



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

ALEXANDRIA CITY COUNCIL

PRIORITY ACCELERATOR

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 & increasing revenue?

REFINED OBJECTIVES:

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

POLICY FOCUS

What major policies do we want to focus on related to this priority?

- city readiness: infrastructure investments, being financially ready for opport. & partnerships
- improving local pipeline by partnering with ACPs, unions, etc
- market our city as a partner

MEASURING IMPACT

Define success metrics to track progress and impact. How will we measure success?

- real estate resid. vs commercial
- # of new businesses & investments
- # of businesses that stay
- # of young Alexandrians who stay & work here
- office vacancy rate
- our borrowing ability

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"

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PRIORITY ACCELERATOR

REFINED PRIORITY: accelerate the increase in the quantity and quality of housing and its availability at a range of price points?

REFINED OBJECTIVES:

Keep Existing but add
• Preservation of quality of housing (add to #2)
"through efforts to preserve affordability and expanded investment in engagement with property managers on housing quality"

POLICY FOCUS

What major policies do we want to focus on related to this priority?

- Improve efficiency of permitting processes
- Preservation strategy mapping / conditions
- Evaluate pipeline
- expanding funding to affordable housing fund
- greater land use flexibility / tax us from Richmond
- partnerships to improve home efficiency
- seniors "aging in place"

MEASURING IMPACT

Define success metrics to track progress and impact. How will we measure success?

- housing goals
- code compliance calls (↓ as quality ↑)
- # housing units that are ↓ climate impact
- overcrowding
- Δ in rents
- differentials in eviction rates
- First time buyers

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 employees 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

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PRIORITY ACCELERATOR

REFINED PRIORITY:

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

REFINED OBJECTIVES:

- Hear directly from employees and potential employees their perspectives on the org & what it would take to keep them here or get them here
- communicate to prospective candidates, current employees and the community why the city of ALX is an employer of choice and a great place to work / place to make a difference.

POLICY FOCUS

What major policies do we want to focus on related to this priority?

- explore core skills for org & training needed
- bring back employee survey (why here? why service)
- map & measure the competitive landscape
- use data to tell a compelling story & create robust recruitment strategy
- work w/ AEDP to map what skills are needed for our top industries & econ. development
- invest succession planning - "we want to hire our own"
- Every employee should have a trajectory / career plan up the org (could be in a diff. dept.)

MEASURING IMPACT

Define such metrics to track progress on this fact. How will we measure success?

- ↑ longevity (turnover)
- + response on survey
- have often do we promote internally
- vacancy rates
- # employees w/ career plan
- risk of ppl leaving
- time to hire

(including livability transit, etc.)

Measuring impact

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

Community Connections

Refined Priority:

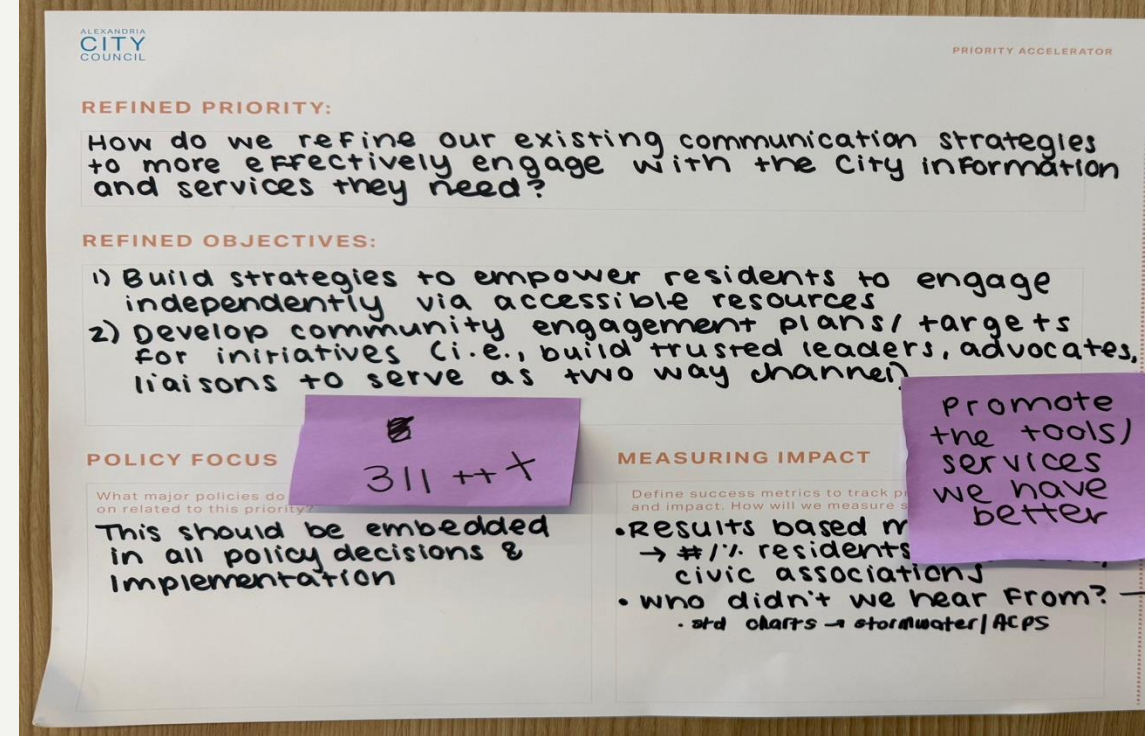
How do we refine our existing communication strategies to more effectively engage with the city information and services they need?

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

Alexandria City Council

REFINED PRIORITY:
Increase stability, mobility and pathways to prospering Alexandrians.

REFINED OBJECTIVES:
• early childhood
• out of school time
• jobs (opportunities to lift ppl to better jobs, financial literacy, workforce development)
• seniors

POLICY FOCUS
What major policies do we want to focus on related to this priority?
• identify areas where we are not on a path to reduce disparities (eg. by neighborhood, by issue.)
• keep DASH free
• private sector partnerships

MEASURING IMPACT
Define success metrics to track progress and impact. How will we measure success?
• improve perception & reality of Alexandria as a good place to retire
• # seniors
• # seniors
• # of aff right v geography

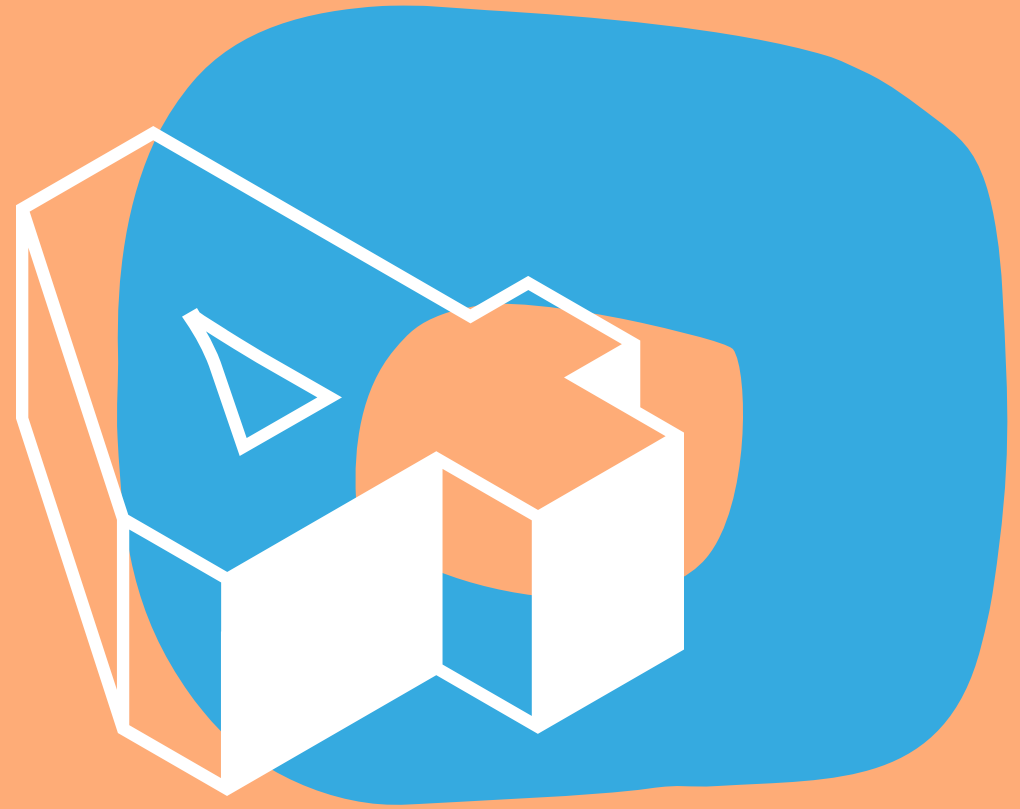
Sticky notes:
- What about safety & climate change?
- Access to Entertainment
- Rec programs and fees
- # of youth in OOST programs

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



30 MINUTES

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



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?

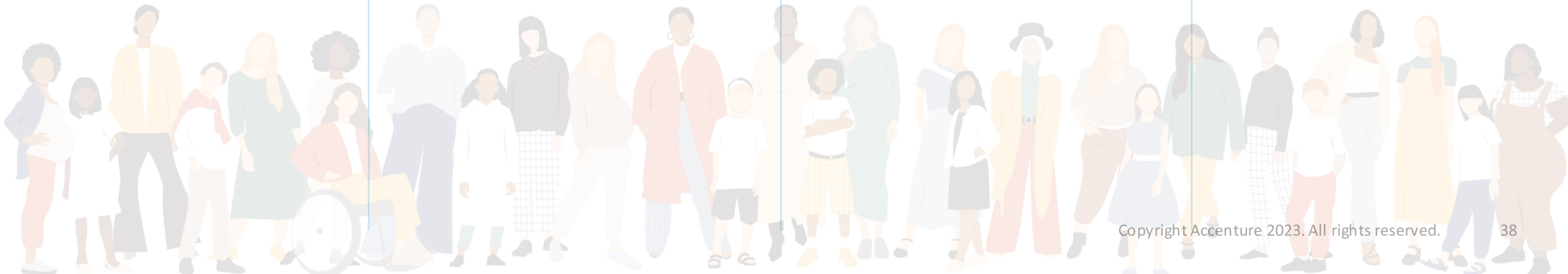
- Surveys
- Social media
- Podcasts
- Meet your council member
- Public hearings

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



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)

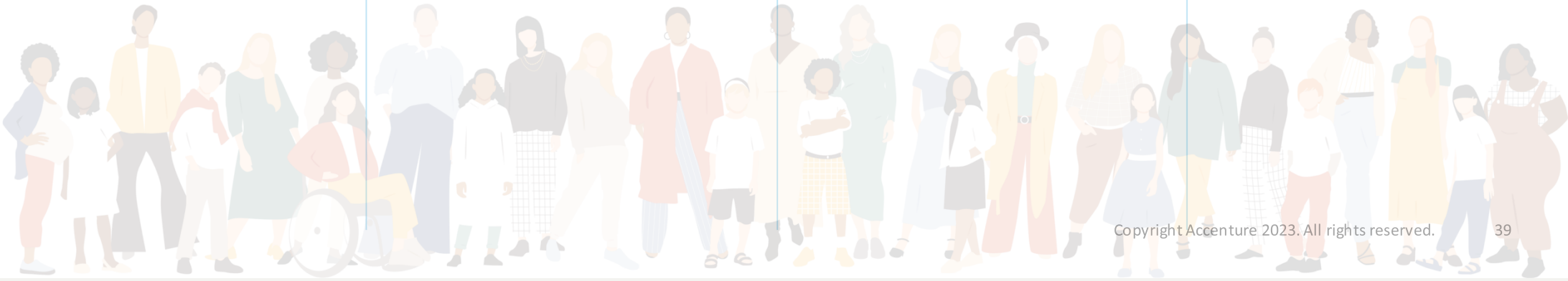
What opportunities will you provide for feedback or dialogue?

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



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?

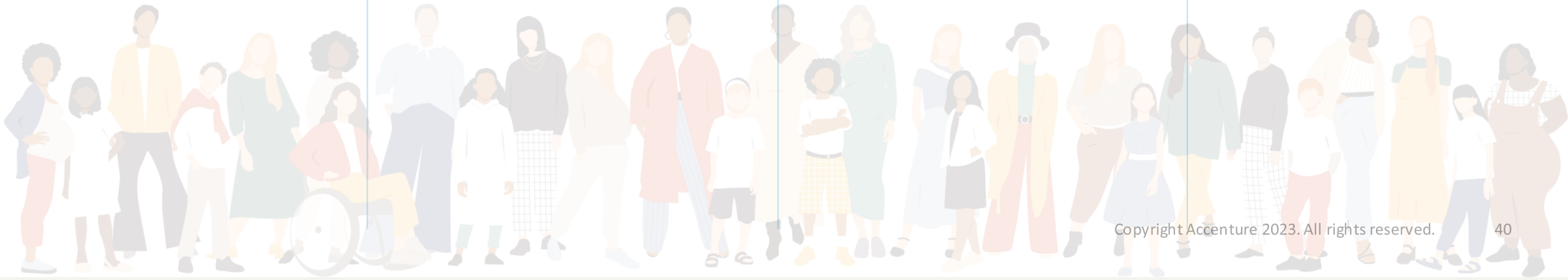
- Multiple on different platforms

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



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?

