Alexandria City Council Workshop Synthesis

Jan 31st – Feb 1st, 2025

Economic Strength

Refined Priority:

How do we increase the economic strength of the city and its residents to ensure future financial stability by further diversifying the tax base and increasing revenue?

Refined Objectives:

- Attract catalytic revenue generating industries that invest in and benefit the community.
- Expand the local economy by generating increased business activity and providing support for new and existing businesses.
- Grow talent and opportunity within our community's workforce by attracting employers.

Policy Focus

- City Readiness: Infrastructure investments, being financially ready for opportunities and partnerships
- Improving local pipeline by partnering with ACPS, unions, etc.
- Marketing Alexandria as a partner

Measuring impact

- Real estate (residential vs. commercial)
- Number of new businesses and investments
- Number of businesses that stay
- Number of young Alexandrians who stay and work here
- Office vacancy rate
- Alexandria's borrowing ability

Housing

Refined Priority:
How do we accelerate the increase in the quantity and quality of housing and its availability at a range of price points?

Refined Objectives:
- Preservation of quality of housing through efforts to preserve affordability and expand engagement with property managers on housing quality.

Policy Focus
- Increasing efficiency of permitting processes
- Evaluating pipeline
- Preservation strategy mapping/conditions
- Expanding funding to affordable housing fund
- Greater land use flexibility / tax us from Richmond
- Partnership to improve home efficiency
- Seniors "aging in place"

Measuring impact
- Housing goals
- Code compliance calls
- Number of housing units that as decreasing climate impacts
- Overcrowding
- Change in rents
- Differentials in eviction rates

Employee Attraction and Retention

Refined Priority:
How do we develop a culture that attracts and retains diverse talent in the public sector and ensure our employers feel valued?

Refined Objectives:
- Hear directly from employees and potential employers, their perspectives on the org and what it would take to retain them.
- Communicate to prospective candidates, current employees, and the community, why the City of Alexandria is an employer of choice.

Policy Focus
- Bring back employee surveys
- Map and measure the competitive landscape
- Use data to tell a compelling story and create robust recruitment strategy
- Work with AEDP to map what skills are needed for our top industries and economic development
- Invest in succession planning
- Every employee should have a trajectory / career plan to move up the organization

Measuring impact
- Turnover
- Vacancy rate
- Survey insights
- Number of promotions
- Number of employees with career plan
- Time to hire

Community Connections

Refined Priority:

How do we refine our existing communication strategies to more effectively engage with the city information and services they need?

Refined Objectives:

- Build strategies to empower residents to engage independently via accessible resources.
- Develop community engagement plans/targets for initiatives (i.e., build trusted leaders, advocates, liaisons to serve as two-way channel).

Policy Focus

- Embedded in all policy decisions and implementation
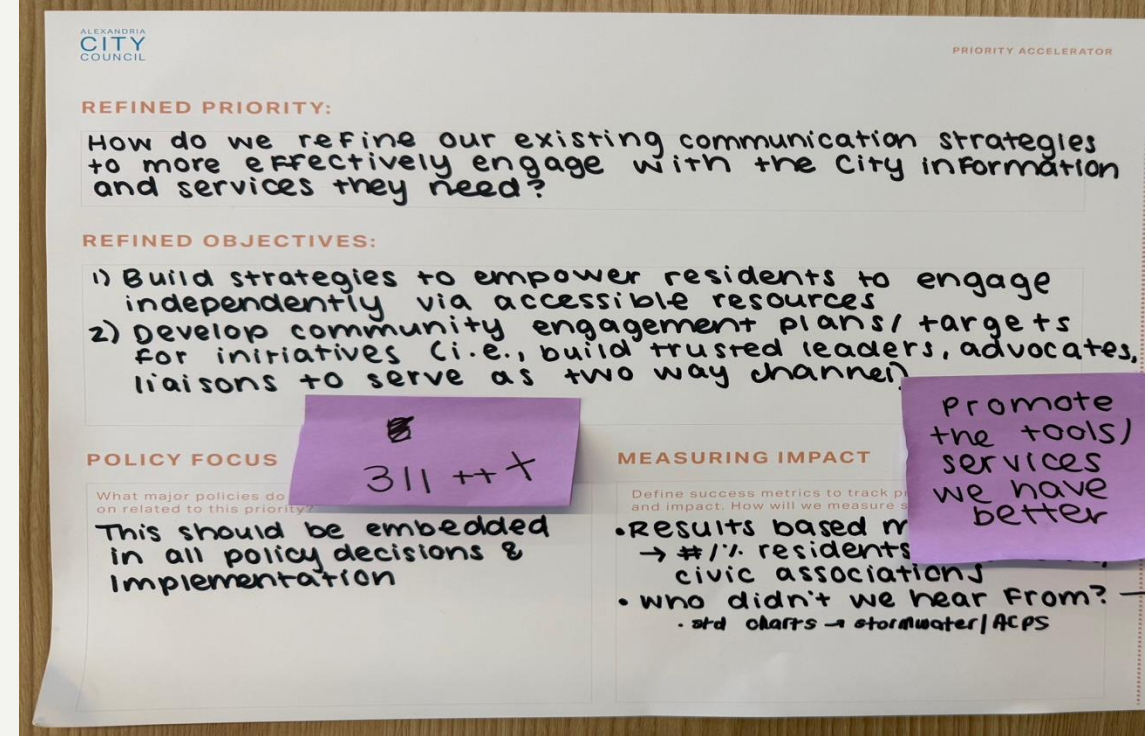
Measuring impact

- Results-based measurements (e.g., % of residents in civic associations)
- Measuring who we didn't hear from

Eliminate Community Disparities

Refined Priority:
How do we increase stability, mobility, and pathways to prospering for Alexandrians?

Refined Objectives:
- Early childhood
- Out of school time
- Workforce development
- Financial literacy
- Senior services

Policy Focus
- Identify areas where we are not on a path to reduce disparities (e.g., by neighborhood, by issue.)
- Keep DASH free
- Private sector partnerships
- Environmental justice

Measuring impact
- Improve perception and reality of Alexandria as a good place to retire
- Number of seniors who stay
- Number of seniors with special connections
- Number of youth in OOST programs

Message Mapping
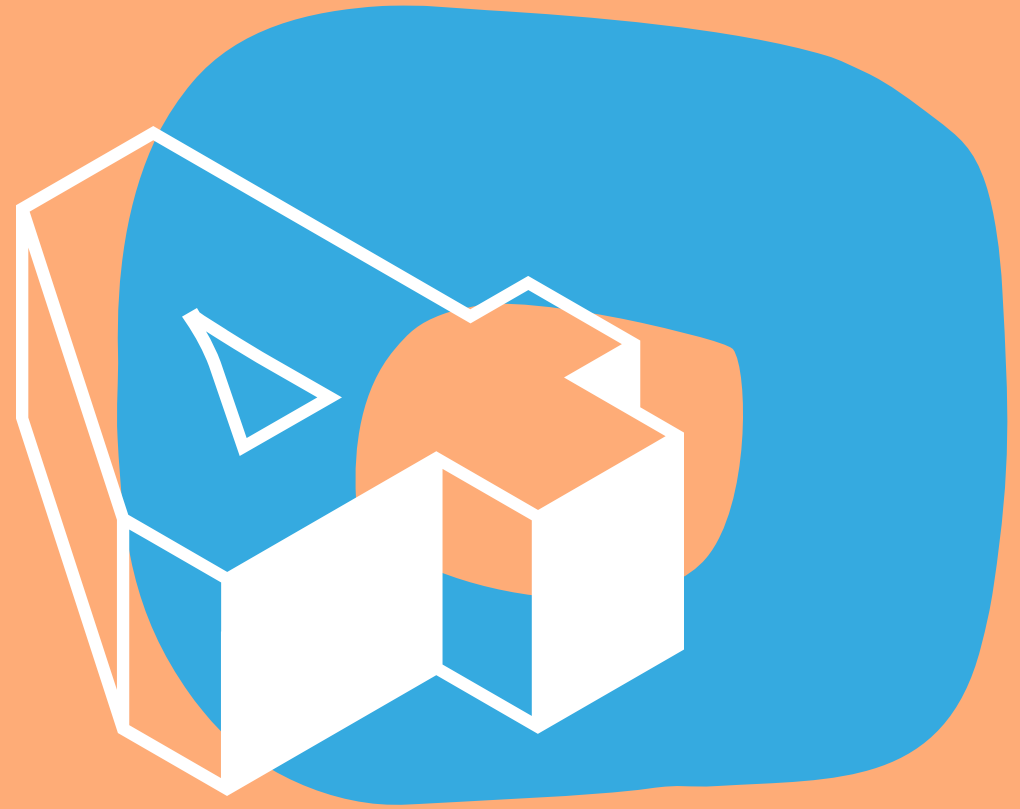
30 mins

Message Mapping

Instructions

1. Divide into groups (same or new groups)

2. Revisit developed personas for reference and inspiration - 5 mins

3. Fill out a Community Message Mapping worksheet - 20 mins

4. Share out your messaging strategy to your group - 5 mins

Synthesis

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PRIORITY: Economic Strength

AWARENESS

What's the first way that Alexandria community members learn about this priority?

What messages will resonate most at this stage?

What channels or platforms should we use? (e.g., social media, press releases, posters, emails)

- Through councilmembers (events, social media)
- New business activity/jobs
  - Housing funds
  - Educational opportunities

INTEREST

What will spark curiosity or get them to care about this priority?

What tools or content will help them learn more?(e.g., explainer videos, FAQs, in-person events, website landing pages)

- Pros:
  - Positive tax impact
  - New tangible benefits

- Cons
  - Taxes]
  - Gentrification

- Tools
  - Townhalls
  - Public meetings
  - Pop ups
  - Ethnic hubs

ENGAGEMENT

How will they interact with the priority more deeply?(e.g., attending events, filling out surveys, joining discussions)

What opportunities will you provide for feedback or dialogue?

- Surveys
- Social media
- Podcasts
- Meet your council member
- Public hearings

ACTION

What specific action do we want Alexandria community members to take?(e.g., support a policy, sign up for a program, volunteer)

How will we make it easy and accessible for them to act?

- Awareness, interest, support
- Make the business or opportunity feel welcome
- Tell us how to use the resulting benefits
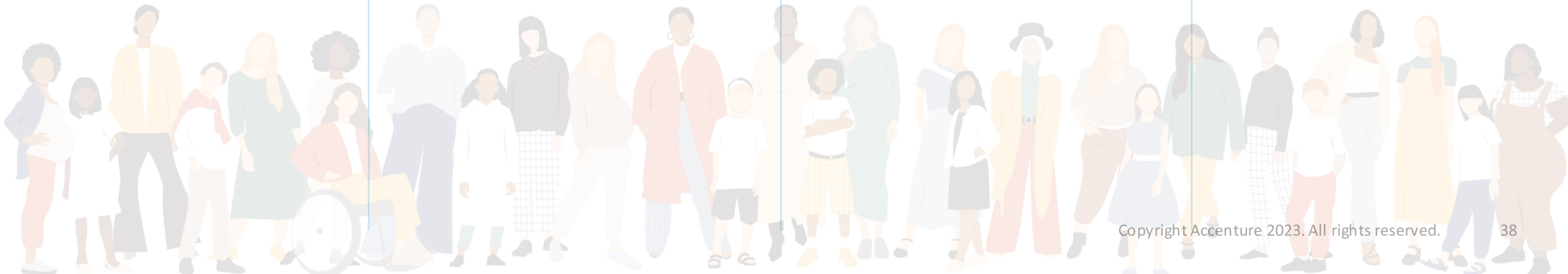
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PRIORITY: Not labeled

AWARENESS

What's the first way that Alexandria community members learn about this priority?

What messages will resonate most at this stage?

What channels or platforms should we use? (e.g., social media, press releases, posters, emails)

- Simple, accurate, short

INTEREST

What will spark curiosity or get them to care about this priority?

What tools or content will help them learn more?(e.g., explainer videos, FAQs, in-person events, website landing pages)

- Infographics
- Short video (tik tok length)
- Storytelling
- Tools/templates

ENGAGEMENT

How will they interact with the priority more deeply?(e.g., attending events, filling out surveys, joining discussions)

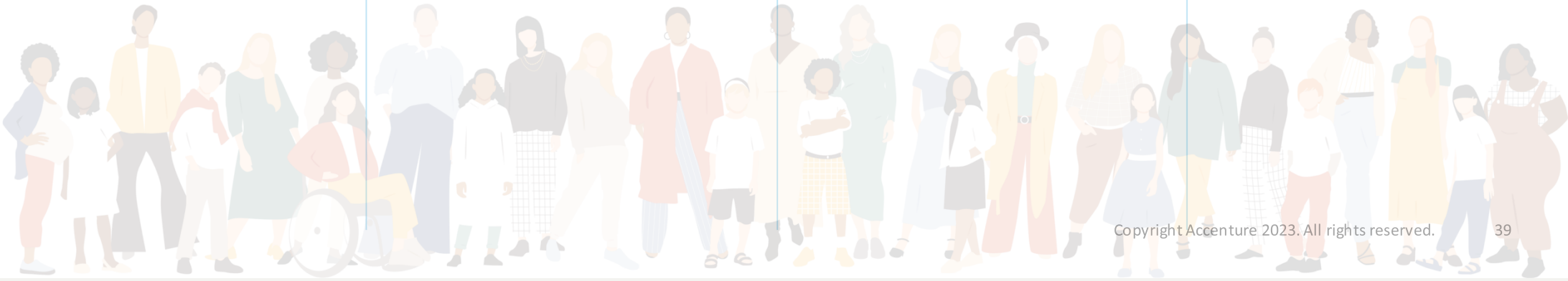What opportunities will you provide for feedback or dialogue?

ACTION

What specific action do we want Alexandria community members to take?(e.g., support a policy, sign up for a program, volunteer)

How will we make it easy and accessible for them to act?

- QR codes
- How do we pull metrics on what people go to and how they engage
- Phone tap
- 311 app talk to text

Synthesis

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PRIORITY: Not labeled

AWARENESS

What's the first way that Alexandria community members learn about this priority?

What messages will resonate most at this stage?

What channels or platforms should we use? (e.g., social media, press releases, posters, emails)

- Does this impact me?
- Depends

INTEREST

What will spark curiosity or get them to care about this priority?

What tools or content will help them learn more?(e.g., explainer videos, FAQs, in-person events, website landing pages)

- Pictures
- Infographics
- Short videos
- One stop shop, user friendly

ENGAGEMENT

How will they interact with the priority more deeply?(e.g., attending events, filling out surveys, joining discussions)

What opportunities will you provide for feedback or dialogue?

- Multiple on different platforms

ACTION

What specific action do we want Alexandria community members to take?(e.g., support a policy, sign up for a program, volunteer)

How will we make it easy and accessible for them to act?

- Templates
- toolkits
- Voice 311 app
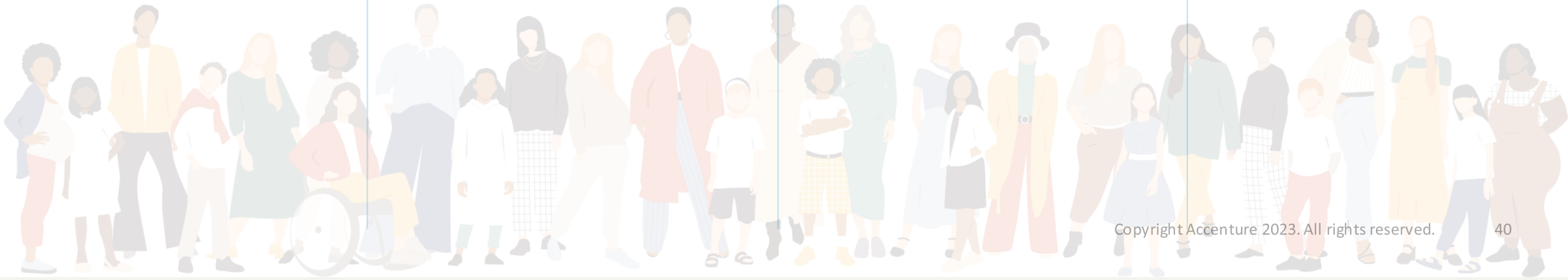
Synthesis

COUNCIL

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MESSAGE MAPPING

PRIORITY: Not labeled

AWARENESS

What's the first way that Alexandria community members learn about this priority?

What messages will resonate most at this stage?

What channels or platforms should we use? (e.g., social media, press releases, posters, emails)

- Does this impact me?

INTEREST

What will spark curiosity or get them to care about this priority?

What tools or content will help them learn more?(e.g., explainer videos, FAQs, in-person events, website landing pages)

- Infographics
- How do we make people more interested and engaged in local gov issues ?

ENGAGEMENT

How will they interact with the priority more deeply?(e.g., attending events, filling out surveys, joining discussions)

What opportunities will you provide for feedback or dialogue?

- Going where the people are

ACTION

What specific action do we want Alexandria community members to take?(e.g., support a policy, sign up for a program, volunteer)

How will we make it easy and accessible for them to act?

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