

Descriptions of the FY 2016 Interdepartmental Long Range Planning Work Program Projects

The work program for FY 2016 represents a continuation and completion of projects begun in FY 2015 plus the addition of new projects. The interdepartmental work program bar charts, show eight major work program items finishing in FY 2016, eight major work program items either continuing into FY 2016 or starting in FY 2016, and twenty two ongoing implementation efforts of previously approved plans and special projects. The projects are described below. The Transportation and Environmental Services memo of October 22, 2014 to City Council on parking describes all of the parking studies.

The new projects that staff is recommending to begin in FY 2016 include two Small Area Plans – a new Old Town North plan and the replanning of North Potomac Yard. While it will be challenging for many departments to participate in both of these efforts in a similar timeframe, both are seen as critical to leveraging both market demand in and the significant public investment in these areas, especially the proposed Potomac Yard Metrorail station.

Typically the Long Range Planning Work Program does not highlight anticipated development cases, but the planned redevelopment of six ARHA public housing sites is sufficient in magnitude to warrant inclusion. ARHA's current schedule anticipates selection of development partners in FY 2016.

All three of these projects will require substantial resources for staff and technical studies.

Long Range Planning Project Descriptions

The following project descriptions are in the same order as those shown on the "bar chart" in chronological order.

1. Long Range Educational Facilities Plan

This is a joint City/Schools planning project with a work group appointed by the City Manager and Superintendent. With both City and ACPS staff support, the work group looked at school enrollment trends and forecasts, conditions of existing school facilities, education specifications, and options for meeting future school capacity needs. Approval is anticipated in June 2015.

2. Del Ray Historic Preservation Plan

The first element of this two-part study is the creation of a residential pattern book to offer non-binding technical assistance for owners, architects and builders who are making alterations and additions to historic Del Ray buildings. The second part of the study is a survey of the Art Deco and Streamline Moderne buildings in the neighborhood. The Del Ray neighborhood is partially located within the boundaries of the Town of Potomac, a National Register Historic District. This effort is funded with \$75,000 in carryover FY 2013 funds for outside technical assistance. This project is anticipated to be completed in June 2015.

3. Transit Corridor C/West End Transitway AA

The West End Transitway will be a Bus Rapid Transit (BRT) system to provide high-capacity transit service using a combination of dedicated and shared lanes and high quality stations with rider amenities. It will connect major transit facilities – Van Dorn Metro Station, Mark Center Transit Center, Shirlington Transit Center, and the Pentagon Transit Center – with the Landmark/Van Dorn and Beauregard neighborhoods along the corridor. The Federal Transit Administration (FTA) as lead agency and the City of Alexandria as project sponsor are preparing an Alternatives Analysis and Environmental Assessment (AA/EA). The AA/EA effort will provide a detailed analysis of three Alternatives – No Build, Transportation Systems Management, and Build – and an environmental analysis of each proposed Alternative as required for the project to be eligible to receive federal funding. In March 2014, City Council established the Van Dorn/Beauregard Transitway Policy Advisory Group to provide input on key deliverables and make project recommendations related to the AA/EA. Public meetings began in the spring of 2014 and will be completed in the summer of 2015. It is anticipated that the City will select a Locally Preferred Alternative in September 2015.

4. Old Town Parking Data Collection/Old Town Parking Policy Updates (This project is described in the Transportation and Environmental Services memo of October 22, 2014 to City Council on parking.)

5. Oakville Triangle/Route 1 West

In 2013 the owner of Oakville Triangle, property owned by The Blackstone Group, approached staff about redeveloping their 13-acre property. The owner agreed to fund the cost of staffing and the technical studies needed for the planning effort, which includes engaging the community to establish a vision, goals, and parameters for redevelopment as well as reviewing the associated development applications. City Council established an advisory group in March 2014 to facilitate the community process and provide a recommendation to staff. The project represents an opportunity to reap benefits from public investments in the Route 1 Transitway and the planned Potomac Yard Metrorail station. However, because it is located on the western edge of residential areas of Del Ray and Lynhaven, the planning effort has entailed significant engagement on the part of the community to help determine the appropriate height, density, use, open space, and framework for multi-modal connectivity, including the important section of Mount Jefferson Park.

The scope of the planning effort includes Oakville Triangle and adjacent properties as well as the western side of Route 1 north and south of the site. The community has been assisting in developing Plan principles for the site regarding potential land uses, open space, sustainability, transportation and connectivity, and potential community benefits, among other topics. The Route 1 study has reviewed features such as streetscaping, undergrounding of utilities, and potential redevelopment sites along the western portion of Route 1 to help establish a unified streetscape for Route 1 and an integrated approach to potential redevelopment along Route 1.

Completion of the draft plan is anticipated for public review in the summer of 2015, with public hearing and adoption in the fall of 2015.

6 and 7. Eisenhower West Small Area Plan and Transportation Study

The FY 2015 Interdepartmental Work Program identified the Eisenhower West Small Area Plan (SAP) as the major planning effort for FY 2015. The planning process began in early 2014 with City Council establishment of the Eisenhower West Steering Committee. Steering Committee meetings, community meetings and online engagement has and will take place throughout 2014 and 2015. At Council's direction, staff developed a work program to complete the plan as expeditiously as possible. Completion of a draft plan for public review is scheduled for the summer of 2015, with public hearing and adoption scheduled for November of 2015.

The associated Eisenhower West Transportation Study is anticipated to be complete in the fall of 2015. As the transportation element/analysis of the SAP, the study is intended to help resolve broad transportation issues that impact the Eisenhower Valley, the Duke Street Corridor, and the Landmark/Van Dorn areas. It includes analysis of various land use scenarios for the SAP, and additional analysis of the multi-modal bridge concept recommended in the Landmark/Van Dorn Corridor Plan to identify a more specific alignment.

Funding for the general planning technical studies and a portion of the transportation study was provided by a local landowner group in the amount of \$440,000.

8. Neighborhood Park Improvement Plan

In 2012, the Department of Recreation, Parks and Cultural Activities began planning for parks by typology, beginning with Citywide Parks. This second phase of the effort is focused on planning for the City's Neighborhood Parks, which often have multiple uses and are typically one-half to 10 acres with a service area of up to one-half mile. Internal preparatory work began in spring 2014 and community engagement began in fall 2014, with the final draft plan anticipated in December 2015.

9. Pedestrian and Bicycle Master Plan Update and Complete Streets Design Guidelines

This effort kicked off in June of 2014 and is anticipated to be completed in January 2016. Updates to the plan include, but are not limited to: on-street bicycle network and associated facilities, Capital Bikeshare, bicycle parking, wayfinding, and Complete Streets. The plan approved in 2008 has a strong focus on recreational cycling; the update will be an opportunity to focus on Capital Bikeshare and bicycle commuting. The FY 2014 Transportation Improvement Program (TIP) included \$500,000 to conduct this study and complete streets design guideline development.

10. Del Ray Parking Study Implementation (This project is described in the Transportation and Environmental Services memo of October 22, 2014 to City Council on parking.)

11. New Permitting System Software Implementation

The City's land development process is supported by multiple City departments and agencies, workflow processes and computerized systems. These processes and systems support the administration of development review, zoning permits, right of way permits, building and trade

permits, and enforcement. The City's primary computerized permitting system (Permit Plan) is approximately 20 years old, and while it has served the City well the system has reached the end of its useful life. The City plans to replace this legacy software with more modern, up-to-date technology that will help address the City's current challenges to provide online permit processing, online payments, and online plan review. Electronic Plans Submission is also part of this project. The new permitting system will be an enterprise system that will be used primarily by the Departments of Code Administration, Planning and Zoning, and Transportation and Environmental Services. In addition, other departments within the City will have access to the system as needed including Fire, Police, Health, Housing, Recreation, Real Estate, and DASH. A technical consulting firm was hired to assist City staff in articulating system requirements to be included in an RFP for new permitting system software and services. An RFP was issued in January 2015. The implementation could take anywhere from 12 to 15 months to finalize depending on the modules implemented and the services provided.

12. Sanitary Sewer/Combined Sewer Overflow (CSO) Plan

The City received a 5-year renewal of its permit to operate a Combined Sewer System (CSS) from the Virginia Department of Environmental Quality (VDEQ) in September 2013. Under this permit, and as part of the City's Eco-City Alexandria initiative, the City will be updating its Long Term Control Plan (LTCP) in order to meet new regulatory requirements and mandated CSO reductions for Hunting Creek. The update to the LTCP will identify the strategy, projects, and schedule needed to improve water quality in Hunting Creek. In addition, a public participation program is being developed so that interested citizens and stakeholders can learn about the impacts of CSOs and provide ongoing input with respect to future CSO planning. The LTCP update is targeted to be submitted to VDEQ by August 2016. Future infrastructure improvements must be implemented no later than December 31, 2035. The estimated cost of CSO remediation is \$150 million to \$300 million over a 20 year period.

13. Pocket Park Plan

In 2012, the Department of Recreation, Parks and Cultural Activities began planning for parks by typology, beginning with Citywide Parks. This third phase of the effort will focus on planning for the City's Pocket Parks, which are parks that are typically less than a half of an acre. Internal preparatory work will begin in August 2015 and community engagement will begin in fall 2015, with a draft plan anticipated for October 2016.

14. Motorcoach Study (This project is described in the Transportation and Environmental Services memo of October 22, 2014 to City Council on parking.)

15. Potomac Yard Metrorail Station

The Potomac Yard Metrorail Station will be a new infill Metrorail station on the Yellow and Blue lines between the National Airport and Braddock Road stations. The station is a key element of the redevelopment of Potomac Yard into a high-density, mixed-use, transit-oriented destination. Since 2011, the project team has been analyzing multiple alternatives through an Environmental Impact Statement (EIS) process as established as part of the National

Environmental Policy Act (NEPA). The Draft EIS is expected to be released in the first quarter of 2015, with a Locally Preferred Alternative (LPA) decision by City Council in the second quarter of 2015.

Following selection of the LPA, work will begin on the Final EIS, with completion expected in the fourth quarter of 2015. Final approval (the “Record of Decision”) from the Federal Transit Administration and the National Park Service is expected in early 2016. Additional permits and approvals will be required during the early phases of the design-build process, which is expected to begin in the first quarter of 2016, with construction beginning in late 2016. The City was recently awarded a \$50 million loan from the Virginia Transportation Infrastructure Bank (VTIB) to be used for construction of the Metrorail station.

A re-planning effort is proposed to begin for the North Potomac Yard Small Area Plan (see North Potomac Yard Replanning below). The level of revision required will depend on the Metrorail station site alternative selected.

16. Old Town North Small Area Plan

The Old Town North Plan is proposed to begin with staff technical work in March 2015, and with civic engagement to begin in September 2015. Plan adoption would be anticipated for January 2017. The current Old Town North Small Area Plan was approved in 1992 as part of a comprehensive re-planning of the City and identifies a number of candidate sites that have not yet redeveloped. However, in the past few years, redevelopment pressure has increased considerably, with construction completed or nearly complete on multiple projects, and other redevelopment projects in the approval process or planning stages.

The main issues for the Old Town North plan are: the extent of the participation of NRG and how to coordinate the several development proposals that are in various stages of readiness with the overall planning effort.

In previous meetings, NRG had indicated that they would be ready to participate fully in the planning process once it began. Staff confirmed that again just prior to the worksessions on the Long Range Planning Work Program in January and February. However, in meetings within the last month, NRG’s position now is that they cannot participate fully in the planning process until ownership issues with PEPCO are resolved. NRG leases the site from PEPCO and the lease has 85 years remaining on it. They noted PEPCO is currently in the process of being merged with/acquired by Exelon Corporation and the timetable for resolving the ownership issue is unknown. Staff continues to discuss NRG’s participation in the planning effort with them. At this point, however, NRG can only commit to supplying site constraint data and to “participate in the SAP process as the holder of a long term ground lease interest and as any stakeholder in the area while they continue to resolve threshold issues.”

NRG has expressed a desire to showcase cutting edge energy concepts in this location and staff is discussing the extent to which NRG can lend its technical expertise on energy issues to the Old Town North planning effort.

Staff is not recommending any delay in the Old Town North plan to conform to NRG's timeline. Redevelopment pressure is great, there are a number of projects that are ready (or soon will be ready) to move through the redevelopment process, and we need an updated plan to look at these proposals comprehensively.

Instead, staff is developing a process that will coordinate consideration of redevelopment proposals with the small area planning process, leveraging the information gathered in the planning process with the information that will be generated by the development review process.

17. Stormwater/MS4 Compliance Plan Phase II and III

Phase I of the Stormwater Plan (required under the permit issued by the Virginia Department of Environmental Quality) will be completed by June 2015. Per the City Council's recent guidance, a Stormwater Utility Study (Phase II) will be done in FY 2016. This study will update the needs analysis from Phase I, define the services covered by the utility and study their level and costs, both current and in the future. In addition, billing unit calculations will be developed, and credit policies will be developed/proposed. There will be extensive public engagement as this phase is being undertaken. A future City Council decision on whether to proceed with a storm water utility fee system would follow.

If directed by Council, Phase III (Utility Implementation) would commence in FY 2017. In this phase, billing method and frequency would be determined, a customer database would be prepared and billing systems would be implemented/updated. A Stormwater Utility Ordinance would also be developed and adopted.

18. North Potomac Yard Replanning

This replanning effort would begin after selection of the preferred Metrorail Station site. The level of effort required will depend on the site selected. Selection of Option A (located generally within the existing Metrorail Reservation site at the north end of Potomac Greens) will require significant replanning, whereas selection of Option B (located north of Potomac Greens between the George Washington Memorial Parkway and the CSXT railroad tracks), as generally anticipated in the 2010 North Potomac Yard Small Area Plan, will require somewhat less replanning. It is anticipated that work on the plan will begin in January 2016, later than the Old Town North Plan. The developer is in agreement with this start date. Civic engagement will begin in May 2016 and the plan is anticipated to be completed in June 2017. The availability of outside developer funding will be the factor in deciding if there are sufficient resources to take on this planning effort in FY 2016. Preliminary indications are that the North Potomac Yard developer will pay these costs.

19. Updating the Environmental Action Plan

Per the City Council's Eco-City Alexandria initiative, the Environmental Action Plan 2030 (EAP) was adopted by City Council in 2009 following significant efforts from several City departments and an extensive public outreach campaign. The EAP calls for the Environmental Policy Commission (EPC) to update the EAP at least every five years and the Eco-City Charter every ten years. These updates are aimed at maintaining the EAP's relevance as well as

enhancing its effectiveness in leading the City further toward environmental sustainability and achieving the City's long term goal of becoming a true Eco-City. The Alexandria campus of Virginia Tech (VT) provided consultation services for the original EAP and will be asked to participate again in this update. VT has estimated its fees for this project to be \$75,000. Limited staff resources and funding constraints in FY 2016 have resulted in this project being scheduled for no earlier than FY 2017. However, staff and the Environmental Policy Commission have been working with the Virginia Tech Alexandria Campus to conduct a review of the Environmental Action Plan. Virginia Tech completed a brief scan of the roles and actions of various City departments as well as what is included in City plans and departmental work programs that might further some of the EAP's goals and principles. Virginia Tech identified eight cutting edge topics that the students developed further and presented to the EPC and staff for comments. These include climate change, green building and community energy planning, eco-districts, transportation, environmental indicators, eco-city coordination and communication. Virginia Tech is preparing a SWOT (Strength, Weakness, Opportunity, Threat) analysis, incorporating the findings of these cutting edge topics. Staff plans to work with the EPC once this SWOT analysis report has been finalized, to identify priorities to work on in FY 2016, given the resource constraints. In addition, staff and the EPC plan to leverage other City planning efforts, such as the Bike & Pedestrian Master Plan, the CSO long-term control plan update and the stormwater management efforts to further progress on sustainability. The North Old Town Small Area Plan under consideration for FY2016 might also represent an opportunity to pilot new Green Building policies, such as the Eco-District concept, which could assist in shaping a future EAP update.

20. *Parking Standards for New Development* (This project is described in the Transportation and Environmental Services memo of October 22, 2014 to City Council on parking.)

21. *New City Strategic Plan*

The City's Strategic Plan is the City Council's vision for the City, developed in collaboration and in partnership with the Alexandria community. It includes seven strategic goals intended to support the larger vision, and each strategic plan goal is defined by objectives which provide an outline for what must be done to realize the goal. City staff considers the Strategic Plan when developing, implementing or reviewing the delivery of public services, and in presenting requests for fiscal resources. Alexandria's Strategic Plan for 2004-2015 was adopted by City Council in 2004, amended in 2006, and replaced with an updated Strategic Plan that was approved in June 2010. With Council elections in 2015, and a new Council in early 2016, the upcoming fiscal year is an opportune time to update the Strategic Plan. This would allow the new Council members to articulate their priorities for action. During the summer and fall of 2015, staff will develop a range of Strategic Plan process options, with associated resource implications, for consideration. This process could be adopted in the fall of 2015, so that staff can be ready for an early 2016 kick off.

22. *Del Ray Strategic Update to the Mount Vernon Avenue Business Plan*

The Del Ray Business Association and Del Ray Civic Association have expressed an interest in the City conducting a strategic update to the 2005 Mount Vernon Avenue Business Plan. The

purpose of a “strategic update” would be to identify performance goals for the business district and then a set of specific initiatives required to achieve those goals while maintaining the unique character of the neighborhood. Because of funding and capacity constraints, staff is recommending that this update not be scheduled until at least FY 2018, following completion of the Old Town North SAP and the North Potomac Yard Replanning.

23. Leslie Avenue/Monroe Avenue Planning Study

This area, which includes the Leslie Avenue Art Deco warehouses and the Giant and CVS site, lies between Oakville Triangle, Braddock Road Metro Station, and Mount Vernon Avenue. Because of the proximity of the adjoining Braddock Road Metrorail station and the redevelopment of the Potomac Yard, these sites may experience significant redevelopment pressures in the future. A planning effort similar to that conducted for Oakville Triangle would evaluate the potential for change and provide guidance for redevelopment and public facilities in harmony with the surrounding existing and planned land uses. Because of higher-priority projects and resource constraints, staff is recommending that this project not begin until at least FY 2018.

The availability of outside developer funding will likely be a major factor in deciding if there are sufficient resources to take on this planning effort.

24. Transportation Master Plan

The Transportation Master Plan was approved by City Council in 2008. Staff is currently updating the bicycle and pedestrian sections of the plan and this project would update the remaining chapters (transit, auto, and parking). 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 Capital Bikeshare, and to ensure that the City’s policies and recommendations are current with best practices and industry standards. It is contemplated, subject to available funding, that this work would begin in FY 2018.

25. Green Building Policy

In advance of the City’s Green Building Policy update which is scheduled for FY2018, City staff will work with the Environmental Policy Commission and other relevant stakeholders to conduct a multi-phase research effort that will inform the policy update and provide guidance on its content. The following research items are proposed over the next three years. These phases reflect areas of importance identified by the City’s Environmental Policy Commission.

July 2015 to January 2016 – LEED Equivalency: The current Green Building Policy permits use of rating systems that are “equivalent” to LEED and more applicants are choosing “equivalent” rating systems. As additional rating systems expand in use throughout the construction industry, it’s important to understand these systems to ensure that the rating system criteria are at the same level as LEED. Staff would work with EPC (coordinated with the development community and public) to catalogue and analyze green building rating system requirements for equivalency to

LEED. The final output would be an evaluation matrix and standard conditions to be used for development projects proposing non-LEED certification.

January 2016 to January 2017 – Energy/Old Town North: The EPC identified a number of energy-related issues to explore; staff proposes to conduct research on these issues in 2016. This timeframe coincides with the schedule of the Old Town North small area plan; NRG has indicated an interest in exploring cutting edge energy initiatives on their site and possibly the plan area. Staff will also explore with EPC the potential to conduct voluntary energy audits of new buildings to help inform the energy component of the green building policy. The idea is to focus on post-occupancy energy usage for green buildings to provide insights into best practices and areas of improvement which can be used to create energy profiles for different building types.

Energy is not the only environmental issue to be addressed in Old Town North; stormwater is also among the important issues that will be included in the planning effort. The aim is that what is learned in Old Town North on the environmental front will be applied in the subsequent Green Building Policy update. It is likely that the Old Town North schedule will involve exploration of broad themes, including environmental issues, in the Fall of 2015 with the opportunity to explore specific environmental initiatives beginning in early 2016.

The City is working towards expanding the scope of the Green Building Policy to include elements other than buildings. During this phase, staff will explore opportunities where the City can further its sustainability goals through infrastructure decisions. The currently funded Capital Improvement Program (CIP) project for Green Infrastructure in Combined Sewer Overflow (CSO) Areas will be used as an example. This project provides funding from both the sanitary sewer and storm sewer funds for study, design and construction of at least two Green Infrastructure demonstration projects in the combined sewer area. Green Infrastructure projects will include “green alleys”. This Green Infrastructure initiative may inform the Old Town North Plan.

January 2017 to January 2018 – Prioritization: As the City’s Green Building Policy continues to evolve, prioritization of green building elements in conjunction with the current rating systems can produce a larger impact on the overall sustainability goals. During this phase, staff will work with the EPC to prioritize green building elements such as energy efficiency, water use, etc. by building type. In addition to the priority list, the final output of this phase will include policy recommendations (and possibly incentives) that can be incorporated in the FY2018 Green Building Policy update.

In parallel with these three phases, the EPC will continue to evaluate the current Green Building Policy through both a regional and international lens. The EPC will build on the regional Green Building Policy comparison work (attached at the end of the memo) to include interviews with neighboring jurisdictions to gain a deeper understanding of the intricacies and effectiveness of their policies. The EPC will work with staff to develop the criteria for the comparison. Information gained from these comparisons, both regional and beyond, will help inform the FY2018 Green Building Policy update.

26. ARHA Redevelopment

In January of 2014, ARHA released an RFQ for redevelopment partners for seven (since reduced to five) of its publicly assisted housing sites throughout the City. ARHA has begun to winnow down the redevelopment partner submissions, and has indicated that this process should result in the selection of redevelopment partner(s) in 2015. In addition to these sites, ARHA is also seeking land use approvals to redevelop the Ramsey Homes project, located at Route 1 and Pendleton Street, in 2015. Each ARHA site will have its own set of issues that will be very important to the surrounding neighborhood, as well as the issues that are common for every publicly assisted housing redevelopment project. Redevelopment initiatives will involve coordination and participation of City staff from multiple departments, including Housing, Planning and Zoning, T&ES and others. It is anticipated that these redevelopment initiatives will be staggered over the course of multiple years. The ARHA efforts are expected to be primarily funded with competitive Federal low income housing tax credits and land economics. The timing of the tax credit funding in the past has required an expedited development process. As a result, these initiatives will require significant staff resources over multiple fiscal years, and staff will be exploring opportunities for outside (ARHA or developer partner) funding of City staff resources in order to assist with the expediting of these reviews.

Plan Implementation Work/Special Projects

Plan implementation has become a large and growing element of the planning work program. As more plans are adopted, as will be the case in FY 2016 with Eisenhower West, Oakville Triangle, the Neighborhood Park Improvement Plan and others, more staff resources will be need to be devoted to this body of work.

A. Housing Master Plan Implementation

The following are tools and strategies identified in the Housing Master Plan which are scheduled to be studied and/or implemented in FY 2016, in collaboration with P&Z and other departments:

- Updating of GIS maps to include layers for citywide residential development, including affordable rental and ownership units, set aside rental and ownership units, and ARHA-owned affordable units (P&Z, Housing, ITS/GIS, ARHA);
- Potential Development Fee Relief for Affordable Housing (to be undertaken as part of the planned FY2016 comprehensive fee review among P&Z, Housing, T&ES and Code);
- Additional Bonus Density for Affordable Housing: staff is conducting a study to assess opportunities to amplify affordable housing production by increasing the bonus density standard from 20 to 30%; there is potential that additional study will be required in FY2016 (Housing, P&Z);
- Maximizing Public Land for Affordable Housing: this study will develop broad policy framework options and study their potential yield in conjunction with a community engagement process to inform potential recommendations to City Council (P&Z, Housing, General Services, REA, GIS, ACPS, ARHA, others);
- Mixed Income Assisted Living Development to study successful financial and operational models and general best practices from other jurisdictions that might be replicated in Alexandria, including potential development sites (P&Z, Housing, DCHS/Office on Aging, ARHA). Representatives from the Commission on Aging have

requested that a new Affordable Assisted Living Task Force, comprised of experts and stakeholders, be established to guide these efforts.

B. Beauregard Plan: In FY 2016, plan implementation will continue with an emphasis on the review of development applications by staff and the Beauregard Design Advisory Committee (BDAC). Coordination will also continue with long-term planning for Corridor C, the Seminary-Beauregard Ellipse and the potential Eisenhower West Multi-Modal Bridge.

C. Landmark/Van Dorn Corridor Plan: In FY 2016, plan implementation will continue with an emphasis on the review of development applications. Coordination will also continue with long-term planning for Corridor C and the potential Eisenhower West Multi-Modal Bridge.

D. Arlandria Action Plan: In FY 2016, plan implementation will continue with executive committee and advisory group meetings as needed, continued emphasis on prioritizing and executing CIP projects, additional staff/advisory group research and analysis of key group interest areas, programs supporting vibrant retail and encouraging desired redevelopment. An interdepartmental work team coordinates key areas of responsibility for plan implementation and includes P&Z, T&ES, Housing, AEDP and RP&CA.

E. Braddock Plan: Implementation work will continue to focus on working with the community to implement streetscape improvements on Fayette Street and design the ultimate vision for a one-acre park on the U.S. Post Office block. Staff will continue to pursue U.S. Post Office concurrence.

F. South Potomac Yard: Following the selection of the Potomac Yard Metrorail Station Locally Preferred Alternative (LPA) (if a Build Alternative is selected), staff will look at potential refinements and/or amendments to the South Potomac Yard Plan. This review and/or amendments would also be coordinated with the ongoing planning for the west side of Route 1.

G. Waterfront Plan

Waterfront Plan implementation activity will proceed with Phase II Design work.

The Waterfront Plan was approved in January 2012 and was followed by the hiring of The OLIN Studio and URS Corporation in 2013 for development of a world-class Phase I Landscape and Flood Mitigation Preliminary Design (Phase I Design). The Phase I Design was approved by the City Council on June 14, 2014. The Phase I Design incorporates the important elements of the Plan's original vision and goals for a fully accessible, connected Waterfront with enhanced and expanded public space programmed for varying levels of activity. Based on the approved Phase I Design, in summer and fall 2014, staff developed a cost estimate of \$120 million for full implementation of the design and solicited input from the community on phasing and funding options for implementation of the design to help inform development of the draft Fiscal Year 2016 to 2025 Capital Improvement Program (CIP) to be proposed to City Council in March 2015. After a funding plan has been approved, Phase II of the Design process will proceed to further implementation of the Waterfront Plan in FY 2016.

With approval of the Phase I Design in June 2014, City Council requested a number of feasibility studies related to Waterfront Plan implementation covering: Governance, including operations, maintenance and revenue generation; Marina Operations; and Civic Building programming and operations. The Governance feasibility study began in FY 2015 and will provide options for governance models that can be examined and further explored. Staff will also in FY 2016 pursue engagement of the community regarding Waterfront governance. The Marina Operations feasibility study will begin in fall 2015 to identify recreational boating and slip options for maintaining recreational boating opportunities as part of Waterfront Plan implementation. Study of the Civic Building operations will be pursued as part of future components of the Governance feasibility study work.

In November 2014, the City Manager appointed an Ad Hoc Monitoring Group on Waterfront Construction after requesting nominations from the Waterfront Commission, Old Town Civic Association, the Chamber of Commerce, the Waterford Homeowners Association; and the Friends of the Alexandria Waterfront. A sixth nomination is anticipated from a development organization. The Monitoring Group's work will continue into FY 2016 and its purpose is to serve as a liaison to the community and, in coordination with the City, proactively address impacts such as noise, hauling, dust and other potential impacts once development along the Waterfront begins.

H. Wayfinding: Implementation of Phase 2 and 3 will take place in FY 2016, with completion of pedestrian signs in Old Town and vehicular signage on major corridors throughout the City.

I. Citywide Parks Plan: Implementation of this plan will continue.

J. Open Space Master Plan: Staff reviewed progress made toward the goals set forth in the 2003 Open Space Master Plan, including 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 will propose additional recommendations to support continued implementation of the Open Space Master Plan.

K. Public Art Implementation Plan: This plan was approved in December 2014 and has moved into the Implementation Phase.

L. Urban Forestry Master Plan: Implementation of this plan will continue.

M. DASH: Ongoing coordination and implementation of the DASH Comprehensive Operational Analysis (COA) will continue.

N. Dominion 230KV Line: Dominion Virginia Power is proposing to construct a new 230-kilovolt underground transmission line between Alexandria and Arlington in the vicinity of Jefferson Davis Highway and Potomac Yard. The project would add and upgrade equipment at the existing switching station on E. Abingdon Drive in Alexandria, and connect it to the Glebe Substation on S. Glebe Road in Arlington. The City Council established an Ad Hoc Underground Transmission Line and Substation Working Group in 2014 to examine quality of life, economic, electric reliability, environmental and transportation impacts associated with the proposed

project, and to make recommendations to staff, the City Manager and Council on matters pertaining to the project. Work is expected to continue in FY 2016.

O. AEDP Strategic Plan: The AEDP Strategic Plan outlines tactics focused on promoting the City of Alexandria as a premier location for businesses by capitalizing on its assets including multiple Metrorail stations, historical character and riverfront location, in order to enhance the City's tax revenue and increase employment opportunities. The plan was crafted to align with the City's Goal 1: "Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy."

P. Census and Demographics: This program includes analysis of Census 2010 and annual 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.

Q. Fire Station Location Study: The Office of Performance and Accountability (OPA) is leading the Fire Station Location Study. The study will address where the City should locate emergency response facilities and resources to achieve the City's Fire and Emergency Medical Service (EMS) performance goals. This project will consider current and future demand for emergency services, current and future approaches to and features of the emergency response, and current and future Fire and EMS performance goals, among other factors. The project commenced in July 2014 and is anticipated to end in December 2015, with a final report and presentation to the City Manager in January 2016.

R. Industrial Use Study: Recent work on Eisenhower West and Oakville Triangle has highlighted questions about the City's policy on industrial land use. Staff is currently completing a Phase 1 Industrial Study which examined existing industrial uses and areas, explored issues regarding market and construction trends in industrial land in the City, and highlighted issues to be explored further. This study is expected to be completed in the 2015. If it is determined that there are additional, more in-depth issues that need to be investigated, a "Phase 2" study would require resources for outside technical assistance.

S. Regional Transportation Planning: Many important regional transportation and transit planning initiatives are shown in the FY 2016 Interdepartmental Long Range Planning Work Plan, notably the Potomac Yard Metrorail Station, the West End Transitway, the Eisenhower West Transportation Study, and the update of the Transportation Master Plan, including the Pedestrian and Bicycle chapters of the Transportation Master Plan. There are also important transportation implications for all of the small area plan updates that Transportation and Planning staff will collaborate on. 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. Staff also continues to address ongoing issues such as potential transit options across the Woodrow Wilson Bridge, which could be a joint project with Prince Georges County in the lead.

T. *Regional Planning and Policy Initiatives:* City staff participates in a variety of regional planning and policy initiatives, primarily through the Metropolitan Washington Council of Governments (COG). For FY 2016, staff will be participating in several initiatives including the Round 9.0 Forecast based on a new, regional economic model, and the Multi-Sector Working Group tasked with identifying a set of viable greenhouse gas reduction strategies.

U. *Carlyle Vitality Initiative:* The Carlyle Vitality Initiative, led by an interdepartmental/interagency team designated 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.

V. *Civic Engagement:* 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*](#).

Interdepartmental Development Review

On the development side, the number of known major redevelopment projects that will require significant staff resources from multiple departments in FY2016 is anticipated to be very high. A number of projects will require a level of effort that is well beyond the average development case, including considerable additional public engagement. These include:

Robinson Terminals North and South: The two terminal properties will continue to require significant staff resources in FY 2016 because Waterfront redevelopment is extremely important. The experience with the Carr Hotel strongly suggests that the redevelopment proposals for the two Robinson Terminal sites, both much larger and more complex than the Carr Hotel, will consume considerable staff resources in FY 2016. Supporting the Ad Hoc Monitoring Group on Waterfront Construction and coordinating final site plan, permits and site inspections will be a priority in FY 2016.

WMATA Royal Street Bus Garage/Other Old Town North Projects: A developer for WMATA's Royal Street Bus Garage will be solicited and selected by WMATA and will begin the development process in late FY 2016. Engagement with neighborhood groups in this location and managing the ongoing development process will require significant staff involvement in the redevelopment of this city block in FY 2016. The Giant/ABC site and other Old Town North properties may also submit development applications to be considered concurrent with the update to the Old Town North Small Area Plan. Ongoing development approval activities and substantial community outreach will continue in FY 2016.

WMATA Braddock Metro Station RFP: A developer for WMATA's Braddock Metrorail Station site will likely be selected by WMATA and will begin the development process in FY 2016 or FY 2017. The ongoing development application resulting from the RFP and community

engagement activities will be a major planning effort in FY 2016 or FY 2017 for this part of the City.

Beauregard Town Center Development: This project, a major focus of the Beauregard Small Area Plan, will be under review and likely complete hearings in FY 2016. Processing the final site plans and managing construction in FY 2017 will require significant staff resources to review final site plans, permits and site inspections.

AHC/Church of the Resurrection: This combined market rate and affordable housing project in the Beauregard corridor will require significant coordination with City staff regarding the housing program and development review. It is anticipated to continue into FY 2016.

Eisenhower Avenue Projects: A number of potential new projects on Blocks 1, 2, 11, 12 and 28 may be in the development process in FY 2016, including up to two hotels to primarily serve the National Science Foundation and several residential, high-rise buildings. These projects have major access and infrastructure elements that will require significant staff review and coordination.

Landmark Mall: Although progress for redevelopment of the Mall has been slower than expected, there are indications that the project may actively move forward and have ongoing construction starting in FY 2016. Development review to promote the success of this effort continues to be a priority.

Oakville Triangle: It is anticipated that this project will receive consideration for preliminary approval in FY 2016. In addition, processing the final site plans, permits and site inspections will require significant staff resources in FY 2016.

Alfred Street Baptist Church: A major church expansion, including addressing the existing affordable housing within the redevelopment site, will likely be in the development review process in FY 2016. Processing the final site plans and managing construction in FY 2017 will require significant staff resources to review final site plans, permits and site inspections.

Potomac Yard: Replanning of North Potomac Yard will begin after selection of a preferred Metrorail Station site. It is also expected that a number of major projects in Landbays G and H will be submitted resulting from the location decision of the Metro station. The IDA and National Industries for the Blind projects will also be ongoing in their development approvals in FY 2016.

King & Beauregard (The former Jefferson Hospital property): This proposed, mixed use development includes a grocer, small retail, affordable and market rate residential and office uses. The project will likely complete hearings in FY 2016 and continue in the development process in FY 2017.