetings as a result of the COVID-19 pandemic.

69. 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.

70. Zoning Text Amendments (PZ)

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

71. 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 the fourth quarter of 2020.

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

Implementation in FY 2021 will include CDD Concept Plan amendments and DSUPs. (see Virginia Tech Innovation Campus/North Potomac Yard CDD under "Plans/Projects").

73. 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 2020.

74. 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

75. 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 on the Potomac River bottom 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.

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

After years of coordination and preparation, the City recently replaced the Permit Plan legacy software with the new APEX permitting and land use management system, a platform for online permit and plan submission, processing, payments and electronic plan review. Fortunately, the system was operational in advance of the COVID-19 pandemic. The new permit and 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. Although the timing is not yet certain, a phase 2 upgrade (and final completion) is anticipated for 2020-2021.

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

Implementation of these plans will continue.

78. *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.

79. *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. In March 2020, City Council endorsed COG's Regional Housing Initiative Resolution which included housing production targets to support regional economic development.

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

Implementation to continue.

81. 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. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

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 2021 is anticipated to continue to be very high. These projects will also 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 2021, including a Development Special Use Permit for a new school to replace Douglass MacArthur Elementary School, and assistance from City staff will continue on the planning efforts for an expansion of the high school at the Minnie Howard school site, including potential colocation of various uses.

City Capital Projects: Construction of Fire Station 3 is underway. Staff is also involved in the review of the Combined Sewer (CSO) Separation Project, which is expected to select a Design / Build Team this Fall to construct the project. This team will coordinate the Final Site Plan review as well as other permits and applications required by the City. The final site plan for the new Potomac Yard Metrorail Station and any further amendments to the station will be reviewed during the Fall of 2020. A Development Site Plan for the reconstruction of three athletic fields, new restrooms and parking at Hensley Park is also currently under review.

Affordable Housing Projects: In FY 2020, The Nexus, a 78-unit affordable project that is part of the West Alex mixed-use development located at King and Beauregard Streets, was completed and fully leased, and the substantial renovation of Lacy Court, a 41-unit complex in Del Ray, was completed, allowing residents to return to the property. The City assisted AHDC in acquiring for preservation Wesley Housing's project, The Waypoint, an 81-unit affordable housing development, will begin construction in early FY 2021 on a portion of the Fairlington Presbyterian Church property on King Street. Using tax credits and other funding, including a City loan, The Waypoint. will be delivered in early 2022.

In FY 2021, several affordable developments will be completed, including Carpenter's Shelter/The Bloom (97 units), Ramsey Homes (52 units), Bellefonte Apartments (renovation; 12 units) and The Spire (113 units). Other significant affordable projects moving forward in FY

2021 are the proposed redevelopment of The Heritage at Old Town, which will use the Residential Multifamily Zone, created pursuant to the 2018 South Patrick Street Housing Affordability Strategy to preserve 215 existing, deeply affordable units, and add some new affordable units as well. Five more projects are in early concept stages, with predevelopment loan requests anticipated to be presented to City Council in Fall 2020 to establish a multiyear affordable housing development and funding pipeline to meet targets of the Housing Master Plan, and the COG Regional Housing Initiative, which was endorsed by City Council in March 2020. The COG initiative seeks to increase housing production, including affordable housing production, to support the region's economic competitiveness and growth.

Beauregard Plan Area Projects: Monday Properties is currently implementing an 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 and five affordable units will be provided in the first phase. In FY 2021, there will be a proposed master plan amendment and development application to construct approximately 80 townhomes and a new park in the Upland Park neighborhood at the corner of Seminary and Beauregard. Newport Village at Braddock and Beauregard is also proposing a new 400-unit, multifamily apartment complex with approximately 35 affordable units proposed.

Braddock Projects: Braddock Gateway Phases II and III are currently under construction. Ramsey Homes and the Carpenter's Shelter are nearing the end of construction and will be completed in early FY 2021. The age-restricted senior housing project at 1112 First Street was approved in FY 2020 and Final Site Plan Review has begun. 1200 N. Henry Street was approved by City Council in September 2018 but is returning for a major amendment in June 2020. Advancement of these projects, as well as an upcoming development proposed on West Street (next to ARHA's Andrew Adkins community), will continue to require significant staff resources in FY 2021 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/Carlyle Projects: Development interest in the Eisenhower East area is high, stimulated by the National Science Foundation complex and the transit proximate location. In 2018, City Council approved DSUPs for Blocks 4 & 5 (to include a new Wegman's) and Block 6A (conversion of existing office to residential use). These projects are now in various stages of construction and will dramatically change the Eisenhower East neighborhood. The new Virginia WMATA Headquarters and Block 20 residential tower are expected to break ground in FY 2021. Proposals for a new hotel and senior living facility on Carlyle Block P will also likely advance to a Preliminary DSUP approval in FY 2021. The update to the CDDs in Eisenhower East based on the new Small Area Plan will begin in Q2 FY 2021 with a research phase, and the public phase of the project will start in Q3 or Q4 of FY 2021.

Landmark/Van Dorn and Eisenhower West Projects: Substantial staff work will continue on the Landmark Mall site to complete the CDD and, potentially, additional development approvals

in FY2021. The former Boat US site was approved for a rezoning to CDD and an associated DSUP last year. Phase 1 includes a new Public Storage building and new streets. Construction will begin in FY2021. The project will also dedicate 3.6 acres of land adjacent to Backlick Run to the City to create a new public park. The Vulcan site will likely seek a new CDD and DSUP in FY2021 for a mixture of townhomes, several condominium buildings and a mid-rise commercial building adjacent to the Van Dorn bridge. A large portion of the proposed Backlick Run greenway would also be provided with this development. The former Victory Center site (5001 Eisenhower) will be advancing an approval in FY2021 for a townhouse neighborhood on what is currently the western parking lot. A small retail center application is also likely on the western parking lot to help attract a new federal tenant to the site.

Old Town North Projects: Redevelopment applications for 1201 N. Royal (Craddock site) and the Royal Street Bus Barn were approved in FY 2019 and are under construction. The Royal Street Bus Barn will include 12 committed affordable units and 1201 N. Royal will include an Arts Anchor by using the Old Town North density bonus provision for the arts. Construction at the Crowne Plaza redevelopment and Abingdon Row townhouses will likely be completed in FY2021, including a new Arts Anchor at the Crowne Plaza site to enhance the North Old Town Arts District. It is also anticipated that the North Old Town Power Plant site will begin redevelopment planning in FY2021.

Old Town Projects: A mix of new construction and adaptive reuse of historic buildings continues in Old Town. Construction of a new hotel in the historic building at 699 Prince and a new adjacent annex building will continue in FY 2021. In FY 2020, redevelopment at 1300 King Street for mixed-use retail and multi-family was approved and will begin construction in FY 2021. Additionally, the City-owned parking lots at King and Henry streets are proposed to be approved for redevelopment in FY 2021.

Potomac Yard/Oakville Projects: Major projects in Landbays G and H will continue progress in FY2021. Within Landbay G, the future headquarters for the American Physical Therapy Association (APTA) is under construction, along with the Institute for Defense Analysis which recently started construction of its office complex. Within Landbay H, Silverstone, a senior housing facility facing Route 1 is expected to start construction this summer. Also, two small condominium buildings will begin construction in early FY2021. The seven-acre Oakville site on the West side of Route 1 will be submitting amendments to the Master Plan, CDD and other development approvals in FY 2021 to build a new INOVA medical facility, several multifamily residential buildings, townhomes adjacent to Del Ray and improvements to Mount Jefferson Park. 65 committed affordable units have been pledged.

North Potomac Yard: Major redevelopment of North Potomac Yard is currently in review for Phase 1. Phase 1 includes amendments to the Master Plan, CDD #19 and seven building DSUP's as part of the Virginia Tech Innovation Campus to be approved in FY2021. The Innovation Campus is a major economic priority for the City and development staff across multiple departments will continue to make this effort their highest priority. It is almost 2-million square feet of new academic, office and residential space in Potomac Yard, and will be a catalyst for new investment across the City and wider region.

Waterfront Projects: Robinson Landing and 211 The Strand (the Watermark) were both actively under construction and required significant staff resources in FY 2020 for building permit review and on-site inspections. It is anticipated that both projects will be completed in early FY 2021. Supporting the Ad Hoc Monitoring Group on Waterfront Construction is ongoing. 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: JUNE 24, 2020

TO: CHAIR AND MEMBERS OF THE PLANNING COMMISSION

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

SUBJECT: ITEM #7: FY 2021 LONG RANGE PLANNING INTERDEPARTMENTAL
WORK PROGRAM – JUNE 2020 UPDATED DRAFT ZONING FOR
HOUSING PRIORITIZATION PLAN

Following your feedback on the March 2020 Draft Zoning for Housing Prioritization Plan, the Department of Planning & Zoning (P&Z) was scheduled to present the draft to the Mayor and City Council at the Tuesday, March 24 City Council Legislative Meeting. However, that presentation was understandably cancelled due to COVID-19 matters which the City Council needed to address.

As an alternative to the March 24 Legislative Meeting, P&Z and Office of Housing (Housing) staff met with the Mayor and individual City Council members in mid-May to early June to seek their input on the March 2020 Draft Zoning for Housing Prioritization Plan.

The Mayor and City Council members had some similar comments as those shared by the Planning Commission. As a result, P&Z identified some common themes between the comments expressed by the community, through some early outreach to several stakeholder groups; the Planning Commission; and by the Mayor and City Council members. Those comments are summarized below as themes and have been reflected as part of the June 2020 Updated Draft Zoning for Housing Prioritization Plan. The June 2020 Updated Draft Zoning for Housing Prioritization Plan is an element that is referenced under Item #7 of the June 25 Planning Commission docket titled FY 2021 Long Range Planning Interdepartmental Work Program.

P&Z would like to make sure Planning Commission members have another copy of the March 2020 Draft Zoning for Housing Prioritization Plan and a copy of the June 2020 Updated Draft Zoning for Housing Prioritization Plan for your easy reference and for comparison purposes on June 25.

JUNE 2020 DRAFT PRIORITIZATION PLAN: COMMON THEMES

Based on the early input received from stakeholders, the Planning Commission and the City Council, the March 2020 Draft Prioritization Plan has been revised as the June 2020 Draft Prioritization Plan. **Proposed changes include:**

- Focusing on those initiatives anticipated to yield the largest number of units and affordability.
- Continuing, as practical, major initiatives in Phase I which are already underway.
- Combining like items as possible.
- Moving up feasibility of Zoning Ordinance Rewrite in Phase II – Undertake assessment of whether undertaking a Rewrite is more efficient in terms of coordination of the proposed changes, staff time/capacity, and financial requirements *than* studying individual initiatives separately.
- Delaying and/or including under a package of Practical Zoning Updates the smaller tools anticipated to yield lesser units.
- Continue to emphasize a robust Community Engagement Program and an Equity Component.

Since Item #7 will proceed to the City Council at its July 7 City Council Public Hearing, P&Z also anticipates sending you a copy of a proposed memorandum to City Council summarizing in more detail feedback received on the March 2020 Draft Zoning for Housing Prioritization Plan from early stakeholder meetings; the common and individual comments of the Planning Commission at its March 3 Planning Commission public hearing; and the common and individual comments of the City Council Members.

You do already have the information on the early stakeholder meetings and information pertaining to the individual comments from the Planning Commission members as reflected in the March 3, 2020 Planning Commission Minutes. Please see Item #5 (Minutes for March 3, 2020), page 8 of the [June 2, 2020 Planning Commission Action Docket](#).

Attachments:

- (1) Attachment I – March 2020 Draft Zoning for Housing Prioritization Plan
- (2) Attachment II – June 2020 Draft Zoning for Housing Prioritization Plan

CC:

- (1) Helen McIlvaine, Director, Office of Housing
- (2) Nancy Williams, Assistant Director, P&Z
- (3) Carrie Beach, Chief, Neighborhood Planning and Community Development Division

ATTACHMENT I - MARCH 2020 DRAFT PRIORITIZATION PLAN FOR HOUSING INITIATIVE

PROPOSED “ZONING FOR HOUSING” PRIORITIZATION PLAN TABLE (March 2020)		
* PHASE I Through June 2021 (+ = work is underway)	PHASE II FY 2022	PHASE III FY 2023
Study Accessory Dwelling Units (ADUs) +	Streamline Coordinated Development Districts (CDDs)+	Consider increasing permitted units in Single Family Zones
Study Inclusionary Zoning +	Examine permitted densities within walking distance of existing and planned stations for High Capacity Transit	Study existing zoning near King Street Metro
Examine Townhouse Zoning Consistency	Examine additional Parking Requirements for Multi-family Zones	Further examine the redevelopment of industrial zones for computability of light industrial uses with residential uses
Examine KR Zone Modifications - 1400 and 1500 King Street+	Examine possible expansion of By-Right Development	Examine creation of Traditional Neighborhood Zoning Districts and New Housing Types
Examine expanding opportunities for RMF Re-zoning	Flag Lots: Look to see how other jurisdictions permit development of these lots with fewer restrictions	
Examine Section 7-700 Height and Affordability Levels	Examine Zoning flexibility for adjacent Parcels	
Examine consistency of regulations for Open Space+	Examination of a possible Zoning Ordinance Rewrite and included would be feasibility analyses of possible alternative approaches such as Form-based Code versus FAR and Dwelling Units Per Acre	
Examine locations for Health Care Uses		
Study Co-Housing/Rooming Houses+		
Study parking requirements in Single Family Zones		
Examine Subdivision Modifications+		
Units per acre inconsistent with FAR in Mixed Use Zones		

**ATTACHMENT 1I – JUNE 2020 DRAFT PRIORITIZATION PLAN FOR THE ZONING
FOR HOUSING INITIATIVE**

JUNE 2020 DRAFT PRIORITIZATION PLAN FOR THE ZONING FOR HOUSING INITIATIVE PRIORITIZATION PLAN TABLE (Draft #1 – June 15, 2020)		
* PHASE I Through June 2021 (+ = work is underway)	PHASE II FY 2022	PHASE III FY 2023 <i>(Potentially part of ZO Rewrite rather than separate items)</i>
Study Accessory Dwelling Units (ADUs) +	Examination of a possible Zoning Ordinance Rewrite <ul style="list-style-type: none"> Determine amount of Time and Capacity required to accomplish; Determine any advantages – efficiency of work and approach; potential financial savings; and efficiency of community outreach activities – to undertaking a ZO Rewrite early in Phase II rather than undertaking the remaining items in Phase II and the Items in Phase III separately. As part of this examination of a possible ZO Rewrite, also determine feasibility of possible alternative approaches such as Form-based Code versus FAR and Dwelling Units Per Acre (include examination of inconsistency of FAR with Units per Acre) 	Single Family Zones <ul style="list-style-type: none"> Consider increasing permitted units in Single Family Zones Examine Single Family Parking Regulations
Study Inclusionary Zoning +	Examine expansion of transit-oriented development <i>(Potentially part of ZO Rewrite rather than a separate item)</i> <ul style="list-style-type: none"> Permitted densities within walking distance of existing and planned stations for High Capacity Transit Study existing zoning near King Street Metro 	Further examine the redevelopment of industrial zones for computability of light industrial uses with residential uses – incorporate case studies of communities where conflicts have been documented and potential remedies for addressing
Examine Co-location as part of the City-Schools Facilities Plan or separately+	Examine additional Parking Requirements for Multi-family Zones <i>(Potentially part of ZO Rewrite rather than a separate item)</i>	Examine creation of Traditional Neighborhood Zoning Districts and New Housing Types
Practical Updates – Phase I <ul style="list-style-type: none"> Examine locations for Health Care Uses Study Co-Housing/Rooming Houses+ Examine Townhouse Zoning Consistency Examine KR Zone Modifications - 1400 and 1500 King Street+ Examine Zoning flexibility for adjacent Parcels 	Streamline Coordinated Development Districts (CDDs)+ <i>(Potentially part of ZO Rewrite rather than a separate item)</i>	Examine Residential Requirements in Commercial Zones
Examine Section 7-700 Height and Affordability Levels	Examine expanding opportunities for RMF Re-zoning <i>(Potentially part of ZO Rewrite rather than a separate item)</i>	Examine possible circumstances for possible expansion of By-Right Development
	Phase II Practical Updates – <i>(Potentially part of ZO Rewrite rather than a separate item)</i> <ul style="list-style-type: none"> Examine Subdivision Modifications+ Flag Lots Generate Text Amendments to promote consistency of regulations for Open Space+ 	