

ALEXANDRIA WATERFRONT COMMISSION

Tuesday, April 21, 2015
City Hall Sister Cities Conference Room
301 King Street
7:30 a.m.

AGENDA

1. Welcome and Introductions
2. Approval of Minutes from March 17, 2015
3. Approval of Minutes from April 2, 2015
4. Set Date for Annual Commission Waterfront Walk
5. Set Date for DC Southwest Waterfront Boat Tour
6. Commission Liaison Reports
 - a. Ad Hoc Monitoring Group on Waterfront Construction
 - i. Waterfront Development Anticipated Schedule
 - b. Old Town Area Parking Study Work Group
7. Marina Subcommittee
8. Agency Reports
 - a. RTS Update
 - b. Carr Hotel Update
 - c. Windmill Hill Park Shore Rehabilitation Update
 - d. Special Events Policy Revisions Update
9. Reports from Commissioners
10. Announcements / Public Comments

UPCOMING EVENTS

- **City Council Special Meeting: Budget Adoption**
May 7, 6:30 p.m., Council Chambers, 301 King St.
- **Marina Subcommittee**
May 14, 5 p.m., Room 2000, City Hall, 301 King St.
- **Waterfront Commission Meeting**
May 19, 7:30 a.m., Sister Cities Conference Room, City Hall, 301 King St.
- **L'Hermione Tall Ship**
June 10-12, City Marina, 0 Cameron St.

Waterfront Activities, Events & Meetings: www.alexandriava.gov/Waterfront

Summary Minutes - DRAFT
ALEXANDRIA WATERFRONT COMMISSION
Tuesday, March 17, 2015
City Hall
Sister Cities Conference Room
7:30 a.m.

Commission Members

Present

Charles Ablard, Historic Alexandria
Gina Baum, Alexandria Park and Recreation Commission
Jerry Bennis, Alexandria Marina Pleasure Boat Leaseholders
Howard Bergman, Founders Park Community Association (FPCA)
Suzanne Bethel, Old Town Business and Professional Association (OTBPA)\
John Bordner, Citizen west of Washington St.
Shirley Downs, Alexandria Commission for the Arts
Stewart Dunn, Alexandria Planning Commission
Charlotte Hall, Alexandria Chamber of Commerce and Chair
Kathryn Kolbe, Citizen, Park Planning District III
Mari Lou Livingood, Alexandria Seaport Foundation
Jody Manor, Alexandria Convention and Visitors Association (ACVA)
Stephen Mutty, Citizen Park Planning District I
Edward (Ted) Pulliam, Alexandria Archaeology Commission
Paul Smedberg, Member, Alexandria City Council
Stephen Thayer, Citizen east of Washington St. and north of King St.
Townsend A. (Van) Van Fleet, Old Town Civic Association
Christa Watters, Citizen east of Washington St. and north of Pendleton St.
Ryan Wojtanowski, Environmental Policy Commission

Absent:

Dennis Auld, Citizen Park Planning District II

Vacant:

Citizen representative, east of Washington St. and south of King St.

City Staff:

Fran Bromberg, City Archaeologist, Office of Historic Alexandria
Jack Browand, Commission Staff Liaison and Division Chief, Public Relations, Special
Events & Waterfront Operations, Recreation, Parks, and Cultural Activities (RPCA)
Tom Canfield, City Architect, Planning and Zoning (P&Z)
Tan Cross, General Services (GS)
Susan Eddy, Deputy Director, P&Z
Tony Gammon, Acting Deputy Director, Department of Project Implementation Department
of Project Implementation (DPI)
Captain Don Hayes, Alexandria Police Department
Iris Portny, Commission Recording Secretary, RPCA
Carrie Sanders, Division Chief, Transportation Planning, Transportation & Environmental
Services (T&ES)
Nancy Williams, Principal Planner, P&Z

Guests:

Christine Bernstein
Brian Buzzell
Susan Cohen, Public Art Committee
Karen Devlin
Bert Ely, Friends of the Alexandria Waterfront
John Gosling
Hal Hardaway
Joan Huffer
Nick Kuttner
John T. Long, Alexandria Chamber of Commerce
Jerry McAndrews
Pat Miller
Kathryn Papp
Dan Straub Urban Design Advisory Committee
Eric Wallner, Torpedo Factory Arts Center
Mike Young

Welcome and Introductions

Hall welcomed Charles Ablard as a new member of the Commission and Commissioners and staff introduced themselves. Hall said the topic of barging vs. trucking of Robinson Terminal South construction site materials would be discussed at the Ad Hoc Monitoring Group on Waterfront Construction's meeting that evening. She encouraged people to attend.

Approval of Minutes from February 19, 2015

Dunn moved and Thayer seconded that the February 19, 2015 minutes be approved as corrected, changing "EYA" to "City Interests" on pages 3 (par. 2 and 8) and page 4 (par. 1), and "RTN" to "RTS" on page 6 (par 8). The motion passed by unanimous voice vote.

FY 2016-FY 2025 CIP Proposed Budget – Waterfront Plan Implementation

Browand reviewed highlights of the proposed FY2016-2015 Capital Improvements Plan (CIP) budget and noted key items directly and indirectly related to Waterfront Plan implementation. He said funding for the Marina seawall construction was moved from RPCA's CIP budget into the Waterfront Plan Implementation's flood mitigation funding. He said Council will hold a Work Session on the proposed CIP budget on April 9, 2015 and encouraged Commissioners to attend.

In response to Van Fleet's question, Browand said the restaurant Blackwall Hitch is expected to open in late May-early June 2015.

Operation & maintenance funding

Bergman asked if there will be a dedicated funding account for Waterfront operations and maintenance. Browand said discussions continue regarding the future funding needed for the City to achieve its goal of having a world-class waterfront.

Public art funding

In response to Bennis' question, Browand said the proposed CIP includes Waterfront public art funding.

Ad Hoc Monitoring Group on Waterfront Construction (Ad Hoc Monitoring Group)

Bordner reported that the fourth meeting of the Ad Hoc Monitoring Group would be held that evening, would receive updates on all planned Waterfront development projects, and would focus on the Robinson Terminal South (RTS) proposal to use barging for hauling demolition- and fill-related materials. He said he had, as chair of the Ad Hoc Monitoring Group, received a number of inquiries about which truck hauling routes would be used for materials related to Carr's Hotel Indigo. He said T&ES has not chosen street routes but had briefed the Ad Hoc Monitoring Group on criteria for choosing routes.

Bordner said the Ad Hoc Monitoring Group will be requesting information about the Waterfront traffic management plan called for by the Waterfront Small Area Plan. Sanders (T&ES) said the Traffic Management Plan will include issues related to the Robinson Terminal North and Robinson Terminal South development sites.

Public Comments

Hardaway read the Waterfront Plan statement that "a Transportation Management Plan that comprehensively addresses parking, motor coach, freight loading, and other impacts along the Union Street corridor should be completed prior to approval of any new development". He asked if such a plan had been completed and, if not, (1) has the Waterfront Plan recommendation been rejected; (2) how could EYA's request for a waiver from parking requirements for its RTS site be considered absent a Union Street transportation management plan, and (3) how could Carr's DSUP have been approved absent such a traffic management plan?

Old Town Area Parking Study (OTAPS) Work Group

OTAPS information is posted to <http://alexandriava.gov/tes/info/default.aspx?id=77053>

Bergman, the Commission's representative on the OTAPS Work Group (Work Group), reported on the latest meeting, including the Work Group's goals and tasking, and noted several other Commissioners are also OTAPS Work Group members as representatives of other entities. He said metered parking restrictions and Old Town residential permit parking are covered by the Work Group review and directed people to the Work Group's website for full parking-related data. He said the next Work Group meeting will be March 25.

Bergman said the Work Group discussion had, among other issues, highlighted the differences between parking west and east of Alfred Street: west of Alfred Street there are few available parking garages, and east of Alfred Street there are underused parking garages and an on-street metered parking usage rate of 81 percent, a near-saturation level.

A comprehensive plan is needed

Bergman said the City needs a plan that addresses both current parking needs and parking needs that develop in the next few years as new Waterfront developments are brought online. Manor said long-range planning should also recognize that younger people rely less on individual cars.

Van Fleet said the City should encourage evening parking at the Patent and Trademark Office (PTO) by means such as creating a shuttle from PTO to Old Town.

Encouraging parking garage usage

Manor said the goals of the previous OTAPS Work Group's policy recommendations had not been realized and more ways should be tried to encourage more use of parking garages. Dunn said garage use had declined over the past five years. Watters said raising parking meter rates as a way to encourage garage use should be considered. Ablard said some drivers may be disinclined to use parking garages when they are poorly lit or maintained. Wojtanowski said standardized illuminated garage signage should be considered. Bordner offered historic Williamsburg's signage as an example of effective signage directing drivers to parking. Smedberg said community representatives had opposed having more visible parking signage when the Wayfinding Task Force considered the signage now in place.

Metered parking

Manor said he thinks sales tax income in the central business district had declined because the hours for using two-hour meters were extended to 9 p.m., a recommendation of the last OTAPS Work Group, and drivers now need to move their cars after two hours.

Public comments

Christine Bernstein said the City's wayfinding signs and parking-related information is adequate and noted Pango, the City's parking app provides garage locations.

Bert Ely said garage parking is often less appealing than on street parking because it is usually further from restaurants and some garage closing times are too early. He said parking garage rates should be less than those should for metered on street parking since people prefer on-street parking.

Katherine Papp said the City has too little information about the factors that drivers weigh when considering whether to use a garage. She said one way to encourage drivers to use parking garages would be for restaurants to provide customer discounts for parking garages.

Marina Committee

Thayer said the Marina Committee's next meeting, April 9, 2015, will be an orientation for Marina leaseholders and a review of Marina-related items in the proposed CIP.

Torpedo Factory Art Center

Briefing posted

to <http://www.alexandriava.gov/uploadedFiles/recreation/info/WCTFAC17March2015.pdf>

Wallner reviewed the Torpedo Factory Art Center (TFAC)'s value to the City, including its national and international profile and the fact that TFAC attracts widespread attention for being the largest collection of publicly accessible artists' studios in the U.S. and one of the first creative reuses of formerly industrial space. He said TFAC attracts over 500,000 visitors annually, is an important City cultural amenity, and generates \$16.2 million of direct visitor spending in the City. Wallner said the City-owned building is rented to TFAC at a subsidized rate, and the building's upcoming renovation will be its first since 1983. He said TFAC is not

funded as a line item in the City budget; it applies for City arts grants as do other arts organizations.

Commission Discussion

In response to Manor, Wallner said TFAC's 40 event rentals each year generate about \$300,000.

Public comments

Bernstein asked how TFAC's revenue generation had changed since it had been reorganized and whether, for example, TFAC rentals had increased. Wallner said cost savings had primarily been realized by cutting expenditures on staff salaries.

Christine Bernstein asked how artists are monitored to see if they are living up to their contractual responsibilities. Wallner said the Torpedo Factory Artists Association is responsible for overseeing matters related to artists' use of the studios.

Dan Straub asked if public access to the TFAC roof is available. Wallner said public access is impeded by issues such as the need for ADA accessibility, structural issues that would need to be addressed, and that fact that rooftop lighting levels are determined by the building's location on the flight path for Reagan National Airport.

In response to Hardaway's question, Smedberg said the City has never considered closing the TFAC as an artists' center.

Agency Reports

Common Elements Update

Note: Briefing posted

to <http://www.alexandriava.gov/uploadedFiles/recreation/info/WCCommonElements17March2015.pdf>

Nancy Williams presented an update of work on the Olin Waterfront design plan's common elements, features to be incorporated into public and private Waterfront spaces. The briefing was provided in response to Commissioners' concerns, raised at their February 19, 2015 meeting, that the design teams for the private Waterfront developments might not receive information on common design elements in time to incorporate them into their site designs as their projects move ahead.

Williams said the City had originally planned for the Olin design team to develop common elements such as paving materials, light fixtures, street furniture, planters and sustainability, art and history features during Phase II of Waterfront Plan Implementation, but by fall 2014 it had become clear the timetables for the private Waterfront development projects would need detailed information about paving and lighting common elements sooner than the City had planned. Williams said that, as a result, staff had directed the Olin design team to begin work on common elements in December 2014 and has kept the redevelopment teams apprised of the work. She reported that staff had provided the final lighting and paving palettes to the private sites' project managers during the previous week and work on the remaining common elements continues.

Next steps

Williams said public comments on the common elements will be received during the upcoming public hearing on ODBC's final site plan and during those on the Robinson Terminal South (RTS) and Robinson Terminal North (RTN) projects.

Commission Discussion.

Commissioners agreed that the timetable for identifying the Waterfront design's common elements meets for City decisions to be made in time for common elements to be incorporated into the private developments' designs. Mutty said the timing of the public comment process on the common elements should also reflect the City's need to have this information in time to be incorporated into the first private Waterfront redevelopment project, the new Old Dominion Boat Club clubhouse.

Incorporating historic features into the design early

In response to Mutty's question, Gammon said work on Phase II of Waterfront Plan implementation tasks will focus first on the more utilitarian features of flood mitigation and then phase in the decorative work on the landscape design elements. Pulliam said the appearance of the medallions, signage, and other historic features of the Waterfront design should be incorporated early in the Phase II implementation along with planning for paving, lighting and other features. Gammon said he will look at which elements can be incorporated into the flood mitigation work.

Using off-the-shelf elements to keep costs down

Bergman said the City should ensure that Waterfront design elements are off-the-shelf items so that replacements will be reasonably priced and easily accessible when needed. He said this point was underscored to Commissioners by the staff of Yards Park in Washington, D.C. since customized elements at Yards Park proved both expensive and difficult to repair and replace. Williams said the materials chosen will be durable, easy to maintain, and easily available. Wojtanowski said using a plastic composite material for the lower promenade would be environmentally friendly and easier to maintain than wood.

Minimizing light pollution from the promenade

Wojtanowski said light fixtures along the promenade should be designed to avoid extraneous ambient light.

Facilitating Arts Commission inputs

Downs asked that information on the timetable for common elements also be provided to the Arts Commission so it can consider how artwork might be incorporated into functional Waterfront elements. She offered as an example artist-designed manhole covers.

Key City staff for Waterfront Plan implementation

In response to Van Fleet's question, Williams said the principal DPI staff responsible for Waterfront implementation includes Tony Gammon, who leads the Waterfront Implementation Work Group, Mitch Bernstein, DPI's Acting Director, and Emily Baker, Acting Deputy City Manager and former DPI Director.

Public Comments.

Plantings and trees

Dan Straub said a common palette of Waterfront plantings should be developed in time for private to developers to have it when deciding on major trees to plant on their properties.

Windmill Hill Park Bulkhead Community Meeting

2/12/2015 meeting presentation and a summary of the meeting's highlights are posted to Windmill Hill Park's website at

http://www.alexandriava.gov/recreation/info/default.aspx?id=12292#Windmill_Hill

Gammon reviewed highlights of the Windmill Hill Park Bulkhead Replacement community meeting held February 12, 2015, the first in a series of public meetings to review options available for replacing the Windmill Hill Park's bulkhead. He said about 30 people participated. Gammon said staff reviewed and answered questions about the City's approved 2003 Windmill Hill Park Master Plan, its shoreline elements, and new treatment options that have become available since the Council approved the 2003 Master Plan. Public feedback on what participants like and disliked about the 2003 plan was also solicited.

Next steps

Gammon said the second community meeting, on April 13, 2015 at Lee Center, will present several different design concepts, including a modern version of the 2003 plan plus two new concepts: a living shoreline option and a hybrid option. Gammon said the federal permitting agencies look favorably on both of the two new concepts.

Gammon said the timetable for actions following up on the April 13, 2015 community meeting would include making a presentation to the Waterfront Commission in June 2015, and presenting the new proposed options to Council in early fall 2015, perhaps in September. He said if Council approves a bulkhead option in the fall, construction could begin as early as summer 2016. Browand said the goal is to choose a bulkhead option for which permits can be obtained, that will stay within the approved budget, and can begin construction as early as summer 2016.

Waterfront Governance Study Update

Note: The Waterfront Governance Models Analysis is posted to

<http://www.alexandriava.gov/uploadedFiles/recreation/info/GovernanceReport9March2015.pdf>

Hall recommended that the Commission's discussion of Waterfront governance options be deferred to a separate Commission meeting that will be scheduled. Watters moved and Dunn seconded that the briefing and discussion be deferred to a special meeting. The motion passed by unanimous voice vote. In response to Dunn's suggestion, Eddy agreed that a representative from the City Attorney's office would be present at the special meeting.

Special Events Policy Recommendations Status

Browand said community outreach and stakeholder meetings on the proposed special events policy continue and he will present a revised proposal at the Commission's April meeting.

Waterfront Program: Operations Update

Information posted, on p. 92 of "Meeting Packet" for the Commission meeting

<http://www.alexandriava.gov/uploadedFiles/recreation/info/WCMarch2015MeetingPacket.pdf>

Browand reviewed highlights of the Waterfront Program proposed FY2016 operating budget and the proposed FY2016-2015 CIP. Among the program elements highlighted, Browand said the proposed CIP includes a new \$50,000 CFMP annually for park maintenance within the Waterfront Park District.

City Marina

Browand reviewed data related to City Marina operations for the 2014 and 2015 boating seasons, including a breakout of numbers for Marina slip license holders and boat owners on the Marina wait list. He said non-residents are offered a Marina slip only when there are no City residents waiting for a Marina slip. Hall asked Commissioners to remind their constituencies they should put their names on the Marina's waiting list if they have inquired about leasing a slip and none are available.

Marina Maintenance Project status

Browand reviewed the status of dredging (done), wharf strengthening, Blackwall Hitch public restrooms, and additional upcoming activities. He said the City's goal is to complete work on the public restrooms at Blackwall Hitch by the time the restaurant opens and work on the Torpedo Plaza Wharf strengthening is expected to be finished in early April with no anticipated disruptions of access to the docks, the Torpedo Factory, or to the Waterfront Market dining area.

Special Events

Browand reported that the French tall ship L 'Hermione is still expected to arrive at the Marina early on June 10, 2015 and depart on June 12, with public visitation hours on Wednesday, Thursday and Friday. He reported that he has been discussing with local businesses at the Marina, including Blackwall Hitch, the possibilities for sponsoring a concert series to further activate the Marina area.

Gilpin Alley easement

In response to Van Fleet's question, Thayer said discussions between the City and local property owners continue regarding the Gilpin Alley easement so it can be transferred to ODBC together with the City's Beachcomber property.

Reports from Commissioners

Livingood reported the Seaport Foundation will move to its new location by end of March 2015. She said that in its new location it will be refocusing its mission on youth and young adult programs.

Adjournment

Dunn moved and Livingood seconded that the meeting adjourn and the motion passed by unanimous voice vote. At 9:34 a.m. the meeting adjourned.

Summary Minutes
ALEXANDRIA WATERFRONT COMMISSION
Thursday, April 2, 2015
City Hall
Sister Cities Conference Room
6 p.m.
Special Meeting: Waterfront Governance Study Update

Commission Members

Present

Charles Ablard, Historic Alexandria
Dennis Auld, Citizen Park Planning District II
Howard Bergman, Founders Park Community Association (FPCA)
Suzanne Bethel, Old Town Business and Professional Association (OTBPA)\
John Bordner, Citizen west of Washington St.
Shirley Downs, Alexandria Commission for the Arts
Charlotte Hall, Alexandria Chamber of Commerce and Chair
Kathryn Kolbe, Citizen, Park Planning District III
Jody Manor, Alexandria Convention and Visitors Association (ACVA)
Edward (Ted) Pulliam, Alexandria Archaeology Commission
Stephen Thayer, Citizen east of Washington St. and north of King St.
Townsend A. (Van) Van Fleet, Old Town Civic Association
Christa Watters, Citizen east of Washington St. and north of Pendleton St.
Ryan Wojtanowski, Environmental Policy Commission

Absent:

Paul Smedberg, Member, Alexandria City Council

Excused:

Gina Baum, Alexandria Park and Recreation Commission
Jerry Bennis, Alexandria Marina Pleasure Boat Leaseholders
Stewart Dunn, Alexandria Planning Commission
Stephen Muttly, Citizen Park Planning District I

Vacancies:

Citizen representative, east of Washington St. and south of King St.
Alexandria Seaport Foundation representative

Staff:

Joanna Anderson, Assistant City Attorney
Jack Browand, Commission Staff Liaison and Division Chief, Public Relations, Special
Events & Waterfront Operations, Recreation, Parks, and Cultural Activities (RPCA)
Susan Eddy, Deputy Director, Planning & Zoning (P&Z)
Iris Portny, Commission Recording Secretary, RPCA

Guests:

Tarek Bolden, resident (West End)
Stephen Koenig (Planning Commission)
Hal Hardaway, resident

Welcome and Introductions

Hall called the meeting to order at 6:05 p.m. and announced that, due to resignations, there are two vacancies on the Commission: one for a Seaport Foundation representative, and one for a citizen living south of King Street and east of Washington Street. Commissioners and staff introduced themselves.

Briefing: Waterfront Governance Models Analysis - Susan Eddy, Planning & Zoning

Note: The Waterfront Governance Models Analysis is posted to

<http://www.alexandriava.gov/uploadedFiles/recreation/info/GovernanceReport9March2015.pdf>

Eddy reviewed highlights of a just-completed report prepared for the City by BAE Urban Economics that provides information on five public and private governance models that could be used by Alexandria. Three models are already in use here.

She said the purpose of the analysis is to assist the City as it considers how best to manage the activated Waterfront to facilitate its transformation as the Waterfront Small Area Plan (WSAP) becomes fully implemented - with increased programming, operations, and maintenance. She said staff helped define the criteria that BAE used to evaluate each of the governance models and an interdepartmental team of City staff had worked closely with the BAE analysts.

Timetable

Eddy said BAE is still working on an analysis that examines the revenue potential of selected proposed Waterfront activities such as a skating rink and a civic building. She said it might be ready to brief to the Commission by May 2015.

Eddy said a timetable had not yet been established for actions on the governance issue and the meeting's briefing was the first public presentation of the BAE analysis. She said Commissioners' comments would be incorporated into staff's planning on how to move ahead.

Eddy recommended two additional references for more information:

- "Public Spaces/ Private Money: The Triumphs and Pitfalls of Urban Park Conservancies", The Trust for Public Lands; <<https://www.tpl.org/public-spacesprivate-money>> and
- "Business Improvement Districts: History, Organizations and Applications", Alexandria Economic Development Partnership (AEDP), 2009 memo (21 pp) <<http://alexecon.org/images/data-research/studies/BIDMemo.pdf>>

Commission Discussion

Importance of choosing the right Waterfront governance model for post-WSAP implementation.

Commissioners agreed with the staff and BAE governance objective that the City's Waterfront governance model will need to strike the right balance between the authority and accountability of public sector governance and the flexibility, efficiency and more entrepreneurial orientation of

governance models managed by private sector entities. Commissioners agreed with Bordner who said making the right choices for a governance model that provides for the Waterfront's ongoing needs post-construction will be as or more important to the Waterfront's success than Council's approval of the WSAP.

Timing: How quickly do City decisions on a Waterfront governance model need to be made?

Commissioners said the City should move forward soon with the additional data collection and analysis needed before deciding on the most appropriate Waterfront governance model. Commissioners said facilitating the identification of diversified funding sources should be the top priority. Auld, Watters, Manor and Downs also said private developers may encourage the City to accelerate its timetable for implementing the Waterfront's planned public amenities once the three Waterfront redevelopment sites have opened and to do that additional funding sources would be needed.

Which activities will need funding?

There was a Commission consensus that more information is needed before decisions can be made on the governance model or models best suited to managing the variety of Waterfront activities proposed by the Waterfront SAP and the Olin plan.

Auld asked for a full listing of current and likely future activities on the Waterfront.

Kolbe said that, based on her experiences running a large enterprise in the military, the City's next step should be to create and cost out with best estimates a comprehensive, detailed list of both current and potential Waterfront-related activities that will need funding. She said a 'best guess' costing is needed to project the scope of the likely gap between Waterfront activities' ongoing costs and the City funding likely to be available to cover them. She said the list of ongoing Waterfront activities should include programs, personnel, operations, maintenance and repairs.

Watters said the family-related activities that are important features of other active Waterfronts will appeal to a City-wide demographic, but will require dedicated staffing for safety-related tasks and providing and securing equipment. Browand said City staff is also considering where to store equipment for future Waterfront activities.

Current Waterfront activities are already enumerated

Eddy said detailed information for the first part of this task is found in the BAE report's listing of "Current Governmental Functions on the Waterfront" (pp 37-39), compiled by surveying all City agencies with current Waterfront-related responsibilities. Browand said that only activities such as the proposed skating rink and fountain would be unique new Waterfront activities. He said other new features of the WSAP are not new types of activities, but enhanced versions of the Waterfront activities currently operated and maintained by City staff,

Funding: The need to start identifying a range of potential revenue sources

Watters said the City's tight budget situation makes it necessary to find revenue sources to augment City funding for Waterfront-related activities. Kolbe said once the City has identified the scope of the additional funding needed the next step is to identify the specific activities for which the City can seek out new funding sources.

Commissioners agreed work needs to begin on identifying the full range of potential funding sources such as City funds, state and federal grants, user fees, philanthropic, and private sponsorships.

City governance and funding: Advantages and limits

Commissioners agreed that the City staff who currently carry out the full range of current Waterfront-related responsibilities do so in a consistently professional and effective manner.

However, Commissioners also agreed that the City will not be able to have the world-class Waterfront envisioned by the WSAP and the Olin landscape design if the City does not set up a governance system capable of identifying potential sources for additional funds to cover ongoing costs of Waterfront activities - and in a timely manner.

Funding: An assured source of operations & maintenance (O&M) funding

Auld asked if O&M funds for Waterfront parks would be linked to O&M funding for other City parks. Van Fleet noted the CIP for RPCA projects is already underfunded. Pulliam asked if funds for Waterfront maintenance could be earmarked within the parks maintenance budget.

Manor said it must be remembered that when City parks compete for general revenue funds during the City's annual budget process they rank below schools and public safety. He said the likely ongoing O&M expenses for the planned public pier on the Robinson Terminal North (RTN) development site are an example of why the City needs to find other assured funding sources for Waterfront activities.

Funding: Local philanthropic resources for this purpose may be limited

Watters said potential City and local philanthropic resources may be limited since private donations tend to support human services needs.

Governance models: Supportive organizations and conservancies to facilitate fundraising

Commissioners were very interested in the BAE analysis' information that supportive organizations and conservancies are especially effective models for fundraising. Thayer said the City should consider creating a supporting organization empowered to fundraise and investigate concessions.

Watters said supporting organizations such as conservancies will be needed to help with activities and fundraising, but the City should not give any non-City entity independent control over their Waterfront-related responsibility areas.

Governance models: a hybrid model best suited to generate and solicit revenue

Commissioners agreed with the conclusions in Eddy's March 11, 2015 memo accompanying the BAE analysis that "... public/private management is most common and appropriate for specific activities that are unique to high profile parks and waterfront public realm" and that "key subject areas for public/private management include fundraising and financial management, waterfront-specific maintenance and operations, marketing, and programming."

Among the tasks for a governance model mentioned by Commissioners were soliciting funding from non-profits, private sector sponsorships, private grants and donations and setting up supporting organizations to identify potential funding sources.

Governance models: Little Commission interest in a Waterfront improvement district.

There was a Commission consensus the Waterfront is not well-suited for an Improvement District (e.g. a Business Improvement District or BID) governance model because a BID requires a dense commercial area for it to work. Thayer said the City's financing Waterfront activities from general revenues reflects the WSAP's goal to create an attractive and active area for all City residents.

Privately-owned public spaces: How to ensure proper maintenance?

Hall said the City's inability to enforce maintenance standards at the Torpedo Factory Food Court and Canal Center must not be repeated for privately owned public spaces.

Commissioners wanted to know how the City would ensure proper ongoing maintenance if management of public spaces at the RTN site were ceded to the property owners.

Anderson said the Development Special Use Permits (DSUPs) issued for those sites, approved in the 1980s, were considered at a time when the City's main goal was to attract businesses to the Waterfront and there was not much interest in locating there. She said it was likely, therefore, the City was reluctant to impose too many DSUP maintenance conditions for privately owned public spaces. She said this is not the situation today and the details in the WSAP provide a clear reference for the standards expected for public and private Waterfront spaces.

Canal Center maintenance a continuing concern

Van Fleet said the City should consider legal action against the owners if they continue to allow standing water that attracts mosquitoes, due to the risks of West Nile disease.

Wojtanowski said Canal Center's new owners might be shamed into providing better maintenance even without legal action since the public space along the Waterfront will attract more foot and bicycle traffic.

Next steps

Pulliam said Commissioners should attend the April 9, 2015 Planning Commission hearing on the Robinson Terminal South DSUP to ensure strict maintenance requirements are put into the DSUP.

Commissioners asked for a detailed listing and best-estimate costing for potential future Waterfront activities so the scope of the likely funding gap can be identified.

Bergman asked that the Commission consider and discuss which activities will be essential to creating a world-class Waterfront.

Commissioners asked that staff consider how to prepare for the possibility that pressures might develop for accelerating the public amenities timetable as work on the Waterfront's three private redevelopment sites is finished.

Commissioners asked that the decision-making timetable for a governance model be set with a sense of urgency so additional revenue sources can be identified in a timely manner.

Eddy said staff will use the Commission's comments to help determine the next steps for moving actions forward on governance planning.

Eddy said staff will try to have the BAE report on selected revenue generation opportunities ready for a May briefing.

Adjournment

The meeting was adjourned at 7:45 p.m.

Alexandria, VA Waterfront Waterfront Development Anticipated Schedules (Dates will be updated as more information about schedules is available)					
Project	Anticipated Development Special Use Permit (DSUP) Submittal	Anticipated Public Hearings	Anticipated Final Site Plan Approval	Anticipated Construction Start	Anticipated Construction Finish
Blackwall Hitch Restaurant 5 Cameron Street	Not applicable (SUP Application)	Winter 2013-2014 (December 2013)	Not Applicable	Fall 2014 (October 2014)	Late Spring 2015
CARR 220 S. Union Street	Fall 2013 (November 2013)	Winter 2013-2014 (January 2014)	Spring 2015	Spring 2015*	Fall/Winter 2016
ODBC 0 Prince Street	Fall 2014 (November 2014 - Preliminary)	Spring 2015 (March 2015)	Fall 2015	Fall 2015	Fall 2016
RTS 2 Duke Street	Fall 2014 (September 2014 - Preliminary)	Spring 2015	Winter 2015-2016	Winter 2015-2016*	Fall 2017
RTN 500-501 N. Union Street	Fall 2014 (November 2014 - Preliminary)	Late Spring 2015	Winter/Spring 2016	Summer/Fall 2016	Fall 2018
Waterfront Plan Public Improvements**	TBD	TBD	TBD	TBD	TBD

*Site work is anticipated to be initiated.

**Waterfront Public Improvements – Information subject to the Waterfront Phasing and Funding Plan which is scheduled for City Council review on 1/27/2015 and to the FY16 – 25 CIP Budget Process.



City of Alexandria, Virginia

Department of Project Implementation

WATERFRONT PROJECT STATUS

Date	April 7, 2015
Project Name	Waterfront Plan Implementation
Description	Project status updates of public and private Waterfront area projects.

#	Project	Dept.	Status
<i>City Projects</i>			
1	Lower King Street Multi-Modal Feasibility Study	TES	Study is complete.
2	Union Street Corridor Study	TES	King Street unit block pedestrian plaza construction on hold pending funding source for ongoing maintenance and operation.
3	Oronoco Street Outfall Remediation	TES	Phase 2 (dredging) final design is underway. Construction anticipated for Fall 2015.
4	Marina Wharf Strengthening	RPCA	Construction is anticipated to be complete in mid-April.
5	Windmill Hill Park Shoreline Rehabilitation	RPCA	Community Meeting #2 scheduled for 04/13/15.
6	Blackwall Hitch Public Restrooms	GS	Construction is anticipated to be complete 05/15/2015, prior to restaurant opening.
7	Waterfront Flood Mitigation	DPI	Flood mitigation RFP is being prepared and anticipated to be advertised Spring 2015.
<i>Private Development</i>			
8	Carr Hotel	PZ	Carr submitted for foundation permits. Construction is anticipated for this summer.
9	Old Dominion Boat Club Clubhouse	PZ	Final site plan and BAR certificate of appropriateness submittals are pending.
10	Robinson Terminal South	PZ	(DSUP) Planning Commission public hearing 04/09/15.
11	Robinson Terminal North	PZ	(DSUP) Estimated Planning Commission public hearing 06/02/15.
12	Blackwall Hitch Restaurant	PZ	Projected opening June 2015.

Concept 3 Living Shoreline

Windmill Hill Park Community Meeting - April 13, 2015



- \$3.8 million
- Shortest permitting timeline
- Least complex construction
- Least need for mitigation



A. LIVING SHORELINE - SMALL STONE SILL



B. LIVING SHORELINE - LARGE STONE SILL

Concept 3

Living Shoreline

Windmill Hill Park Community Meeting - April 13, 2015





Concepts Comparison

Concept	Stabilizes Shoreline	Ease of Debris Management	Provides Water Access	Enhances Natural Environment	Least Mitigation Required	Schedule: Permitting Ease	Design & Construction Cost
Modernized 2003 Plan	●	●	●	○	○	○	\$4.9 mill.
Hybrid/Living Shoreline Plan	●	●	⊙	⊙	⊙	⊙	\$5.9 mill.
Living Shoreline Plan	●	●	⊙	●	●	●	\$3.8 mill.

Note: All costs are based on a conceptual level of design.

Legend

- Good
- ⊙ Better
- Best

- \$ Most Cost
- \$
- \$ Least Cost