

# City of Alexandria, Virginia

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## MEMORANDUM

DATE: JANUARY 5, 2021

TO: CHAIR MACEK AND MEMBERS OF THE PLANNING COMMISSION

FROM: KARL W. MORITZ, DIRECTOR OF PLANING

SUBJECT: DISCUSSION OF THE FY 2022 LONG-RANGE PLANNING INTERDEPARTMENTAL WORK PROGRAM

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**ISSUE:** What planning work priorities should be established for FY 2022 and beyond?

**RECOMMENDATION:** That Council receive this report and provide guidance to staff on the Draft FY 2022 Long-Range Planning Interdepartmental Work Program.

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

The draft Work Program, provided as Attachment 1, is presented for Planning Commission and City Council feedback and guidance early each calendar year to help inform development of the City Manager's Proposed Operating Budget as well as development of a final Work Program docketed for City Council approval in May. This annual review ensures coordination of work, staffing and financial resources, and the opportunity for Planning Commission and City Council to ensure alignment of proposed planning work across departments with the City's Strategic Plan.

### **DISCUSSION:**

This section provides highlights of new and ongoing projects in the proposed FY 2022 work program, which can generally be categorized into the following themes:

- Continuing pandemic recovery work;
- Addressing stormwater capacity and flood mitigation;
- Ongoing mobility initiatives focused on transitway implementation;
- Planning for and implementation of major redevelopment sites;

- Housing Affordability;
- Parks and Cultural Resources; and
- Updates and information on other projects.

Additional detail on all of the projects in the draft work program can be found in Attachment 2, Project Descriptions.

## **Continued Pandemic Recovery Work**

### *Citywide Economic Post COVID-19 Recovery*

This project is developing and implementing a series of relief measures to help Alexandria businesses and commercial property owners recover from the loss of revenue and instability created by COVID-19, prioritizing the rescue and stabilization of small businesses throughout the City. Tactics include delayed and reduced taxes, grants to businesses, and changes to regulatory policies to ease and encourage business retention in the City, all deployed as quickly as possible while maintaining transparency and accountability.

### *Coordinated Community Post-COVID-19 Recovery*

This effort will focus on interdepartmental planning for, and implementation of, initiatives to address the post-pandemic economic and social recovery needs of Alexandria's most vulnerable populations, including workforce development, digital equity, affordable housing and other human services needs.

### *Community Engagement Review and Update*

The COVID-19 pandemic abruptly shifted most engagement to online formats requiring immediate development of guidelines and protocols for this new territory. While the shift has expanded the City's capabilities and reached new stakeholders, there are important elements of community engagement that cannot be duplicated online, and not all members of the community have equitable access to digital forums. The second phase of this work will focus on equity in engagement as the city emerges toward a new normal, updating engagement protocols that consider both gained efficiencies and necessary changes for in-person and online engagement and how the City will ensure that these efforts result in equitable outcomes.

## **Stormwater and Flooding**

### *Storm Sewer Flooding and Capacity Project - Prioritization and Implementation Plan*

This planning effort will accelerate and prioritize an implementation plan for capital projects and maintenance projects that provide flood mitigation in response to more frequent and intense rainfall events attributable to climate change causing multiple flash flooding events over the last 18 months. An Interdepartmental Flooding Management Team is developing funding strategies and priorities based on feedback from residents, findings from onsite investigations.

### FEMA Floodplain Remapping

The Federal Emergency Management Agency (FEMA) is performing a Flood Insurance Study to update the City's current floodplain maps, last updated in 2011. Updates are conducted periodically by FEMA to set minimum floodplain standards to help communities across the nation build safely and resiliently. Changes will impact some residential and commercial property owners, who may need to obtain coverage under a new flood insurance policy or amend the existing policies. The City is a partner in this process, but FEMA develops the new maps and sets the process timeline. Preliminary Maps and a new Preliminary Flood Insurance Study were published by FEMA in September 2020. Before the new FEMA maps take effect in Fall 2022, residents will be invited to participate in a review and appeals process.

## **Mobility Initiatives – Transitway Expansion**

### Duke Street Transitway

The Duke Street Transitway project received \$12 million of NVTAR Regional funds toward environmental planning and design to implement the transitway envisioned in the Alexandria Mobility Plan and the Alexandria Transit Vision. The project will kick off in Spring of 2021 with a visioning and planning phase to create the concept for the transportation elements of the corridor, focusing on transit and access to the transit system. This effort is intended to be coordinated with the future Duke Street Area Plan Update.

### Route 1 Metroway Extension

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 on Route 1 from E. Glebe Road to Evans Lane. A future segment, to be completed by developers will bring the transitway to Potomac Avenue. Environmental documentation is anticipated to be complete in early 2021, followed by the complete design of the Route 1 dedicated lanes in 2021. Final design would be completed in early 2022. With final implementation, the transitway will connect with the dedicated lanes in Arlington County.

## **Planning and implementation of major redevelopment sites**

### Landmark Mall Master Plan Amendment and CDD

In December, a development team which includes the current property owner of the Mall site will submit an application for a rezoning and a Coordinated Development District (CDD) with a Master Plan Amendment in late 2021 as the first step in working towards implementing the Plan concepts and priorities developed through the 2018-2019 community process. The anchor of this project will be a new Inova Alexandria Hospital, cancer center and medical office building. The City's goal is to enable redevelopment in a timely manner to implement the community's vision for the site. The Eisenhower West Landmark Van Dorn Implementation Advisory Group will serve as the venue for community engagement to begin in early 2021.

### Old Town North Power Plant CDD

Hilco Redevelopment Partners, the new owner of the former Pepco/Mirant/NRG coal fired power plant site in Old Town North, has indicated that it intends to begin the process for redeveloping this important Old Town North site in 2021 with the intent of implementing the adopted Old Town North SAP. Approvals that will be required are a CDD concept plan followed by Development Special Use Permits.

## **Housing**

### Zoning for Housing

This effort will support Alexandria's ability to achieve its Housing Master Plan goals and housing production and affordability target goals pursuant to the 2019 COG regional housing initiative endorsed by City Council in March 2020. The City will continue to examine opportunities to increase the amount, types, and locations where housing may be built, with a continuous focus on affordability goals. 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. Opportunities for public discussion and consideration will be provided throughout the process.

### Inclusionary Zoning Policy Feasibility Analysis

This ongoing analysis begun in 2020 is evaluating the feasibility and desirability of an Inclusionary Zoning policy for the City that would require developers to set aside a certain percentage of housing units in new or rehabilitated projects for low- and moderate-income residents. Economic analysis was undertaken in mid-2020 to compare how this approach compares to the City's current approach to securing affordable housing through redevelopment. Findings will be shared with the community for their feedback in early 2021 and will be reported to AHAAC, Planning Commission and City Council later in the Spring, with potential recommendations regarding a new policy brought forward in the Fall.

### ARHA Master Plan – Redevelopment Site 1

ARHA has completed its RFQ process to select potential development partners for redevelopment of multiple sites it owns and anticipates identification of a first redevelopment site and development partner by the end of FY 2021. Internal staff work will proceed through early FY 2022, when a development concept is expected to be submitted, followed by community engagement concurrent with development review and approval processes.

## **Parks and Cultural Resources**

### *Public Open Space Policy Plan (RPCA; TES; P&Z; DPI)*

This project, which kicked off in 2020, will 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 include re-assessment of the methodology, policies, and tools for evaluating future publicly accessible open space sites, whether through acquisition, easements, or development.

### *Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center:*

Based on the recommendations of prior studies and the current Art Center management, this Action Plan is designed to achieve priority results and outcomes to establish a foundation for a renewed Torpedo Factory Art Center. The goal is to improve the efficiency of operations and sustainability of the Art Center while also broadening and deepening its connections to the community and re-configuring the first-floor spaces to create a more dynamic public experience.

## **Other Projects**

### *Freedom House Museum Planning*

The restoration and interpretation of the City's newly acquired Freedom House Museum will require planning, fundraising, community engagement, and project implementation. Over the next five years, the City will conduct a Historic Structures Report, Exterior Restoration (includes architectural study, design), Master Plan, Interpretive Plan and Exhibition (research, design, fabrication). The Commonwealth of Virginia will be providing \$2.4 million toward this project.

### *Hospital Site Rezoning*

Inova has indicated its intent to request a rezoning of its Hospital property on Seminary Road for residential use. A community process will be initiated to solicit community feedback with the process anticipated to begin in early 2021.

### *City Strategic Plan Update*

The City's Strategic Plan was adopted by City Council in 2017. As the Plan's current timeframe ends in FY 2022, the Plan is proposed to be evaluated and updated through a community process in FY 2022 to guide the next six-year period. Executing this community process will require additional funding early in FY 2022.

### *Alexandria West Plan Update:*

Staff is proposing a strategic review and update to the Beauregard Small Area Plan in FY 2024, approximately 10 years after the Plan was originally approved. Topics for the update may include consideration of adjacent development sites outside the original plan boundary in Alexandria West, such as Newport Village, that have a close correlation to the West End Transitway, market changes and potential land use and design flexibility, and implementation and funding strategies.

## Updates to Current Projects

The following projects previously on the FY 2021 Work Program have been updated as described below:

### Mount Vernon Avenue - Arlandria-Chirilagua Plan Update

External work on this Plan was suspended for some time in 2020 until safe in-person engagement could be conducted outside over the summer and fall. Draft recommendations on the first topic, housing affordability, will be shared with the community and stakeholders in early 2021, so that expectations to guide future development can be established early. Staff anticipates bringing a draft housing strategy and recommendations to Planning Commission and City Council for their consideration in the second quarter of 2021 and completing the remainder of the plan for review in early fall 2021.

### Mount Vernon Avenue - Del Ray Plan Update

The Del Ray Plan update was shifted to FY 2023 as a result of pandemic related impacts and in order to prioritize time sensitive planning issues in the Arlandria neighborhood, namely affordable housing. Staff also proposed splitting the two planning efforts to more effectively engage with the two different communities. Using feedback provided during the listening sessions in late 2019 and early 2020 as a starting point, potential Plan topics are anticipated to include the Del Ray Business District, update to guidelines for redevelopment sites, pedestrian safety and accessibility, the open space network, and historic preservation.

### Duke Street Vision Plan

The Small Area Plans guiding the Duke Street corridor west of Old Town to Landmark Mall were last approved in 1992. This process will engage the community in developing a long-term land use vision for the corridor once progress has been made on the transportation planning initiatives that are already underway for Duke Street as well as the City's Campus Master Plan. The planning process scheduled for FY 2023 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.

**NEXT STEPS:** Staff will incorporate guidance provided by Planning Commission and City Council at their January 2020 meetings, as well as coordinate among departments to further refine project scopes and timing and solicit input from community stakeholders and City Boards and Commissions. Feedback on the draft work program will inform the FY 2022 budget process, as well as the final work program to be considered for approval by City Council in May 2020.

**FISCAL IMPACT:** Many work program items proposed for FY 2022 already have City or grant funding identified and/or will be completed within existing resources. Those

noted as funding dependent will need to compete for funding (in a very fiscally challenging budget environment) as part of the FY 2022 budget preparation process now underway, as well as during the community and City Council consideration process after the City Manager proposes the FY 2022 operating budget and FY 2022 to FY 2031 Capital Improvement Program in February.

**ATTACHMENTS:**

1. Draft FY 2022 Interdepartmental Long-Range Planning Work Program (“Bar Chart”)
2. Draft FY 2022 Project Descriptions

**STAFF:**

Karl Moritz, Planning and Zoning  
Carrie Beach, Planning and Zoning

ATTACHMENT 1 DRAFT FY 2022 Long Range Planning Interdepartmental Work Plan (January 2021)

ATTACHMENT 1 DRAFT FY 2022 Long Range Planning Interdepartmental Work Plan (January 2021)												
Yellow highlight indicates a new project and/or a project that is funding dependent												
MAJOR PLANS/PROJECTS												
PZ LED												
1	Oakville Triangle Master Plan Amendment, CDD, DSUPs (PZ, TES, Housing, RPCA, AEDP)											
2	Joint City Schools Facilities MP (PZ, ACPS, GS, OMB, RPCA, Housing, TES, ITS, DPI, DCHS, Health)											
3	Hospital Site Rezoning (NEW) (PZ, TES, Housing, RPCA)											
4	Community Engagement process update (PZ, TES, RPCA, Housing, OCPI, CAO, ITS)											
5	Arlandria-Chirilagua (PZ, TES, Housing, RPCA, AEDP)											
6	Landmark Mall Master Plan Amendment and CDD (NEW) (Infrastr Sept. DSUPs Dec.) (PZ, TES, Housing, RPCA, AEDP)											
7	Citywide Economic Recovery Project - Pandemic Response (PZ, AEDP, TES, RPCA, Health, Police, VisitAlex)											
8	Old Town North Power Plant CDD (NEW) (PZ, TES, Housing, RPCA, AEDP) (funding dependent)											
9	City Strategic Plan Update (NEW) (PZ, TES, RPCA, Housing, OCPI, DCHS) (funding dependent)											
10	Duke Street Vision Plan (PZ, TES, Housing, ARHA, RPCA, AEDP)											
11	Mount Vernon Ave. PHASE 2 Del Ray (PZ, TES, Housing, RPCA, AEDP)											
12	Alexandria West Plan Update (NEW) (PZ, TES, Housing, RPCA, AEDP)											
TES LED												
13	Sanitary Sewer Master Plan Update (TES, AlexRenew, DPI, RPCA, PZ)											
14	Alexandria Mobility Plan (TES, PZ, ITS, RPCA, APD, AFD)											
15	Route 1 Metroway Extension (Environmental Planning / Concept design) (TES, PZ, DPI)											
16	Duke Street Transitway (Visioning, Conceptual Planning, Environmental & Design) (TES, DPI, PZ)											
17	Storm Sewer Flooding and Capacity Projects Prioritization and Implementation Plan (TES, DPI)											
18	FEMA Floodplain Remapping (TES, PZ, OH)											
RPCA LED												
19	Public Open Space Policy Plan (RPCA, PZ, TES, DPI)											
20	Urban Forestry Master Plan Update (RPCA, PZ, TES)											
21	Dog Park Master Plan Update (RPCA, TES, DPI, PZ)											
22	Parks and Recreation Master Plan Update (RPCA, PZ, TES)											
23	Recreation Center Facilities Standards and Landscape Plans (RPCA)											
24	Citywide Parks Improvement Plan Update (RPCA, PZ, TES)											
OH LED												
25	Coordinated Community Post-COVID-19 Recovery Plan (DCHS, Housing, AHD, etc.)											
26	Zoning for Housing (PZ, Housing) (includes RMF Zone Analysis, 7-700 refinements, colocation, others)											
27	Accessory Dwelling Unit Feasibility Analysis (PZ, Housing)											
28	Inclusionary Zoning Policy Feasibility Analysis (PZ, Housing)											
29	ARHA Redevelopment – Site #1 (ARHA, Housing, PZ)											
OTHER STUDIES/INITIATIVES												
30	Freedom House Planning (OHA, DPI, GS)											
31	Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center (RPCA, GS)											
32	Electric Vehicle Charging Infrastructure Strategy (DGS, TES, PZ, Code, DASH, ACPS)											
33	C-PACE Program (DGS, Finance, AEDP, City Attorney, PZ, Housing, TES, Code)											
34	Energy and Climate Action Plan (GS, TES, PZ, RPCA, OPI, Housing, Code, OMB, Finance, ACPS)											
35	Climate Vulnerability Assessment (GS, TES, PZ, RPCA, OPI, OH, DCHS, Fire-EM, APD, Code, OMB, Finance, ACPS)											



ONGOING PLAN IMPLEMENTATION AND OTHER PROJECTS																				
PZ LED																				
36	Braddock Plan Implementation (PZ, RPCA, Housing, TES)																			
37	Beauregard Plan Implementation (PZ, DPI, TES, RPCA, Housing)																			
38	Carlyle Vitality (PZ, RPCA, AEDP, Visit Alexandria, TES)																			
39	Census, Forecasting and Demographics (PZ)																			
40	Citywide Design Principles/Architecture Forum (PZ)																			
41	Civic Engagement (PZ & all Departments)																			
42	Eisenhower East SAP (PZ, Housing, TES, RPCA, DPI)																			
43	Eisenhower West-Landmark/Van Dorn Plan, Landmark Mall (PZ, TES, DPI, RPCA, Housing)																			
44	North Potomac Yard Plan (PZ, TES, RPCA, Housing, AEDP)																			
45	Oakville Triangle Corridor Plan (PZ, TES, RPCA, Housing, AEDP)																			
46	Old and Historic Alexandria District Digital Architectural Survey (PZ, IT)																			
47	Old Town North SAP (PZ, TES, RPCA, Housing, AEDP, OHA)																			
48	Small Business Zoning Updates (PZ)																			
49	South Patrick St Housing Affordability (Ph I Heritage at Old Town/Tenant Relocation) (PZ, Housing, TES, RPCA, DPI)																			
50	South Potomac Yard Plan Implementation (PZ, TES, RPCA, Housing)																			
51	Waterfront Plan (DPI, PZ, RPCA, TES)																			
52	Zoning Text Amendments (PZ)																			
	TES LED																			
53	Beauregard Ellipse Analysis (TES, PZ)																			
54	Chesapeake Bay 40% Total Maximum Daily Load (TMDL) Action Plan (TES, DPI, RPCA, GS, PZ)																			
55	Four Mile Run Flood Protection (TES)																			
56	Green Infrastructure Program Policy (TES)																			
57	Green Sidewalks Best Management Practice (BMP) Design Guidelines Update (TES, PZ, RPCA, DPI)																			
58	Noise Code Revision (TES)																			
59	Oronoco Outfall Remediation (TES)																			
60	Parking Technologies (TES)																			
61	Parks Plans Implementation - Citywide and Neighborhood (RPCA)																			
62	Regional Transportation Initiatives (TES)																			
63	Sanitary Sewer/CSO Long Term Control Plan (TES, AlexRenew, DPI, RPCA, PZ)																			
64	Smart Mobility Initiative (TES, ITS, DASH, OEM, APD)																			
65	Stormwater Utility Program (TES)																			
66	Stream Restoration Initiatives and Pond Rehab (TES, DPI, RPCA)																			
67	TDM and TMP Programs (TES)																			
68	Transit Vision Study (TES, DASH, PZ)																			
69	Vision Zero Action Plan and Complete Streets Program (TES, PZ, APD, AFD)																			
70	WasteSmart Strategic Plan (TES)																			
71	Wayfinding (TES, PZ, RPCA)																			
72	West End Transitway Design - TSM and Southern Towers (TES, DPI)																			
	RPCA LED																			
73	Fort Ward Management Plan Implementation (RPCA, OHA)																			
74	Open Space Master Plan Implementation (RPCA)																			
75	Public Art Implementation Plan (RPCA, PZ, TES, GS)																			
	OH LED																			
76	Housing Master Plan/Regional Housing Initiative (Housing, PZ, GIS, ARHA, TES,Code, GS, ACPS)																			
	Seminary Road, Arlandria, Parcview II, CLI - Elbert, ARHA Year 15 refinancings & Site 1, Waypoint, Spire																			
77	Housing Contributions - Update Procedures; pursue legislative authority - mandatory contributions;																			
78	Enhanced Tenant Protection and Relocation Policy (Housing)																			
79	Framework for Mixed Income Assisted Living (Housing)																			
80	Equity in Housing and Community Development - Checklist																			
	OTHER INTERDEPARTMENTAL IMPLEMENTATION																			
81	Strategic Facilities Plan Implementation (GS, PZ, DCHS, TES, RPCA)																			
82	APEX Permit System Upgrade to HTML 5 (Code, PZ, TES, Fire)																			
83	Regional Planning and Policy Initiatives (All Departments)																			
84	Waterfront History Implementation Plan (OHA, DPI, PZ, RPCA, Visit Alexandria)																			
85	Municipal Broadband (DPI, IT, TES,)																			

**Attachment 2 DECEMBER 2020****PROJECT DESCRIPTIONS****DRAFT FY 2022 Interdepartmental Long-Range Planning Work Program**

Project descriptions for Major Plans and Projects and Other Studies/Initiatives in the Draft FY 2022 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.

***Major Plans/Projects*****PZ LED PROJECTS*****1. Oakville Triangle MPA, CDD, DSUPS (PZ, TES, Housing, RPCA, AEDP)***

The Oakville Triangle & Route 1 Corridor Vision Plan approved by City Council in 2015 as an overlay to the Potomac West Small Area Plan was amended in December 2020 along with the CDD Concept Plan. The amendments make adjustments to land use and height that enable the location of Inova HealthPlex as an anchor use in Oakville Triangle. The infrastructure development site plan and development special use permits for the first two Oakville Triangle blocks (including the Inova Healthplex building), will be considered in early 2021.

***2. Joint City Schools Facilities Master Plan (PZ, ACPS, GS, OMB, RPCA, Housing, TES, ITS, DPI, DCHS, Health)***

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.

***3. Hospital Site Rezoning (NEW) (PZ, TES, Housing, RPCA)***

Inova has indicated its intent to request a rezoning of its Hospital property for residential use. A community process will be initiated to solicit community feedback with the process anticipated to begin in early 2021.

4. Community Engagement Review and Update (PZ, TES, RPCA, Housing, OCPI, CAO, ITS)

The COVID-19 pandemic abruptly shifted nearly all forms of civic engagement to online formats. While the shift to online engagement is expanding the City's capabilities and reaching new stakeholders, there are important elements of community engagement that are not possible to duplicate online, and there isn't equal access to digital forums for public decision-making. Phase 1, now complete, focused on establishing guidelines and protocols for online engagement early in Fall 2020. Phase 2 will focus on equity in engagement. As we emerge toward a new normal, departments leading and supporting community engagement initiatives will collaborate on updated engagement protocols that consider both gained efficiencies and necessary changes for in-person and online engagement and how we will ensure that these efforts can result in more equitable outcomes. 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.

5. Arlandria-Chirilagua (PZ, TES, Housing, RPCA, AEDP)

Staff began the preliminary "Listening Phase" of the process to update the two Mount Vernon Avenue Plans covering Del Ray and Arlandria in Fall 2019. After the emergence of the COVID-19 pandemic, it was determined that the project should be divided into two phases starting with Arlandria-Chirilagua, to ensure appropriate community engagement opportunities for both neighborhoods, and to prioritize issues of greater urgency in Arlandria. External work on the Plan was suspended for some time, until safe in person engagement could be conducted outside over the summer and fall. Draft recommendations on the first topic, housing affordability, will be shared with the community and stakeholders in early 2021, so that expectations to guide future development can be established early. Staff anticipates bringing a housing strategy and recommendations to Planning Commission and City Council for their consideration in the second quarter of 2021 and completing the remainder of the plan for review in early fall 2021.

6. Landmark Mall Master Plan Amendment and CDD (NEW) (PZ, TES, Housing, RPCA, AEDP) (Developer)

Since City Council's adoption of the Landmark Neighborhood Chapter of the Landmark/Van Dorn Corridor Plan (Plan) in May 2019, property owner discussions have been taking place to make progress toward initiating redevelopment of the 51-acre Landmark Mall site. The development team is actively working towards implementing the Plan concepts and priorities developed through the 2018-2019 community process for this large and complex site and submitted an application for a rezoning and a Coordinated Development District (CDD) with a Master Plan Amendment in late 2020. The City's goal is to enable redevelopment of the site and implementation of the community's vision for the site in a timely manner, including Inova Alexandria Hospital, a cancer center, and a medical office building. The Eisenhower West Landmark Van Dorn Implementation Advisory Group will serve as the venue for community engagement following a planned January informational session. Following the CDD/MPA process, planned for Planning Commission and City Council public hearings in Summer 2021, the applicant will submit Development Special Use Permits (DSUPs) for sitewide infrastructure and individual buildings on the 51-acre Landmark site.

7. *Citywide Economic Post-COVID-19 Recovery Project - Pandemic Response (PZ, AEDP, TES, RPCA, AHD, Police, VisitAlex)*

This project is developing and implementing a series of relief initiatives through Fiscal Year 2022, 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 Meals, Transient Lodging, Business License, and Sales taxes. Following the direction of the Mayor and City Council, the rescue and stabilization of small businesses throughout the City has been prioritized. Tactics include delayed and reduced taxes, grants to businesses and changes to a variety of regulatory policies to ease and encourage business in the City, all deployed as quickly as possible while maintaining transparency and accountability. The project will be approached in three-phases: Phase 1- Immediate Response (March-December 2020), Phase 2- Stabilization (currently underway) and Phase 3- Recovery.

8. *Old Town North Power Plant CDD (NEW) (PZ, TES, Housing, RPCA, AEDP) (funding dependent)*

Hilco, the new owner of the former Pepco/Mirant/NRG power plant site in Old Town North, has indicated that it intends to begin the process for redeveloping this important Old Town North site in 2021 and will implement the vision of the Old Town North SAP. The approvals that will be required are a CDD concept plan followed by Development Special Use Permits.

9. *City Strategic Plan Update (NEW) (PZ, TES, RPCA, Housing, OCPI, DCHS) (funding dependent)*

The City's Strategic Plan for Fiscal Years 2017 through 2022 was adopted by the Alexandria City Council in 2017. The Strategic Plan is a tool to guide the City and community toward a collectively envisioned future for the city. City staff and City Council consider the Strategic Plan when developing, implementing or reviewing programs and services, and in considering requests for fiscal resources. As the Plan's timeframe ends in FY 2022, the Plan will be evaluated and updated through a community process in FY 2022 to guide the next six-year period. Executing this community process will require additional funding early in FY 2022.

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

The Small Area Plans guiding the Duke Street corridor west of Old Town to Landmark Mall were last approved in 1992. This process will engage the community in developing a long-term vision for the corridor once progress has been made on the transportation planning initiatives that are already underway for Duke Street as well as the City's Campus Master Plan. The planning process, scheduled for FY 2023 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.

11. *Mount Vernon Avenue Plans Update Phase 2 Del Ray (PZ, TES, Housing, RPCA, AEDP)*

This planning effort focusing on Del Ray is anticipated to begin in FY 2023. Using community feedback provided during the listening sessions as a starting point, potential Plan topics are expected to include the Del Ray Business District, an update to guidelines for redevelopment sites, pedestrian safety and accessibility, the open space network, and historic preservation.

**12. Alexandria West Plan Update (NEW) (PZ, TES, Housing, RPCA, AEDP)**

The Beauregard Small Area Plan was approved in 2012. Approximately 10 years post approval this 2023 planning process will be a strategic review and update to consider adjacent development sites outside the original plan boundary in Alexandria West, such as Newport Village, that have a close correlation to the West End Transitway, market changes and potential land use and design flexibility, and implementation and funding strategies.

**TES LED PROJECTS**

**13. 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. Finally, this plan is being further updated to address the recent flooding events in 2019 and 2020 that resulted in sanitary sewer back-ups and will include specific recommendations to help reduce the potential for back-ups. The plan update was initiated in FY 2019 and work will be completed by the end of FY 2021.

**14. 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 engaged 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 adopted by Council 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.

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

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 anticipated to be complete in early 2021, followed by the complete design of the Route 1 dedicated lanes in 2021. Final design would be completed in early 2022. 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, the Alexandria Mobility Plan and the Alexandria Transit Vision.

**16. Duke Street Transitway Environmental Planning and Concept Design (TES, DPI, 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 received \$12 million of NVTAR Regional funds toward environmental planning and design. The Duke Street Transitway project will kick off in the Spring of 2021 with a visioning and planning phase to create the concept for the transportation elements of the corridor, focusing on transit and access to the transit system. This project will help establish the transportation goals for the corridor. 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, the City's Alexandria Mobility Plan and the Alexandria Transit Vision.

**17. Storm Sewer Capacity ND Flood Mitigation Project Prioritization and Implementation Plan (TES, DPI)**

City Council has directed staff to formulate a Storm Sewer Capacity and Flood Mitigation Prioritization Plan for the acceleration and aggressive prioritization and implementation plan for capital projects and maintenance projects to provide flood mitigation. This is in response to more frequent and intense rainfall events attributable to climate change causing multiple flash flooding events over the last 18 months. This project is in response to the establishment of the an Interdepartmental Flooding Management Team charged with recommendations for increasing the Stormwater Utility Fee and shifting resources to the prioritization of flood mitigation projects and measures to create funding strategies and priorities based on feedback from residents and via neighborhood engagement activities, information from Alex311 service requests, findings from onsite investigations, and direction from City Council to make recommendations on the acceleration, funding, and prioritization of capital and maintenance projects.

**18. FEMA Floodplain Remapping (TES, P&Z, OH)**

The Federal Emergency Management Agency (FEMA) is performing a Flood Insurance Study to update the City's current floodplain maps. Updates are conducted periodically by FEMA to update floodplain maps, with the last updates occurring in 2011. The maps help set minimum floodplain standards to help communities build safely and resiliently, and they also determine the cost of flood insurance, which helps property owners financially protect themselves against flooding. Changes will affect some residential and commercial property owners, who may need to obtain coverage under a new flood insurance policy or alter existing policies. This effort is unrelated to recent flooding the city has experienced. The City is a partner in this process, but FEMA develops the new maps and sets the process timeline. Preliminary Maps and a new Preliminary Flood Insurance Study were published by FEMA in September 2020. Before the



new maps take effect in Fall 2022, residents will be invited to participate in a review and appeals process.

## **RPCA LED PROJECTS**

### **19. Public Open Space Policy Plan (RPCA, , P&Z, TES, 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.

### **20. Urban Forestry Master Plan Update (RPCA, P&Z, TES)**

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 December 2021. This program is identified as an action to advance Alexandria's Environmental Action Plan 2040 goals.

### **21. Dog Park Master Plan Update (RPCA, TES, DPI, P&Z)**

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.

### **22. Parks and Recreation Master Plan (RPCA, P&Z, TES)**

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.

### **23. 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.

**24. 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.

**OFFICE OF HOUSING LED PROJECTS**

**25. Coordinated Community Post-COVID-19 Recovery Plan (DCHS, Housing, AHD, etc.)**

The Coordinated Community Recovery Plan will focus on interdepartmental planning for, and implementation of, initiatives to address the post-pandemic economic and social recovery needs of Alexandria's most vulnerable populations, including workforce development, affordable housing and other human services needs.

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

In conjunction with the City's Master Plan, zoning determines how much, what kind, and where housing may be built in the City. This effort will examine opportunities to increase the amount, types, and locations where housing may be built, with a continuous focus on affordability goals. An early part of this effort will be to identify a range of potential actions, from the comprehensive to the specific. Potential examples include changes to existing zones, creation of new zones, and expanding where the City would consider rezoning to higher densities without a small area plan study. The study will take into account implications for infrastructure and public facilities as well as proximity to transportation corridors and neighborhood services and amenities. Initiatives with the highest potential to achieve desired outcomes would be pursued. Opportunities for public discussion and consideration throughout the process will be critical. 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 endorsed by City Council in March 2020.

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

Accessory dwelling units (ADUs) — also referred to as accessory apartments, second units, or granny flats — are additional living quarters on fee simple properties that are independent of the primary dwelling unit. Recommendations to establish an ADU policy will be presented for Planning Commission and City Council's consideration at their January 2020 public hearings. If approved, the policy will be implemented.

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

This analysis will evaluate the feasibility and desirability of an Inclusionary Zoning policy for the City. Inclusionary Zoning policies require developers to set aside a certain percentage of housing units in new or rehabilitated projects for low- and moderate-income residents. The analysis will examine whether new development will facilitate production of more affordable



units than are yielded currently through existing City housing policy and investment. Economic analysis was undertaken in mid-2020. Findings will be shared with the community for their feedback in early 2021 and will be reported to AHAAC, Planning Commission and City Council later in the Spring. Recommendations regarding the establishment of an IZ policy will be drafted and brought forward in the Fall.

**29. ARHA Master Plan – Redevelopment Site 1 (ARHA, Housing, PZ)**

ARHA completed its RFQ process to select potential development partners for redevelopment of multiple sites it owns. A shortlist of 11 partners has been approved by the ARHA board. Subject to completion of ARHA’s ongoing conversion of HUD-funded property subsidies, ARHA anticipates that it will identify a first redevelopment site and select a partner by the end of FY 2021. Internal staff to staff work will proceed through early FY 2022, when a development concept is expected to be submitted, followed by community engagement concurrent with development review and approval processes. It is anticipated that the proposed sequencing and timing of ARHA’s redevelopment projects will be established in the second half of FY 2021, and will be vetted with the ARHA Redevelopment Work Group. In addition to Redevelopment Site 1, ARHA’s FY 2021-2022 workplan also includes the “Year 15” refinancing of Chatham Square and the Braddock Whiting and Reynolds developments (ARHA will buy out the interests of its tax credit investors) and the renovation of Ladrey Senior Highrise. Ladrey will be undertaken with a development partner from the RFQ shortlist.

**Other Studies/Initiatives**

**30. Freedom House Museum Planning (OHA, GS, DPI)**

The restoration and interpretation of the City’s newly acquired Freedom House Museum will require planning, fundraising, community engagement, and project implementation. Over the next five years, the City will conduct a Historic Structures Report, Exterior Restoration (includes architectural study, design), Master Plan, Interpretive Plan and Exhibition (research, design, fabrication). The Commonwealth of Virginia will be providing \$2.4 million for this project.

**31. Action Plan for Vibrancy & Sustainability at Torpedo Factory Art Center (RPCA, GS)**

Based on the recommendations of prior studies and the current Art Center management, this Action Plan is designed to achieve priority results and outcomes to establish a foundation for a renewed Torpedo Factory Art Center. The goal is to improve the efficiency of operations and sustainability of the Art Center while also broadening and deepening its connections to the community and re-configuring the first-floor spaces to create a more dynamic public experience. The Plan will be reviewed by City Council in early 2021 and is anticipated to be a 3-5 year implementation process.

**32. 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. Synergies with the City’s electric vehicle initiatives, DASH zero emission bus projects, and other forms of mobility will also be evaluated. This program is

identified as a key program to advance smart mobility and Environmental Action Plan 2040 goals.

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

A Commercial Property Assessed Clean Energy (C-PACE) program supports sustainable economic development opportunities by leveraging 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.

**34. 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.

**35. 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.