


City of Alexandria, Virginia

MEMORANDUM

DATE: JANUARY 27, 2017

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: MARK B. JINKS, CITY MANAGER 

SUBJECT: QUESTIONS AND COMMENTS FROM COUNCIL AND THE PUBLIC ON
THE PROPOSED FY 2017 – FY 2022 CITY STRATEGIC PLAN

At the Tuesday night's Legislative Meeting, Council discussed the draft Strategic Plan, made comments, raised questions and brought up issues raised by the Archaeological Commission (Attachment 2) and the Commission on Aging (Attachment 4). Vice Mayor Wilson also had earlier raised questions (Attachment 3) primarily about action items that he thought should be added to the plan. Council asked staff to bring these and other comments and written input back to Council to be use during and after the public hearing. Given the number of issues and ideas raised in these documents, staff has organized these ideas into the attached matrix (Attachment A) with language alternatives and staff recommendations as to whether or not to amend the draft Strategic Plan document. Many of the "change not recommended" by staff items represent workplan type and more granular actions and language or items where the proposed action is not contemplated during the initial Strategic Plan action period (through FY 2018).

Attachment

- A. - Potential Language Change Matrix
- 1. - Concerned Community Members Comments
- 2. - Archaeological Commission Comments
- 3. - Vice Mayor Wilson Questions and Comments
- 4. - Commission on Aging Comments

**FY2017 – FY2022 City Strategic Plan
Suggested Changes for Consideration
Proposed Since the January 24, 2017 City Council Legislative Meeting**

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
1	Vision Statement	Mr. Waters Email (Attachment 1)	Suggestion that the less impactful description of the City in the revised vision statement be changed with the hope your office and/or the City Council are open to distinguishing Alexandria as a “historically preserved kind compassionate inclusive City ...not as a relic but with a purpose.	Text edits	Potentially change the start of the vision statement from “In 2022, Alexandria is a historic, inclusive city of kindness...” to “In 2022, Alexandria is a historically preserved kind compassionate inclusive city of kindness...”	Change not recommended
2	Vision Statement	City Council Meeting Discussion (1/24/17)	Add historic legacy and preservation to the vision statement	New language	Potentially change from “Alexandria is a historic, inclusive, city of kindness...” to read “Alexandria is a city with a strong historical legacy and preservation and is a city of inclusion, kindness...”	Change not recommended
3	Distinctive and Vibrant Neighborhoods	Alexandria Archaeological Commission (Attachment 2)	Add language to the Distinctive and Vibrant Neighborhoods paragraph	New language in the paragraph	Potentially change as noted in green below. In 2022, Alexandria values its history, honors its diverse communities, and respects its distinct, vibrant and walkable neighborhoods. The city has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban and commercial areas. Alexandria is committed to historic and archaeological preservation and interpretation. Alexandria has complementary and varied architecture, and a beautifully built environment, and numerous museums interpreting its history. The City ensures that new development and infill are compatible with the character of Alexandria’s neighborhoods, natural environment, and historic resources, and archaeological sites.	Change not recommended

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
4	Distinctive and Vibrant Neighborhoods; Flourishing Arts, Culture, and Recreation; Strong Economy	Alexandria Archaeological Commission (Attachment 2)	Add the waterfront history plan to supporting city plans, documents and policies	New supporting city plans, documents, and policies	Waterfront History Plan	To ensure document conciseness, generally the City has tried to not repeat information as much as possible. Add language only to Flourishing Arts, Culture, and Recreation.
5	Distinctive and Vibrant Neighborhoods; Flourishing Arts, Culture, and Recreation; Strong Economy	Alexandria Archaeological Commission (Attachment 2)	Add an action item in Distinctive and Vibrant Neighborhoods and in Flourishing Arts, Culture, and Recreation; Strong Economy	New action item	Begin planning for the historic interpretation of our unique maritime heritage along the waterfront, including the exhibition of the ship, warehouse, and other artifacts.	To ensure document conciseness, generally the City has tried to not repeat information as much as possible. Add language only to Flourishing Arts, Culture, and Recreation.
6	Inclusive City	Vice Mayor Wilson (Attachment 3)	I think the actions we have listed only touch on a portion of the housing affordability issue. Did staff look at any actions to include around the impact of our land-use actions on affordability. Not sure how to phrase that.	New action item	Implement and enhance land use tools and strategies to maximize the production and preservation of affordable units through the planning and development process (updated by staff since Vice Mayor Wilson's memo)	Add language
7	Inclusive City	Alexandria Archaeological Commission (Attachment 2)	Add an action item in Inclusive City	New action item	Recognize and celebrate the City's diversity through expanded outreach and programming	Change not recommended
8	Inclusive City	Commission on Aging Letter (Attachment 4) and Councilmember Pepper	Add new action items to the Inclusive City theme	New action items	<ul style="list-style-type: none"> • Increase Alexandria's net stock of affordable and accessible housing and assisted living units (Councilmember Pepper stated this as a priority) • Educate residents and managers of naturally occurring retirement communities about public and private supportive services that can be accessed locally and provided onsite • Support through the development process "housing for a lifetime" features in both new housing and redevelopment 	Change not recommended

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
					of existing housing	
9	Inclusive City	Commission on Aging Letter (Attachment 4)	Add new action items to the Inclusive City theme	New action item	Assess and increase if necessary the City Tax and Rent Relief Programs for the Elderly and Disabled.	Action items should reflect highlights of adopted City Council action and/or department work. This item does not fit those parameters. Change not recommended.
10	Well Managed Government	Vice Mayor Wilson (Attachment 3)	Why are there no actions around our City facility work? We should probably add the on-going Strategic Facilities Planning, and add that plan to the list of plans referenced	New action item	The City will develop a citywide Strategic Facilities Master Plan	Add language
11	Well Managed Government; Strong Economy	Alexandria Archaeological Commission (Attachment 2)	Add an action item in Well Managed Government and Strong Economy	New action item	Begin study of conditions and special maintenance requirements of City-owned museums and historic structures, including the newly acquired Reeder House.	To ensure document conciseness, generally the City has tried to not repeat information as much as possible. Add language only to Well Managed Government.
12	Safe and Resilient Community	Vice Mayor Wilson (Attachment 3)	Under actions, it says that we are implementing the IACP Staffing Study. I believe we just accepted it, and we still have a lot of analysis to go to determine which portions we will implement and how. I think it's premature to say we will completely implement it?	Updated action item	Update the action item "Implement the International Association Chief of Police Report recommendations on staffing" to read "Continue to analyze, prioritize, and determine areas to implement from the International Association Chiefs of Police Staffing Study"	Amend language
13	Safe and Resilient Community	Vice Mayor Wilson (Attachment 3)	There is no reference to the Fire Station Study, that I believe is in the process of concluding. It seems as though that should be referenced as a broader action, versus the analysis of Fire Station 205 on its own.	Updated action item	Update the action item: "Study the impact of relocating or replacing Station 205-Rosemont" to read "Complete the Fire Station location analysis to identify the impact of relocating or replacing stations throughout the City"	Add language

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
14	Safe and Resilient Community	Vice Mayor Wilson (Attachment 3)	Why haven't we included any actions around the on-going dual-mode provider implementation within the Fire Department?	New action item	Continue the Fire Department's fire and medical dual role provider implementation	Add language
15	Safe and Resilient Community	Commission on Aging Letter (Attachment 4)	Add new action items to the Safe and Resilient Community theme	New action items	<p>Special needs populations within the city of Alexandria are defined and identified so that appropriate support is available to them in the event of an emergency.</p> <p>Provision of appropriate education of and services for special needs populations support them in time of emergency;</p> <p>The Office of Emergency Management assures the safety of special needs populations in cases of emergency.</p>	These items were addressed through the addition of the phrase, "including providing support to residents with special needs during emergencies" to the paragraph and through the "implement strategies to assure the safety of key populations: children, victims of domestic violence, older adults, individuals suffering a behavioral health crisis" action item. (see line 64 of the "Summary of Community Input" at alexandriava.gov/strategicplan). Change not recommended.
16	Flourishing Arts, Culture, and Recreation; Strong Economy	Commission on Aging Letter (Attachment 4)	Add new action items to the Flourishing Arts, Culture and Recreation theme	New action items	<ul style="list-style-type: none"> • Provide additional recreation opportunities for older residents • Provide accessible community spaces where older adults, those with disabilities and others can safely convene/drop-in to meet others, not just for recreational or organized programs. 	Change not recommended
17	Flourishing Arts, Culture, and Recreation	Vice Mayor Wilson (Attachment 3)	It seems as though we need an action around our efforts for recreation. If we're going to increase participation, how?	New action item	Twenty percent of the recreation programs offered are new each registration session	Please note, this is an industry benchmark that staff are tracking now, change not recommended

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
18	Flourishing Arts, Culture, and Recreation	Alexandria Archaeological Commission (Attachment 2)	Add language to the Flourishing Arts, Culture, and Recreation paragraph	New language in the paragraph	Add as the second to the last sentence: "Museums offer exhibitions, programming and events that enrich the community by providing insight into the city's past"	Change not recommended
19	Strong Economy	Vice Mayor Wilson (Attachment 3)	Not listing actions around Landmark Mall redevelopment in this section seems like a major omission.	New action item	In conjunction with the owner/developer facilitate the redevelopment of the Landmark Mall site	Add language
20	Strong Economy	Alexandria Archaeological Commission (Attachment 2)	Add language to the Strong Economy paragraph	New language in the paragraph	In the last sentence of the paragraph, add the green text. Small businesses are supported and flourish, and the historic district and museums attracts visitors that contribute to the tax base.	Change not recommended
21	Strong Economy	Alexandria Archaeological Commission (Attachment 2)	Add a key indicator in Strong Economy	New key indicator	Increase the participation in museum visitation, programming and events by 5% per year.	Change not recommended
22	Strong Economy	Commission on Aging Letter (Attachment 4)	Add new action item to the Strong Economy theme	New action item	Support increased availability of help for older and disabled residents seeking part- or full-time work (particularly important, given fixed incomes and rising living costs)	Change not recommended
23	Strong Economy	City Council Meeting Discussion (1/24/17)	Add an action item around Landmark and Eisenhower West	New action Item	Begin implementation of Eisenhower West Plan elements	Add language (for Landmark see line 19)
24	Strong Economy	Ms. Lyle letter (Attachment 5)	...I am really amazed that there is no mention of economic sustainability and very little in terms of moving development on the West End and Eisenhower West forward. This is an Old Town, History Centered plan that gives very little regard to our ability to balance a budget or to move economic engines forward.	New action item	Add an action item, "Begin development of Landmark Mall and Eisenhower West" (same as row 23)	No action, see line 23 above
25	Strong Economy and Inclusive City	Vice Mayor Wilson (Attachment 3)	There are no actions around the "closing the broadband gap" language. Seems as though we	New action items	<ul style="list-style-type: none"> Begin implementing the citywide broadband project (updated by staff since Vice Mayor Wilson's memo) 	Add first bullet

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
			have many actions we can list, and I would probably list one under the "Strong Economy" section		<ul style="list-style-type: none"> Deploy a fiber optic infrastructure for the City Government 	
26	Thriving Children and Youth	Vice Mayor Wilson (Attachment 3)	I think we need an action around early education, and probably after-school.	New action items	<ul style="list-style-type: none"> Continue implementation of the Early Care and Education Work Group's "Common Agenda" for early care and education. Complete analysis and begin development of citywide afterschool programs including Alexandria City Public Schools 	Add language
27	Thriving Children and Youth	Vice Mayor Wilson (Attachment 3)	Those are pretty dramatic decreases in Teen Pregnancy. If we're going to include those types of reductions, it seems as though we would need more aggressive actions. Same issue for infant mortality.	New action items	<p>Teen Pregnancy:</p> <ul style="list-style-type: none"> Encourage delayed onset of sexual activity through outreach and education Increase access to family planning services Increase use of highly effective contraceptives <p>Infant Mortality:</p> <ul style="list-style-type: none"> Expand OB-Prenatal care to Teen Wellness Center (to reduce access barrier) Increase participation by vulnerable pregnant women and infants in AHD Baby Care case management Expand outreach of WIC Nutrition Prevention services to vulnerable pregnant women, infants and young children 	Change not recommended
28	Thriving Children and Youth	Alexandria Archaeological Commission (Attachment 2)	Add an action item to Thriving Children and Youth	New action item	Maintain collaboration between ACPS and the City's museums to foster educational programming and an understanding of the City's past.	Change not recommended
29	Thriving Children and Youth	City Council Meeting Discussion (1/24/17)	Add an action item around School Capacity and Maintenance	New action Item	<ul style="list-style-type: none"> Increase school capacity to meet the needs of Alexandria's children and youth Continue to maintain Alexandria's schools 	Add first bullet

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
30	Environmental Sustainability	Vice Mayor Wilson (Attachment 3)	We don't really have any actions listed that will help increase tree canopy. Perhaps some language around how we use the redevelopment process to do so?	New action items	<ul style="list-style-type: none"> Maintain proactive maintenance of street trees on a five-year cycle. Develop and implement new landscape guidelines. 	Add first bullet
31	Environmental Sustainability	Vice Mayor Wilson (Attachment 3)	I think we should have an indicator around our green building progress. Perhaps percentage of new development meeting a specific LEED level, or equivalent?	New key indicator	The City Strategic Plan includes a comprehensive indicator, citywide greenhouse gas emissions, which is inclusive of the impacts of the city's green building progress. Because of this, staff suggest considering as a supporting indicator " <i>the percentage of new development meeting green building guidelines</i> ", which the City currently tracks.	Add language
32	Healthy Residents	Councilmember Pepper (in-person meeting request)	Add a new sentence to the Healthy Residents paragraph	Language addition	Assure a continuum of long-term services for older and/or disabled residents.	Add language
33	Healthy Residents	Commission on Aging Letter (Attachment 4)	Add new action items to the Healthy Residents theme	New action items	<ul style="list-style-type: none"> Include provision of a locally funded nursing case management program for older City residents, including residents in subsidized housing Develop intergenerational events or programs to provide this important information to older adults, residents with disabilities and all family members Provide intergenerational service locations and programs that bring together people of various ages and abilities Enhance education, services, and respite care for family members providing care for children, adults, and parents with health and/or mental health problems 	<p>Action items should reflect highlights of adopted City Council action and/or department work. These items may not fit those parameters.</p> <p>Changes not recommended</p>

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
					<ul style="list-style-type: none"> • Include needs of those with disabilities • Plan for accommodating needs of those with dementia • Inform and support caregivers, to include those in minority communities who may need assistance in understanding what is available to older family members. • Work with the Partnership for a Healthier Alexandria to identify additional methods for reaching older adults who may be eligible for additional health interventions 	
34	Multimodal Transportation	Vice Mayor Wilson (Attachment 3)	I think we need to include an action around our Transportation Management Plan/Demand Management work	Updated action item	Update the action item that reads “Implement Adaptive Traffic Management Initiative” to read “Implement adaptive traffic management initiative that enhances safety and accessibility for multimodal transportation”	Change not recommended
35	Multimodal Transportation	Commission on Aging Letter (Attachment 4)	Add new action items to the Multimodal Transportation theme	New action item	<p>To reflect current city policies, staff suggest the following edit (marked below) to the proposed change:</p> <p>Implement Complete Streets design standards that provide safe and accessible streets for all users and prioritize pedestrians. This strategy should include the elimination of brick or paver sidewalk surfaces in areas of new development or redevelopment.</p>	Add language

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
36	Multimodal Transportation	Commission on Aging Letter (Attachment 4)	Add new action item to the Multimodal Transportation theme	New action item	In the spirit of this comment, staff suggest revising the current action item “Adopt Vision Zero Resolution and Plan” to read “Develop a Vision Zero action plan for City Council’s consideration”	Revise language
37	Multimodal Transportation and Vision Statement	Mr. Waters Email (Attachment 1)	Transportation systems... add systems to multimodal transportation to add a sense of intentional integration of resources to achieve a desired outcome	Text edits	Add “systems” to multimodal transportation	Staff believe that “multimodal transportation” describes this item accurately as the City has responded to previously (line 26 of “Summary of Community Input” at alexandriava.gov/strategicplan) Change not recommended
38	Multimodal Transportation	Commission on Aging Letter (Attachment 4)	Add new actions item to the Multimodal Transportation theme	New action items	<ul style="list-style-type: none"> • Improve the total fixed route transit system to include the waiting area, customer service provided by operators, enforcement of priority seating, security and accessibility, and accessibility of paths of travel to and from transit stops. • Provide public information on transit safety and security as a means of assuring real and perceived safety concerns are addressed at passenger waiting areas and on board transit vehicles. • In order to insure accessibility of multimodal transportation, a centralized information system should be developed that can be accessed by people needing information on applicable mobility resources for them. 	Action items should reflect highlights of adopted City Council action and/or department work. These items do not fit those parameters. Change not recommended

Line	Location	Comment Source	Comment (Note 1)	Type of Change	If City Council Decides to Change Language	Staff Recommendation
39	New section	Mr. Waters Email (Attachment 1)	<p>Suggestion that the Plan also include a glossary of terms as was done in the case of the City's 2030 Environmental Action Plan. Our rationale for including a glossary is self-explanatory given a real need to ensure the Plan is understandable to all Alexandrians.</p> <p>Include list of definitions provided staff on different occasions. Add Infill and Landfill to the glossary of strategic planning terms to show distinction in their meaning and use. The glossary will enhance the reader's understanding of the plan This is another greater benefit – consistency. If a glossary is included the vital 2030 Environmental Action Plan, it stands to reason that one should be included in the City's key Plan. Additionally, it conveys an important subtle messages (1) a desire to make the Plan more user friendly and (2) desire to help ensure residents are enabled/conversant when engaging responsible officials.</p>	New section	There is an outline of terms listed in the attachment from Mr. Waters	No action, Planning and Zoning staff will work on developing a citywide glossary on the City's webpage as the City responded earlier (line 30 of "Summary of Community Input" at alexandriava.gov/strategicplan)
40	New section	Mr. Waters Email (Attachment 1)	<p>Suggestion that the Plan include the City's Values since the City Council made a point of stressing this in their November 19, 2016 Press Release Statement on Inclusion and Core Values. Adding core values informs residents and gives clarity to this</p>	New section	Add core values	Core values are integrated throughout this draft document. A separate section for core values were not part of the framework and plan developed by City

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			vital matter. Clarifies the City values and informs its actions/decisions Values were addressed in the 2015 Strategic Plan- see www.alexandriava.gov/uploaded/Files/council/info/strategicplan.pdf STRATEGIC PLANNING FOR THE CITY OF ALEXANDRIA A Guide to Alexandria's Future VISION Destination: Where Alexandria Wants to be 2015 PLAN City's Road Map to Fulfill Our Vision EXECUTION Policy Agenda Management Agenda MISSION Purpose of Alexandria City Government VALUES Core Beliefs for Management and Service Delivery Source: City's Strategic Plan Webpage (https://www.alexandriava.gov/StrategicPlan)			Council or staff in early planning sessions for the FY17-FY22 City Strategic Plan; this reflects the City's previous response (line 31 of "Summary of Community Input" at alexandriava.gov/strategicplan) No change recommended
41	New section	Commission on Aging Letter (Attachment 4)	Add a new theme	New section	Add a new theme entitled "Active and secure aging"	Staff believe that the best approach is to represent the ideas stated in the Commission on Aging letter inside the current themes (City responded earlier on line 64 of "Summary of Community Input" at alexandriava.gov/strategicplan). No change recommended.

Note 1. Only proposed language update comments were included, additional discussion is included in the relevant attachment

**Concerned Community Member Participants
Alexandria, Virginia 22314**

January 23, 2017

Emailed on 1/23/2017 to City Clerk Jackie Henderson for distribution to City Staff, Mayor & City Council Members

Department of Planning and Zoning
Attn: Mr. Karl Moritz, Director & Ms. Radhika Mohan
City Hall, Room 2100
301 King Street
Alexandria, Virginia 22314

Office of Performance and Accountability (OPA)
Attn: Mr. Greg Useem, CPO
City Hall, Room 3640
301 King Street
Alexandria, Virginia 22314

RE: DRAFT 2022 City Strategic Plan

Dear All:

All the best to you Karl, Radhika, and Greg as you prepare to brief the Draft Plan to the City Council on Tuesday, January 24, 2017. If able, all or most of our group members will attend. Also, please know we appreciate the email notification sent by Radhika dated January 19th informing our group of the recent website posting of the updated version of the referenced strategic plan.

Instead of asking more questions about the Plan, we would like to share a few comments about our joint endeavor to prepare “*a Plan to guide the City and community toward a future we [Alexandrians] collectively envision*”. *Firstly*, we appreciate all your work that has gone into preparing this thoughtful draft. *Secondly*, we are delighted to see the addition of the quantifiable action items for FY 2018. We presume the Plan’s action items will be updated to reflect the appropriate fiscal year respectively - FY 2019, FY2020, FY 2021 and FY2022. *Thirdly*, while we did not see any clear reference nor response to our group’s letter submissions/input of August 11, 2016 and November 29, 2016 in any of the related materials marked “community input”; we hope it will be added, especially with regards to the following:

- a. Suggestion that the Plan include the City’s Values since the City Council made a point of stressing this in their November 19, 2016 Press Release Statement on Inclusion and Core Values;
- b. Suggestion that the Plan also include a glossary of terms as was done in the case of the City’s 2030 Environmental Action Plan. Our rationale for including a glossary is self-explanatory given a real need to ensure the Plan is understandable to all Alexandrians.
- c. Suggestion that the less impactful description of the City in the revised vision statement be changed with the hope your office and/or the City Council are open to distinguishing Alexandria as a “**historically preserved kind compassionate inclusive City** ...not as a relic but with a purpose.

Please know we, the undersigned, appreciate the opportunity to engage and collaborate with you. Moreover, as mentioned previously, we look forward to scheduled updates highlighting achievements in all key indicators/action items that are not only quantifiable (meaning measurable) but verifiable. Our contact persons for this endeavor remain unchanged.

Respectfully submitted,

Amy Jackson, Bert Ely, Carter Flemming, David Olinger, Elliott Waters, Jack Sullivan, Katy Cannady, Mimi Goff, Siegfried (Sieg) Schencinski

Attachment 1. Mr. Waters Email (1/24/17)

cc: City Staff

Mr. Mark Jinks, City Manager, Ms. Emily Baker, Deputy City Manager, Ms. Debra Collins, Deputy City Manager, Ms. Laura Triggs, Deputy City Manager

cc: Mayor and City Council

The Honorable Allison Silberberg, Mayor

The Honorable Justin Wilson, Vice Mayor

The Honorable Willie F. Bailey, Sr. Councilman, The Honorable John T. Chapman, Councilman, The Honorable Timothy B. Lovain, Councilman

The Honorable Redella S. “Del” Pepper, Councilwoman, The Honorable Paul C. Smedberg, Councilman

Alexandria's Vision for 2022

November 14, 2016 DRAFT VERSION	<u>Nov 29, 2016 Concerned Participant Group INPUT</u>	JAN 17, 2017 DRAFT VERSION
<p>In 2022, Alexandria is a historic, inclusive city with distinct, vibrant neighborhoods, a well-managed government, a safe community, flourishing arts, culture, and recreation, a strong economy, thriving children and youth, environmental sustainability, healthy residents, and multimodal transportation.</p>	<p><u>Improvements:</u> In 2022, Alexandria is a historically preserved and kind compassionate inclusive City with distinct vibrant neighborhoods, well-managed government, safe communities, flourishing arts, culture and recreation, a strong economy, thriving children and youth, healthy residents of all ages, environmental sustainability, and multimodal transportation systems.</p>	<p>VISION: In 2022, Alexandria is a historic, inclusive city of kindness, with distinct, vibrant neighborhoods, a well managed government, a safe community, flourishing arts, culture, and recreation, a strong economy, thriving children and youth, environmental sustainability, healthy residents of all ages, and multimodal transportation.</p>

Theme Statements

<p>1. Distinctive and Vibrant Neighborhoods In 2022, Alexandria values its history, honors its diverse communities, and respects its distinct neighborhoods. The City has a small - town feel and is committed to sustaining a high quality of life in its urban villages, commercial centers, and suburban communities. Alexandria has complimentary and varied architecture and an aesthetically beautiful built environment, and the City ensures that new development and infill are compatible with the character of Alexandria’s neighborhoods, natural environment, and historic resources.</p> <p>Key Indicators to Achieve by 2022: ●Maintain the percentage of residents satisfied with the City’s historic preservation at or above 2016’s 83%. ●Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016’s 64%.</p>	<p>Distinctive and Vibrant Neighborhoods <u>Improvements:</u> In 2022, values it history, honors it diverse communities, and respects its distinct neighborhoods. The City has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban, and commercial areas. Alexandria has complimentary and varied architecture and an aesthetically beautiful environment, and the City ensures that new development and infill are compatible with the character of Alexandria’s neighborhoods, natural environment, and preservation of its historic buildings and structures.</p> <p><i>Rationale: Language and word order consistent with community concern</i></p>	<p>Distinctive and Vibrant Neighborhoods In 2022, Alexandria values its history, honors its diverse communities, and respects its distinct, vibrant and walkable neighborhoods. The city has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban and commercial areas. Alexandria is committed to historic preservation. Alexandria has complementary and varied architecture and a beautifully built environment, and the City ensures that new development and infill are compatible with the character of Alexandria’s neighborhoods, natural environment, and historic resources.</p> <p>Key Indicators to Achieve by 2022: ●Maintain the percentage of residents satisfied with the city’s historic preservation at or above 2016’s 83%. ●Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016’s 64%. ●Maintain the percentage of residents with a positive view of</p>
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Attachment 1. Mr. Waters Email (1/24/17)

<p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •2015 Recreation Parks and Cultural Activities Needs Assessment •Aging Master Plan •Alexandria Citywide Arts and Culture Plan •Alexandria Library Five-Year Plan •Alexandria Master Plan (land use master plan, includes all small area plans) •Alexandria Park Plan •Chesapeake Bay Total Maximum Daily Load Action Plan •Dog Parks Master Plan •Energy and Climate Change Action Plan •Environmental Action Plan 2030 •Housing Master Plan •Open Space Plan •Potomac Yard Metrorail Station Plan •Public Art Implementation Plan and Policy •Urban Forestry Master Plan 		<p>their neighborhood as a place to live at or above 2016's 83%.</p> <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> •Construct Interim Fitzgerald Square • Design the Waterfront Flood Mitigation with early utility construction • Award a design build contract for the Potomac Yard Metrorail Station Project • Digitize historic documents that illustrate changes to City's urban landscape • Commemorate and interpret Alexandria's role in WWI • Continue preservation of the historic ship and other artifacts from Alexandria's waterfront • Complete Old Town North Small Area Plan • Conduct update of North Potomac Yard Small Area Plan • Begin Mt. Vernon Avenue planning study • Provide support for the formation of a Business Improvement District in Old Town <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> • Aging Master Plan • Alexandria Citywide Arts and Culture Plan • Alexandria Library Five-Year Plan • Alexandria Master Plan (land use master plan, includes all small area plans) • Alexandria Park Plan • Chesapeake Bay Total Maximum Daily Load Action Plan • Dog Parks Master Plan • Energy and Climate Change Action Plan • Environmental Action Plan 2030 (including Eco-City Alexandria) • Fort Ward Management Plan • Housing Master Plan • Open Space Plan <p>DRAFT 6 Supporting City Plans, Documents and Policies (continued): Potomac Yard Metrorail Station Plan</p> <ul style="list-style-type: none"> • Public Art Implementation Plan and Policy • Recreation, Parks and Cultural Activities Needs Assessment • Urban Forestry Master Plan
<p>2. Inclusive City</p> <p>In 2022, Alexandria is a caring, compassionate, fair, just and equitable city that supports an affordable and livable community for all. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The City is welcoming to people in all stages of life and is known as an age-friendly community. The City has closed the broadband gap by ensuring quality access to all residents.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Reduce the percentage of low-and moderate-income households considered to be housing cost burdened from 2015's 67%. •Increase the percentage of residents who do not perceive 	<p><u>Improvement:</u> In 2022, Alexandria is a kind, caring, compassionate, fair, just and equitable city that supports an affordable and livable community for all. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The City is welcoming to people in all stages of life and is known as an age-friendly community. The City has closed the broadband gap by ensuring quality access to all residents.</p> <p><i>Rationale: add kind so the theme is consistent with Council Ltr of Nov 19th</i></p>	<p>Inclusive City</p> <p>In 2022, Alexandria is a caring, kind, compassionate, fair, just and equitable city that supports an affordable and livable community for all. As an inclusive city, there is no place for intolerance in the community. Further, the city is committed to and values our diversity. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The city is welcoming to people in all stages of life and is known as an age-friendly community. The city has closed the broadband gap by ensuring quality access to all residents.</p> <p>Key Indicators to Achieve by 2022:</p>

Attachment 1. Mr. Waters Email (1/24/17)

<p>barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.</p> <ul style="list-style-type: none"> •Reduce the percentage of residents living in poverty from 2014's 9.6%. •Maintain the unemployment rate below the regional, state and federal unemployment rate. •Reduce homelessness from 224 persons in 2016 to 208. <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Alexandria City Public Schools Strategic Plan •Alexandria Master Plan (land use master plan, includes all small area plans) •Aging Master Plan •Alexandria Library Five-Year Plan •Children and Youth Master Plan •Early Care and Education Common Agenda •Housing Master Plan •Long Range Education Facilities Plan •Strategic Plan to Prevent and End Homelessness 		<ul style="list-style-type: none"> •Reduce the percentage of low- and moderate-income households considered to be housing cost burdened from 2015's 67%. •Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%. •Reduce the percentage of residents living in poverty from 2014's 9.6%. • Maintain the unemployment rate below the regional, state and federal unemployment rates. •Reduce homelessness from 224 persons in 2016 to 173. <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> •Support non-profits and ARHA to provide committed affordable housing • Provide housing relocation support to Beauregard residents impacted by redevelopment • Develop tools and strategies to create and maintain deeply subsidized committed affordable units • Conduct Fair Housing Testing and Training • Secure committed affordable housing through the development process • Launch an equity and implicit bias initiative • Create Title VI plan (to prevent discrimination on the basis of race, color, or national origin) for the City • Create a comprehensive one stop workforce development shop • Implement strategies to execute federal, state, and local goals toward functionally ending chronic homelessness by the end of 2017 •Identify and support homeless youth and transitional age youth (18-24) in Alexandria by implementing best practices developed by The Department of Housing and Urban Development and partnering with The Alexandria City Public Schools and Health Department •Add language courses for English Language Learners at the Barrett and Duncan Library branches • Conduct Route 1 South Planning Study <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Aging Master Plan • Alexandria City Public Schools Strategic Plan <p><i>Footnote: In 2017 the Aging Master Plan will be retired and replaced by the American Association of Retired Persons/World Health Organization Age Friendly Community Network plan</i></p> <ul style="list-style-type: none"> • Alexandria Library Five-Year Plan •Alexandria Master Plan (land use master plan, includes all small area plans) • Children and Youth Master Plan • City Council's Statement on Inclusiveness • Early Care and Education Common Agenda • Housing Master Plan • Long Range Education Facilities Plan • Strategic Plan to Prevent and End Homelessness
<p>3. Well-Managed Government</p>	<p>No change</p>	<p>Well-Managed Government</p>

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<p>In 2022, Alexandria’s government provides effective and efficient services that are responsive to the community and focused on improving quality of life. Major policy decisions are heard by City Council and are reflective of community engagement. The City government is accountable, transparent, and is backed by quality, ethical and responsive staff.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Maintain that the City receives the highest bond rating of AAA by two rating agencies. •Increase the percentage of residents who approve of the overall quality of City services from 2016’s 77%. •Increase the percentage of residents who approve of the overall customer service provided by City of Alexandria employees from 2016’s 69%. •Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016’s 52%. <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Alexandria Master Plan (land use master plan, includes all small area plans) •Alexandria Park Plan •Combined Sewer System Long Term Control Plan •Sanitary Sewer Master Plan •Solid Waste Management Plan 		<p>In 2022, Alexandria’s government provides ethical, effective and efficient services that are responsive to the community and focused on improving quality of life. Major policy decisions are considered by City Council and are reflective of community engagement. City government is accountable, transparent, and backed by quality and responsive staff. Public facilities are maintained in a state of good repair so they can effectively support municipal operations and services.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies. • Increase the percentage of residents who approve of the overall quality of City government services from 2016’s 77%. Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016’s 69%. •Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016’s 52%. •Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016’s 56%. <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> •Expand the customer account and payment portal • Seek financing opportunities for complex public infrastructure projects (e.g. PY Metro Station, • Storm water Infrastructure) Successfully update the five-year financial planning model for FY 2018-2022 • Develop a City mobile application • Establish a single point of contact for all non-emergency government services (such as a 311 number) •Establish a new cable franchise agreement through an open process • Implement Stormwater Utility • Begin implementation of the Sanitary Sewer Long Term Control Plan <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> Alexandria Library Five-Year Plan • Alexandria Master Plan (land use master plan, includes all small area plans) • Alexandria Park Plan • Combined Sewer System Long Term Control Plan • Sanitary Sewer Master Plan • Solid Waste Management Plan • What’s Next Alexandria Civic Engagement Policy
<p>4. Safe and Resilient Community</p> <p>In 2022, Alexandria residents and visitors feel safe at all hours. If they require help, the response from well-trained staff is timely, courteous and</p>	<p>No change</p>	<p>Safe and Resilient Community</p> <p>In 2022, Alexandria residents, workers, and visitors feel safe at all hours. If they require help, the response from well-trained staff is timely, courteous and</p>

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professional. Preventable problems are avoided and the City takes a regional view of planning for safety and emergency response and recovery. The community is resilient and prepared to handle emergencies and emerging risks. Buildings in Alexandria are up to code to ensure they are structurally sound and safe.

Key Indicators to Achieve by 2022:

- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000.
- Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.
- Increase the City's Building Insurance Services Office rating from 82 out of 100 in 2016 to 85 out of 100.

Supporting City Plans, Documents and Policies:

- Alexandria City Public Schools Strategic Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Aging Master Plan
- Alexandria Library Five-Year Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan
- Children and Youth Master Plan
- Complete Streets
- Potomac Yard Metrorail Station Plan
- Transportation Management Plan
- Transportation Master Plan

professional. Preventable problems are avoided, and City government takes a regional view of planning for safety and emergency response and recovery. The community is resilient and prepared to handle emergencies and emerging risks, including providing support to residents with special needs during emergencies. Buildings in Alexandria are up to code to ensure they are structurally sound and safe.

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- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents.
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- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.
- Increase the City's Building Insurance Services Office rating from 82 out of 100 in 2016 to 85 out of 100.

Action Items (through FY 2018):

- Partner with Northern Virginia Family Services to double the amount of gang intervention prevention services to children deemed at risk of gang involvement
- Develop a response team by June, 2017 to enhance the City response to youth who run-away from home and to victims of human trafficking
- Implement strategies to assure the safety of key populations: children, victims of domestic violence, older adults, individual suffering a behavioral health crisis
- Emphasize community policing with youth engagement
- Implement the International Association Chief of Police Report recommendations on staffing
- Study the impact of relocating or replacing Station 205-Rosemont
- Initiate a community paramedicine program that engages and directs frequent contacts of the EMS system to appropriate medical and social resources
- Improve emergency preparedness by initiating a Community Risk Reduction Plan
- Design the Waterfront Flood Mitigation with early utility construction
- Adopt Vision Zero Resolution and Action Plan

Supporting City Plans, Documents and Policies:

- Aging Master Plan
- Alexandria City Public Schools Strategic Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Library Five-Year Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan

5. Flourishing Arts, Culture and Recreation

No change

Flourishing Arts, Culture and Recreation

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The City has a network of accessible parks and public open spaces that define neighborhoods and provide connections to local and regional open space systems and trails. Alexandria’s parks will be a combination of active and passive open spaces and are intended to integrate historical interpretive elements and public art. The design of these spaces will create and enhance active public gathering places for neighborhood performances, concerts, and cultural activities.

Key Indicators to Achieve by 2022:

- Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016’s 74%.
- Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.
- Increase the percentage of Alexandria households participating in recreation programs from 2016’s 52%

Supporting City Plans, Documents and Policies:

- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Citywide Arts and Culture Plan
- Athletic Field Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Diamond Fields Study
- Environmental Action Plan 2030
- Four Mile Run Restoration Project
- Mount Jefferson Park Plan
- Open Space Plan
- Natural Resources Management Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy

6. Strong Economy

In 2022, Alexandria is a business destination and

No change

In 2022, Alexandria has a network of accessible parks and public open spaces that define neighborhoods and provide connections to local and regional open space systems and trails. Alexandria’s parks will be a combination of active and passive open spaces and are intended to integrate historical interpretive elements and public art. The design of these spaces will create and enhance active public gathering places for neighborhood performances, concerts, and cultural activities. Arts, culture and recreation activities are available and accessible to residents of all ages and to those with disabilities.

Key Indicators to Achieve by 2022:

- Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016’s 74%.
- Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.
- Increase the percentage of Alexandria households participating in recreation programs from 2016’s 52%.

Action Items (through FY 2018):

- Update the Open Space Master Plan with new policies and goals
- Construct Interim Fitzgerald Square
- Evaluate alternative uses for Cameron Run Regional Park
- Construct Hensley Park renovation
- Implement playground improvements at Simpson Park
- Commemorate and interpret Alexandria’s role in WWI
- Increase community programming at the City Libraries
- Continue preservation of the historic ship and other artifacts from Alexandria’s waterfront

Supporting City Plans, Documents and Policies:

- Aging Master Plan
- Alexandria Citywide Arts and Culture Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Athletic Field Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Fort Ward Management Plan
- Four Mile Run Restoration Project
- Natural Resources Management Plan
- Open Space Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy

Strong Economy

In 2022, Alexandria is a business destination and

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<p>center of innovation. Mixed-use development is oriented around transit hubs and activity centers. Alexandria’s business community is diverse and robust, and the historic district attracts visitors that contribute to the tax base.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion. •Reduce the office vacancy rate from 15.6% in 2015 to 12.4%. •Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850. <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Alexandria Citywide Arts and Culture Plan •Alexandria Master Plan (and use master plan, includes all small area plans) •Combined Sewer System Long Term Control Plan •Environmental Action Plan 2030 •Green Building Policy •Housing Master Plan •Potomac Yard Metrorail Station Plan •Public Art Implementation Plan and Policy •Transportation Management Plan •Transportation Master Plan 		<p>center of innovation. Alexandria’s business community is diverse, inclusive and robust. Mixed-use development is oriented around transit hubs and activity centers. Small businesses are supported and flourish, and the historic district attracts visitors that contribute to the tax base.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion • Reduce the office vacancy rate from 15.6% in 2015 to 12.4%. • Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850 <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> •Implement a new land based management and permit system • Update North Potomac Yard Small Area Plan • Implement small business zoning and permit process improvements • Complete Old Town North Small Area Plan • Launch new tourism advertising campaign • Continue marketing campaign for Season Two of Mercy Street on PBS • Conduct cross-marketing campaign leveraging opening of MGM • Provide support for the formation of a Business Improvement District in Old Town • Implement Economic Sustainability 2.0 Work Group • Create initiatives to support growth of the retail sector in Alexandria • Conduct office competitiveness study to identify the ideal office tenant for Alexandria • Award a design build contract for the Potomac Yard Metrorail Station Project <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Alexandria Citywide Arts and Culture Plan • Alexandria Master Plan (land use master plan, includes all small area plans) • Combined Sewer System Long Term Control Plan • Environmental Action Plan 2030 (including Eco-City Alexandria) • Green Building Policy • Housing Master Plan • Potomac Yard Metrorail Station Plan • Public Art Implementation Plan and Policy • Transportation Management Plan • Transportation Master Plan
<p>7. Thriving Children and Youth In 2022, Alexandria ensures the basic needs of all children and youth are met. Early childhood education and care, K-12 education, and before-and-</p>	<p>No change</p>	<p>Thriving Children and Youth In 2022, Alexandria ensures the basic needs of all children and youth are met. Early childhood education and care, K-12 education, and before-and-</p>

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after school activities are available, of high quality, and accessible to all children and youth. Furthermore, the City proudly collaborates with and supports Alexandria City Public Schools.

Key Indicators to Achieve by 2022:

- Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83%.
- Reduce the percentage of youth who self-report current alcohol use from 2014's 26%.
- Increase the on-time high school graduation rate from 82% in 2016 to 92%.
- Increase the percentage of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16%.
- Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's 42%.
- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 per 1,000.
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 per 1,000 live births.

Supporting City Plans, Documents and Policies:

- 2015 Recreation Parks and Cultural Activities Needs Assessment
- Alexandria City Public Schools Strategic Plan
- Alexandria Citywide Arts & Culture Plan
- Alexandria Library Five-Year Plan
- Athletic Field Master Plan
- Children and Youth Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Complete Streets
- Early Care and Education Common Agenda
- Long Range Education Facilities Plan
- Open Space Plan
- Public Art Implementation Plan and Policy
- Strategic Plan to Prevent and End Homelessness

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- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 per 1,000.
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 per 1,000 live births.

Action Items (through FY 2018):

- Implement 1,000 Books Before Kindergarten initiative
- Offer new workshops and collections focused on STREAM subjects (science, technology, reading, engineering and math)
- Develop a response team by June, 2017 to enhance the City response to youth who run-away from home and to victims of human trafficking
- Partner with Northern Virginia Family Services to double the amount of gang intervention prevention services to children deemed at risk of gang involvement
- Restore the Teen Wellness Center to full capacity (2 full time nurse practitioners)
- Continue recreation program marketing efforts to enhance programs and enrollment
- Hire an intake diversion specialist to increase juvenile diversion rates and decrease juvenile crime and recidivism
- Implement Simpson Park Playground Improvements

Supporting City Plans, Documents and Policies:

- Alexandria City Public Schools Strategic Plan
- Alexandria Citywide Arts and Culture Plan
- Alexandria Community Health Improvement Plan
- Alexandria Health Profile I Report
- Alexandria Library Five-Year Plan
- Athletic Field Master Plan
- Children and Youth Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Complete Streets
- Developmental Assets Report
- Early Care and Education Common Agenda

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		<ul style="list-style-type: none"> • 2015 Recreation Parks and Cultural Activities Needs Assessment • Long Range Education Facilities Plan • Open Space Plan • Public Art Implementation Plan and Policy • Strategic Plan to Prevent and End Homelessness • Youth Risk Behavior Surveillance System Report
<p>8. Environmental Sustainability In 2022, Alexandria has an abundant tree canopy, clean air and clean waterways. The City conserves energy and works to reduce carbon emissions, including building and maintaining environmentally-friendly infrastructure and utilizing sources of renewable energy. Residents participate in alternative methods of waste disposal, including recycling and composting, to minimize the City’s contributions to landfills. Alexandria is a clean, sustainable community with policies and education that promotes environmental vitality and community well-being.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Increase the percentage of Alexandria land covered by tree canopy from 2014’s 34%. •Reduce greenhouse gas emissions from 13 metric tons of carbon dioxide per capita in 2012 to 10 metric tons per capita. •Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50%. •Increase the percentage of the Chesapeake Bay Pollution Reduction Goal completed from 24% in 2015 to 45%. <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Urban Forestry Master Plan •2015 Recreation Parks and Cultural Activities Needs Assessment •Alexandria City Public Schools Strategic Plan •Alexandria Master Plan (land use master plan, includes all small area plans) •Alexandria Park Plan •Chesapeake Bay Total Maximum Daily Load Action Plan •Combined Sewer System Long Term Control Plan •Complete Streets •Diamond Fields Study •Energy and Climate Change Action Plan •Environmental Action Plan 2030 •Four Mile Run Restoration Project •Green Building Policy •Housing Master Plan •Mount Jefferson Park Plan 	<p>No change</p>	<p>Environmental Sustainability In 2022, Alexandria has an abundant tree canopy, clean air, and clean waterways. City government conserves energy and works to reduce carbon emissions, including building and maintaining environmentally friendly infrastructure and utilizing sources of renewable energy. Residents and businesses participate in alternative methods of waste disposal, including recycling and composting, to minimize contributions to landfills. Alexandria is a clean, sustainable community with policies and education that promote environmental vitality and community well-being.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Increase the percentage of Alexandria land covered by tree canopy from 2014’s 34%. • Reduce greenhouse gas emissions from 13 metric tons of carbon dioxide per capita in 2012 to 10 metric tons per capita. •Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50%. •Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45%. <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> •Construct Windmill Hill shoreline replacement project • Construct Lake Cook Stormwater Management Project • Complete 20-year resource recovery strategic plan • Implement Stormwater Utility • Update Open Space Master Plan with new policies and goals • Complete tree inventory for 20% of the City • Present recommendations for Green Fleet Policy • Begin implementation of the Sanitary Sewer Long Term Control Plan <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Alexandria City Public Schools Strategic Plan •Alexandria Master Plan (land use master plan, includes all small area plans) • Alexandria Park Plan • Chesapeake Bay Total Maximum Daily Load Action Plan • Combined Sewer System Long Term Control Plan • Complete Streets • Energy and Climate Change Action Plan

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<ul style="list-style-type: none"> •Open Space Plan •Natural Resources Management Plan •Potomac Yard Metrorail Station Plan •Sanitary Sewer Master Plan •Solid Waste Management Plan •Transportation Management Plan •Transportation Master Plan •Water Quality Management Supplement 		<ul style="list-style-type: none"> • Environmental Action Plan 2030 (including Eco-City Alexandria) • Fort Ward Management Plan • Four Mile Run Restoration Project • Green Building Policy • Housing Master Plan •Natural Resources Management Plan • Open Space Plan • Potomac Yard Metrorail Station Plan • 2015 Recreation Parks & Cultural Activities Needs Assessment • Sanitary Sewer Master Plan • Solid Waste Management Plan • Transportation Management Plan • Transportation Master Plan • Urban Forestry Master Plan • Water Quality Management Supplement
<p>9. Healthy Residents In 2022, Alexandria ensures equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. Alexandria will work to reduce inequities in the health system, increase access to care for all residents and provide a system of support for residents with behavioral health needs.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Increase the percentage of residents who feel they are in very good or excellent health from 2016’s 73%. •Increase the percentage of clients who improve functioning after receiving emergency services from 2016’s 90%. •Reduce obesity among city residents from 16% in 2013-2014 to 13%. <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Urban Forestry Master Plan •Aging Master Plan •Athletic Field Master Plan •Children and Youth Master Plan •Diamond Fields Study •Early Care and Education Common Agenda •Environmental Action Plan 2030 •Open Space Plan •Strategic Plan to Prevent and End Homelessness 	<p>No change</p>	<p>Healthy Residents In 2022, Alexandria ensures equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. Alexandria will work to reduce inequities in the health system, increase access to care for all residents and provide a system of support for residents with behavioral health needs.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> •Increase the percentage of residents who feel they are in very good or excellent health from 2016’s 73%. •Increase the percentage of clients who improve behavioral health functioning after receiving emergency services from 2016’s 90%. •Reduce obesity among city residents from 16% in 2013-2014 to 13%. <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> •Implement the Program of Assertive Community Treatment team • Restore Tuberculosis clinic services to function at full capacity (before September 2015) • Improve environmental health on-time food facility inspections to 90% • Restore the Women, Infants and Children (WIC) satellite clinics at Casey Health Center and the Neighborhood Health clinic at 2 East Glebe Road •Grow the Employee Wellness Program for all City staff • Construct Hensley Park renovation • Continue recreation program marketing efforts to enhance programs and enrollment • Adopt Vision Zero Resolution and Action Plan <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> •Alexandria Community Health Improvement Plan • Alexandria Health Profile I Report • Aging Master Plan

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		<ul style="list-style-type: none"> • Athletic Field Master Plan • Children and Youth Master Plan • Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study • Early Care and Education Common Agenda • Environmental Action Plan 2030 (including Eco-City Alexandria) • Open Space Plan • Strategic Plan to Prevent and End Homelessness • Urban Forestry Master Plan • Youth Risk Behavior Surveillance System Report
<p>10. Multimodal Transportation In 2022, Alexandria is regionally linked and easy to navigate regardless of resources or ability. The City supports a wide variety of connected transportation options that enable access to daily activities. Public transportation has reliable and frequent service that is clearly communicated and understood.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> • Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%. • Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 crashes. • Reduce the number of traffic crashes that result in fatalities and severe injuries. • Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%. • Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory). • Reduce the number of pedestrians and bicycles struck by vehicles. <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> • Aging Master Plan • Alexandria Master Plan (land use master plan, includes all small area plans) • Complete Streets • Environmental Action Plan 2030 • Potomac Yard Metrorail Station Plan • Transportation Management Plan • Transportation Master Plan (including Vision Zero) 	<p>Improvements: Multimodal Transportation Systems</p> <p><i>Rationale: Add systems to Multimodal Transportation which signifies a sense of intentional integration of resources to achieve a desired unbiased outcome.</i></p>	<p>Multimodal Transportation In 2022, Alexandria is regionally linked and easy to navigate regardless of resources or ability. City government supports a wide variety of safe, connected transportation options that enable access to daily activities. These options include bus, metro, bicycle, automobile, and walking. Public transportation has reliable and frequent service that is clearly communicated and understood.</p> <p>Key Indicators to Achieve by 2022:</p> <ul style="list-style-type: none"> • Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%. • Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 crashes. • Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15 • Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%. • Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory). • Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106. <p>Action Items (through FY 2018):</p> <ul style="list-style-type: none"> • Begin design of West End transit way • Implement Adaptive Traffic Management Initiative • Award a design build contract for the Potomac Yard Metrorail Station Project • Adopt Vision Zero Resolution and Action Plan <p>Supporting City Plans, Documents and Policies:</p> <ul style="list-style-type: none"> • Aging Master Plan • Alexandria Master Plan (land use master plan, includes all small area plans) • Complete Streets • Environmental Action Plan 2030 (including Eco-City Alexandria) • Potomac Yard Metrorail Station Plan • Transportation Management Plan • Transportation Master Plan (including Vision Zero)

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• Transit Development Plan

TIMELINES

<p>Nov 14th</p>	<p><u>Concerned Participants Input Nov 29th</u></p>	<p>January 17, 2017 Timeline Update</p>
<p>Start of 2017 Jan: City Council Public Hearing Mid Jan-Mid Feb: Conduct actions relevant to Adoption of City Plan End of Feb-Beginning of Apr: Proposed Implementation of City Plan</p>	<p>Suggested Improvements: Include narrative to augment diagram to help ensure clarity on actions being taken separately and/or concurrently <i>Rationale: self-explanatory</i></p>	<ul style="list-style-type: none"> • Tuesday, January 24, 6 p.m., City Council's Legislative Meeting will include a presentation on the Draft FY 2017-2022 City Strategic Plan. • Saturday, January 28, 9:30 a.m., City Council will consider the Draft FY 2017-2022 City Strategic Plan during its public hearing.

OTHER SUGGESTED IMPROVEMENTS

Include Core Values of the City

<p>Suggestion: City Core Values referenced in letter below) <i>For Immediate Release: November 19, 2016</i> The members of the Alexandria City Council have issued the following statement on inclusiveness:</p> <p>Alexandria, Virginia, is a city of <u>kindness and compassion</u>.</p> <p>We are a thriving community of engaged residents with strong ideals of peace, community service, and both shared and diverse cultures.</p> <p>Our city declares itself to be a hate-free zone. We are an accepting and embracing community where we treat each other with human dignity and respect. There is no place for intolerance in our community. This is a core value of our city.</p> <p>In recent times, many of our neighbors, families and children have expressed fear and apprehension, and there has been an increase in hateful and dangerous speech and acts nationwide. Recognizing everyone's First Amendment right to freedom of speech, we are also dedicated to freedom from fear.</p> <p>People of diverse culture, race, color, nationality, gender, age, sexual orientation, gender identity, and persons with disabilities live and work together in Alexandria and bring pride and prosperity to our community.</p> <p>On behalf of the City of Alexandria, the Alexandria Human Rights Commission, and the people we serve, we reaffirm our responsibility to ensure that each person within our jurisdiction is accorded equal protection under the law, including the rights enshrined in the Constitution of the United States and the Virginia Constitution, and those set</p>	<p>Adding core values informs residents and gives clarity to this vital matter <i>Rationale: Clarifies what the City values and informs its actions/decisions</i></p>	<p>Not addressed</p>
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Attachment 1. Mr. Waters Email (1/24/17)

<p>forth in the Alexandria Human Rights Code.</p> <p>We proclaim that we remain committed to diversity and to fostering an atmosphere of inclusiveness that respects the dignity and worth of every person without regard to race, color, sex, religion, ancestry, national origin, immigration status, marital status, age, disability, sexual orientation, gender identity, or familial status, and we declare that we denounce hate speech, hate crimes, harassment, racial bias, anti-Semitism, Islamophobia, anti-immigrant activity, and harmful bias and discrimination in all forms.</p> <p>Mayor Allison Silberberg Vice Mayor Justin Wilson Councilmember Willie F. Bailey Sr. Councilmember John T. Chapman Councilmember Timothy B. Lovain Councilmember Redella S. “Del” Pepper Councilmember Paul C. Smedberg</p>		
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Include Glossary of Strategic Planning Terms

<p>Define Terms (as was done in City’s 2030 Environmental Action Plan)</p>	<p>Improvements: Include list of definitions provided staff on different occasions. <i>The glossary will help enhance the reader’s understanding of term distinctions such as infill and landfill as well as neighborhoods and communities.</i> It will also help facilitate timely and meaningful dialogue/collaboration.</p>	<p><u>Not addressed</u></p>
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Glossary of strategic planning terms
(recommend undefined terms be defined by staff proponent)

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- Action plan:** A detailed description of the strategies and steps used to implement a strategic plan.
 - Baseline:** Base level of previous or current performance that can be used to set improvement goals and provide a basis for assessing future progress.
 - Benchmarking:** Gathering information about model efforts or best practices by other organizations engaged in similar endeavors to help establish project targets and goals.
 - Buy-in:** Obtaining agreement from key stakeholders that the proposed plan is acceptable.
 - Capacity building:** The development of an organization’s core skills and capabilities, such as leadership, management, finance and fund-raising, programs and evaluation, in order to build the organization’s effectiveness and sustainability. The process of assisting an individual or group to identify and address issues and gain the insights, knowledge, and experience needed to solve problems and implement change. Capacity building is facilitated through the provision of technical support activities, including coaching, training, specific technical assistance, and resource networking.
 - Capital:** Assets that are available for on-going business needs to produce income.
 - Capital improvement:** Addition to an organization’s fixed assets.
is the Improvement result from an outlay of funds over a specific and finite period of time that results in a permanent addition to an organization’s fixed assets.

Attachment 1. Mr. Waters Email (1/24/17)

Capital plan: A plan for maintaining assets to continue programs.

Case study: A study containing qualitative data (such as observations and information drawn from interviews) about one subject. These studies are typically based on what is termed anecdotal evidence. A series of case studies can provide useful information that something of significance is happening that may merit further study.

Civic association:

Civic engagement:

Client: Anyone whose interests are served by an organization, or who receives or uses an organization's resources or services. Clients can be internal to an organization, for example one department may be the client of another department, or external to the organization.

Collaboration: To work together sharing ideas and resources, especially in a joint intellectual effort.

Compensation: Money or another item of value given or received as payment or reparation for a service or loss.

Community:

Constituency: A group served by an organization or institution; a clientele.

Corporation: A group of individuals legally empowered to transact business as one body.

Cost-benefit: A management tool that involves calculating or estimating analysis the monetary costs and potential benefits of a proposed course of action.

Crosswalk: A research tool used to guide analysis and reporting, particularly when there are multiple data sources. A crosswalk does not present any of the findings or results, just the types of information that has been gathered from the different data sources.

Cultural: A set of values, behaviors, attitudes, and practices which competence enable people to work effectively across racial/ethnic and cultural lines.

Demographics: The characteristics of human populations and population segments, especially when used to identify consumer markets.

Descriptive statistics: Numbers that describe or summarize information about a sample. Three basic descriptive statistics (generally known as measures of central tendencies), are the mode, median, and mean. The mode is the number, item, score or other value that occurs most often. It is the most frequent occurrence in the sample. The median is the middle or midpoint of a distribution. Therefore, it is the number, item, score, or other value that has 50 percent of the others above and 50 percent of the values below it. The mean, perhaps the most often used measure of central tendency, is the average number, item, score, or other value in the distribution.

Distinct:

Diversity: Difference, distinctness, variety.

Dynamic: Information that is characterized by continuous change, information activity, or progress.

Empowerment: An evaluation approach that includes collaborative and evaluation training functions within a goal of the empowerment of management and program staff to continuously assure quality of services.

Evaluation: A study to determine the extent to which a program or project reached its goals.

External: Analysis of the elements or forces that affect the Assessment environment in which an organization functions—also called an “environmental scan.”

Facilitator: A person who makes it easier for other people to accomplish objectives by offering advice and assistance in solving problems, either with technical issues or with other people.

Feasibility: Capable of being accomplished or brought about; possible. Federal mandates: Any provision in a bill or joint resolution before Congress or Mandates in a proposed or final Federal regulation that would impose a duty that is enforceable by administrative, civil, or criminal penalty or by injunction (other than a condition of the bill or joint resolution or implementing regulation).

Fiscal: Related to finance or finances.

Focus group: A qualitative research process designed to elicit opinions, attitudes, beliefs, and perceptions from individuals to gain insights and information about a specific topic.

Gap analysis: The identification of the difference between the desired and current state.

Attachment 1. Mr. Waters Email (1/24/17)

Goal: A desired end result.

Grant: A giving of funds for a specific purpose.

Homeowner Association (HOA):

Impact evaluations: Evaluations that look specifically at whether or not the evaluation program achieved its goals and had its intended effect. An outcome or impact evaluation measures the final results of a program or initiative. (See also, Outcome Evaluation).

Inclusivity: Broadness in orientation or scope (frequently used in terms of broadness of culture and ethnicity).

Infill:

Inputs: The “nouns” of projects; the resources that are used to make the project happen (such as people and equipment).

Instrument: Research tool used to assess variables during an evaluation. Examples include surveys, questionnaires, telephone interview protocols, executive interview protocols, or focus group protocols.

Internal: Analysis of an organization’s position, performance, assessment problems, and potential.

Interview: A research process that obtains structured information from an individual or group of individuals, usually based upon an established set of questions and/or probes.

Jurisdiction: The limits or territory within which authority may be exercised.

Landfill:

Legislation: A proposed or enacted law or group of laws.

Litmus test: A test that uses a single key indicator to prompt a decision.

Long range: 25 yrs? Based on Ed Facilities Plan Rpt

Mid range: 5-20 yrs? Based on Environmental Action Plan

Mission : A brief, comprehensive statement of purpose of an agency statement or program.

Monitoring: Assessing the inputs and activities of a project.

Multimodal transportation:

Needs assessment: A structured process to determine the needs of a designated survey field, i.e., individuals, an agency, a system, etc.

Neighborhood

Objectives: Specific and measurable targets for accomplishing goals.

Operating costs: The day-to-day expenses incurred in running an organization or project, as opposed to costs associated with production.

Operational definitions: Definitions for terms and research variables specific to one program or project; a definition used within a program or project.

Research variables must be clearly defined. For example, if the term “recidivism” is being used in a study, it should be defined, such as “committing another criminal or juvenile offense.” How these variables are measured has a great impact on the success of the study. For example, is “committing another offense” measured by arrest data, conviction data, or interviews that may identify additional violations?

Outcomes: The long-term end goals that are influenced by the project, but that usually have other influences affecting them as well. Outcomes reflect the actual results achieved, as well as the impact or benefit, of a program.

Outcome evaluations: Evaluations that look specifically at whether or not the program achieved its goals and had its intended effect. What were the “outcomes” of this program? An outcome or impact evaluation measures the final results of a program or initiative (see also, Impact Evaluation).

Output: A type of performance measure that focuses on the level of activity in a particular program.

Performance measures: Tools or information used to measure results and ensure accountability.

Pilot study: A “scaled down” version of a major effort conducted before a larger study to test feasibility. For example, a pilot test might test proposed measurement instruments, hone the research methodology, or see if there is a preliminary basis for supporting the hypothesis.

Attachment 1. Mr. Waters Email (1/24/17)

Proactive: Acting in advance to deal with an expected difficulty.

Process: Investigates issues regarding the program's current evaluation operations or the implementation of new initiatives. Questions most often focus on what the program does, who does it, and how it is done.

Project logic: A model that arrays the resources, activities and goals of a project to allow the relationships to be clearly viewed and understood.

Qualitative: Qualitative research is conducted in a more interpretive and research contextual fashion and goes beyond the "facts and figures" gathered by objective measures. Qualitative research attempts to measure the complexity of a given topic and often involves narrative responses to questions, rather than categorical responses.

Quantitative: Quantitative studies rely upon statistics and measures that research can be expressed numerically. In order to make valid inferences from quantitative research, certain rules need to be followed in terms of the research design and sampling methods.

Questionnaire: Written documents that contain a series of questions that are answered by respondents. Typically some form of objective response is required, such as "true-false" or numerical scales (for example, "1 to 5" rankings).

Quasi-experimental research design: These research designs are very typical in field research and program evaluations where, unlike true experimental designs, research subjects cannot be randomly assigned to their respective grouping in the study (for actual or ethical reasons).

Research questions: Questions that ask what variables can and will be manipulated and studied. For example, do restraining orders issued on stalkers reduce violence to victims? Does having a restraining order, the independent variable, result in a reduced likelihood of the stalker hurting the victim, the dependent variable? A research design is based on research questions.

Resource: The determination and allotment of resources or assets allocation necessary to carry out strategies and achieve objectives, within a priority framework.

Resource plan: Part of the definition statement stating how the program will be resource loaded and what supporting services, infrastructure, and third party services are required. Also, a component of the program definition statement stating how the program will be resourced, and specifying what supporting services, infrastructure and third party services are required.

Restitution: The act of restoring to the rightful owner something that has been taken away, lost, or surrendered.

Results: The "outputs" of the activities of a project, directly measurable and within the control and influence of the project.

Request for Proposal (RFP): A formal invitation containing a scope of work which seeks a formal response (proposal) describing both methodology and compensation to form the basis of a contract. An RFP is prepared by the customer to solicit proposals from potential providers.

Sample: Some smaller part of a larger population that is being studied. One of the key aspects of a sample is whether it is truly representative of the larger population. To be representative, the methods of drawing the sample are critical.

Service: The method used to provide services to a client delivery

Short range:

Strategic plan: A practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time.

Survey: A study where data are collected by way of questionnaires or interviews. Surveys can either be observational, if no intervention or treatment occurred, or can be used as pre-test and post-test measures before and after some intervention or treatment.

Sustainable community is an environmentally, economically, and socially healthy place where people can live, work, play and thrive for decades to come

Sustainability:

SWOT analysis: An abbreviation used to denote analysis of an organization's internal Strengths and Weaknesses and external Opportunities and Threats. Also called an "internal/external assessment."

Survey: The research tool used to conduct a survey-for example, an Instrument mailed questionnaire, a telephone script, etc.

Theme

Attachment 1. Mr. Waters Email (1/24/17)

Theme statement

Tracking systems: Systems set up to monitor progress, compile management information, and keep goals on track.

Underserved populations: Groups identified as potential clients who are not receiving the full extent of services an organization provides, often because of a history of exclusion due to race or ethnicity.

Unique identity:

Unserved populations: Groups identified as potential clients who are not receiving any services an organization provides, often because of a history of exclusion due to race or ethnicity.

Urban village:

Values statement: A narrative description that outlines an organization's beliefs and guiding principles.

Vision statement: A narrative description of a future state to help keep project teams focused. A concise statement of what needs to change, typically the promoter, sponsor, or leader's "agenda." A compelling, conceptual image of the desired future.

Source: visit <http://www.navaa.org/sp/toolkit/SP%20glossary.pdf>

Source: See City's 2030 Environmental Action Plan

Summary of Comments as of January 23, 2017

Community Input (less participation group's)	The responses to the community input are a wonderful addition but there is no trace of our group's input/participation in the civic engagement process with suggestions submitted in the form of letters and attachments. <i>Please include them along with responses.</i>
Vision Statement (less impactful)	In 2022, Alexandria is a historic, inclusive city of kindness... vs. historically preserved kind compassionate inclusive City
Glossary of terms (omitted)	Since definitions are included in the 2030 Environmental Action Plan to facilitate understanding on the part of the reader, it seems reasonable to expect that definitions would be included in the equally important 2022 Draft City Strategic Plan.

Attachment 1. Mr. Waters Email (1/24/17)

Community Input Webpage: (<https://www.alexandriava.gov/StrategicPlan> - enlarged verbage below)

26 Email [Vision Text edits and additions](#) N/A

Input Cmts: In 2022, Alexandria is a "historically preserved and Kind, Compassionate, Inclusive City" with distinct vibrant neighborhoods, well managed government, safe "communities," flourishing arts, culture and recreation, a strong economy, thriving children and youth, healthy residents "of all ages", environmental sustainability, and multimodal transportation "systems"

City's Response: The vision statement has been updated to include "kind", "communities" and "of all ages".

***Added input:** Please do consider a friendly suggestion that the description of the City can be articulated in a more impactful manner.

27 Email [Distinctive and Vibrant Neighborhoods](#) Text edits and additions N/A

Input Cmts: In 2022, Alexandria values its history, honors its diverse communities and respects its distinct neighborhoods. The City has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban and commercial areas. Alexandria has complementary and varied architecture and an aesthetically beautiful environment, and the City ensures that new development and infill are compatible with the character of Alexandria's neighborhoods, natural environment and "preservation of its historic building and structures"

City's Response: The Distinctive and Vibrant Neighborhoods paragraph has been updated to include "suburban" and "areas". Historic resources will be maintained because we believe that it encompasses more than building and structures, however, the paragraph has been updated to include historic preservation

***Added input:** No offense intended, but hopefully our letters dated August 11, 2016, November 29, 2016 and January 23, 2017 will be posted to support views that may be better expressed during open hearings

28 Email [Inclusive City](#) Text edits and additions N/A

Input Cmts: In 2022, Alexandria is a kind, caring, compassionate, fair, just and equitable city...Add kind so the theme is consistent with Council Letter of Nov 19

City's Response: "Kind" has been added to the inclusive paragraph

***Added input:** Thank you.

29 Email [Multimodal Transportation](#) Text edits and additions N/A

Input Cmts: Transpiration Systems ... add systems to multimodal transportation to add a sense of intentional integration of resources to achieve a desired outcome

City's Response: Staff feels that multimodal sufficiently defines transportation

***Added input:** Respectfully disagree given the language in the theme emphasizes the importance of connectivity (aka: a systemic approach).

30 Email [All/Multiple](#) Text edits and additions N/A [Glossary](#)

Input Cmts: Include list of definitions provided staff on different occasions. Add Infill and Landfill to the glossary of strategic planning terms to show distinction in their meaning and use. The glossary will enhance the reader's understanding of the plan

City's Response: Planning and Zoning staff are developing a glossary on the City's website that will define key city terms.

Added input: This is another greater benefit –consistency. If a glossary is included the vital 2030 Environmental Action Plan, it stands to reason that one should be included in the City’s key Plan. Additionally, it conveys an important subtle messages (1) a desire to make the Plan more user friendly and (2) desire to help ensure residents are enabled/conversant when engaging responsible officials.

31 Email All/Multiple Text edits and additions N/A **Core Values**

Input Cmts: Adding core values informs residents and gives clarity to this vital matter. Clarifies the City values and informs its actions/decisions

City’s Response: The City Strategic Plan was not designed to include core values. These can be found throughout other documents designed by the City. For examples, see the City Council Statement on Inclusiveness:

https://www.alexandriava.gov/news_display.aspx?id=94948. And the What's Next Alexandria Handbook

<https://www.alexandriava.gov/whatsnext/default.aspx?id=70796>

***Added Input:** Values were addressed in the 2015 Strategic Plan-see www.alexandriava.gov/uploadedFiles/council/info/strategicplan.pdf

STRATEGIC PLANNING FOR THE CITY OF ALEXANDRIA A Guide to Alexandria's Future

VISION Destination: Where Alexandria Wants to be 2015

PLAN City's Road Map to Fulfill Our Vision

EXECUTION Policy Agenda Management Agenda

MISSION Purpose of Alexandria City Government

VALUES Core Beliefs for Management and Service Delivery

Source: City’s Strategic Plan Webpage (<https://www.alexandriava.gov/StrategicPlan>)

On January 23, 2017 at 4:47 PM Radhika Mohan <radhika.mohan@alexandriava.gov> wrote:

Hi Elliott,

Thanks for taking the time to provide additional feedback. I wanted to make sure you were aware of the “Summary of Community Input” document on the webpage (<https://www.alexandriava.gov/StrategicPlan>) and attached, which includes the feedback from your emails over the past several months. Specifically, please take a look at Lines #26, 30, and 31. We can also help clarify any questions or comments tomorrow.

Best,

Radhika

Attachment 2. AAC

Dear Mayor Silberberg and Members of Council,

The Alexandria Archaeological Commission would like to comment on the City's draft Strategic Plan for 2017 -- 2022, which scheduled to be raised at the Council meeting of January 24, 2017. Because the latest draft was only posted to the website on the 17th, we did not have an opportunity to review it earlier. While the draft offers a far reaching vision for Alexandria, we find that the important role of historical and archaeological resources (from our museums to our evolving waterfront) is largely absent as a major contributing cultural element and economic driver in the plan. It also omits reference to The Waterfront History Plan among the existing City plans and policies. I am forwarding an annotated copy for your consideration, with some specific, modest and minimal suggestions to enhance the plan to include a few vital points:

- 1) Previous city strategic plans have treated historic preservation as a cornerstone in our goals and objectives for diverse and vibrant neighborhoods, to include the City's the archaeological code requirements. Our neighborhood identities are deeply rooted in special local and national history. We urge that such references be preserved and have noted places where it can be inserted again.

- 2) Alexandria's tourism is driven in a large part by our historical resources, and this will be increasingly true as we craft our waterfront in the coming years. Creating and implementing historical interpretation, based on the Waterfront History Plan you have already approved, is a core aspect of any major city strategic plan over the next several years -- as it will be major contributing factor to any economically sustainable waterfront as a source of visitor traffic and revenue. Furthermore, the discoveries along the waterfront, such as the ship and warehouse will be joined by a series of yet uncovered artifacts, all of which must be included in urgent practical planning for display as part of that interpretation of our maritime heritage. For these reasons, we ask that the Waterfront History Plan be included on the list of existing plans and policies, and that specific reference be made to waterfront interpretive planning and implementation.

- 3) OHA and Archaeology rely on grants for major, and growing, portions of their budget, and it is important that any strategic plan and planning documents include provision for history and archaeology as granting-making institutions require such specific documentation. The recent grants for the Reeder House and the ship conservation are excellent examples. For these reasons, we suggest the inclusion of references to historical resources, educational outreach, and life-long learning and have noted various places and appropriate language.

4) Our existing historic fabric and resources across the city, such as our museums and archaeological sites, require maintenance and enhancement, not to mention the fabric the city has recently acquired, such as the Reeder House. The plan overlooks provisions for studying, evaluating and preserving this fabric, which is central to our cultural identity and education. We have suggested some language for insertion.

Thank you for your support and interest.

Elizabeth C. McCall

Chair, Alexandria Archaeological Commission

Attachment 2. AAC

Distinctive and Vibrant Neighborhoods Unique Identity (order has changed)

In 2022, Alexandria marks its history while respecting and honoring its values its history, honors its diverse communities, and respects its distinct, vibrant and walkable neighborhoods. The City has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban and commercial areas. Alexandria is committed to historic and archaeological preservation and interpretation. Alexandria has complementary and varied architecture, and a beautifully built environment, and numerous museums interpreting its history. The City ensures that new development and infill are compatible with the character of Alexandria's neighborhoods, natural environment, and historic resources and archaeological sites.

Key Indicators to Achieve by 2022:

- ☑ Maintain the percentage percent of residents satisfied with the city's historic preservation at or above 2016's 83%.
- ☑ Maintain the percentage percent of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64%.
- ☑ Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.
- ☑ Percent satisfied with cultural/arts/music activities (moved to flourishing arts, culture, and recreation)

Action Items (through FY 2018):

- ☑ Construct Interim Fitzgerald Square
- ☑ Design the Waterfront Flood Mitigation with early utility construction
- ☑ Award a design build contract for the Potomac Yard Metrorail Station Project
- ☑ Digitize historic documents that illustrate changes to City's urban landscape
- ☑ Commemorate and interpret Alexandria's role in WWI
- ☑ Continue preservation of the historic ship and other artifacts from Alexandria's waterfront
- ☑ Begin planning for the historic interpretation of our unique maritime heritage along the waterfront, including the exhibition of the ship, warehouse, and other artifacts.
- ☑ Complete Old Town North Small Area Plan
- ☑ Conduct update of North Potomac Yard Small Area Plan
- ☑ Begin Mt. Vernon Avenue planning study
- ☑ Provide support for the formation of a Business Improvement District in Old Town

Supporting City Plans, Documents and Policies:

- ☑ [Aging Master Plan](#)
- ☑ [Alexandria Citywide Arts and Culture Plan](#)
- ☑ [Alexandria Library Five-Year Plan](#)
- ☑ [Alexandria Master Plan \(land use master plan, includes all small area plans\)](#)
- ☑ [Alexandria Park Plan](#)
- ☑ [Chesapeake Bay Total Maximum Daily Load Action Plan](#)
- ☑ [Dog Parks Master Plan](#)
- ☑ [Energy and Climate Change Action Plan](#)
- ☑ [Environmental Action Plan 2030 \(including Eco-City Alexandria\)](#)
- ☑ [Fort Ward Management Plan](#)
- ☑ [Housing Master Plan](#)

[Open Space Plan](#)

Supporting City Plans, Documents and Policies (continued):

[Potomac Yard Metrorail Station Plan](#)

[Public Art Implementation Plan and Policy](#)

[Recreation, Parks and Cultural Activities Needs Assessment](#)

[Urban Forestry Master Plan](#)

[Waterfront History Plan](#)

Inclusive City (order has changed)

In 2022, Alexandria is a caring, kind, compassionate, fair, just and equitable city that supports an affordable and livable community for all. As an inclusive city, there is no place for intolerance in the community. Further, the City is committed to and values our diversity. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The city is welcoming to people in all stages of life and is known as an age-friendly community. The city has closed the broadband gap by providing ensuring quality access to all residents.

Key Indicators to Achieve by 2022:

- Reduce the percentage of income spent on housing costs for households making \$100,000 or less low- and moderate-income households considered to be housing cost burdened from 2015's 67%.
- Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.
- Reduce the percentage of residents living in poverty rate from 2014's 9.6%.
- Maintain the unemployment rate below the regional, state and federal unemployment rates.
- Reduce homelessness from 224 persons in 2016 to 173.

Action Items (through FY 2018):

- Support non-profits and ARHA to provide committed affordable housing
- Provide housing relocation support to Beauregard residents impacted by redevelopment
- Develop tools and strategies to create and maintain deeply subsidized committed affordable units
- Conduct Fair Housing Testing and Training
- Secure committed affordable housing through the development process
- Launch an equity and implicit bias initiative
- Create Title VI plan (to prevent discrimination on the basis of race, color, or national origin) for the City
- Create a comprehensive one stop workforce development shop
- Implement strategies to execute federal, state, and local goals toward functionally ending chronic homelessness by the end of 2017
- Identify and support homeless youth and transitional age youth (18-24) in Alexandria by implementing best practices developed by The Department of Housing and Urban Development and partnering with The Alexandria City Public Schools and Health Department

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[Recognize and celebrate the City's diversity through expanded outreach and programming.](#)

- [□ Add language courses for English Language Learners at the Barrett and Duncan Library branches](#)
- [□ Conduct Route 1 South Planning Study](#)

Supporting City Plans, Documents and Policies:

- [□ Aging Master Plan¹](#)
- [□ Alexandria City Public Schools Strategic Plan](#)
- [□ Alexandria Library Five-Year Plan](#)

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Supporting City Plans, Documents and Policies (continued):

- [□ Alexandria Master Plan \(land use master plan, includes all small area plans\)](#)
- [□ Children and Youth Master Plan](#)
- [□ City Council's Statement on Inclusiveness](#)
- [□ Early Care and Education Common Agenda](#)
- [□ Housing Master Plan](#)
- [□ Long Range Education Facilities Plan](#)
- [□ Strategic Plan to Prevent and End Homelessness](#)

Well-Managed Government (order has changed)

[In 2022, Alexandria's government provides ethical, effective and efficient services that are responsive to the community and focused on improving quality of life. Major policy decisions are considered by City Council and are reflective of community engagement. City government is accountable, transparent, and backed by quality and responsive staff. Public facilities are maintained in a state of good repair so they can effectively support municipal operations and services.](#)

Key Indicators to Achieve by 2022:

- [? Bond rating Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.](#)
- [? Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.](#)
- [? Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.](#)
- [? Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.](#)
- [? Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index \(FCI\) rating from 2016's 56%.](#)
- [? Overall employee satisfaction](#)

Action Items (through FY 2018):

- [? Expand the customer account and payment portal](#)
- [? Seek financing opportunities for complex public infrastructure projects \(e.g. PY Metro Station, Storm water Infrastructure\)](#)
- [? Successfully update the five-year financial planning model for FY 2018-2022](#)
- [? Develop a City mobile application](#)
- [? Establish a single point of contact for all non-emergency government services \(such as a 311 number\)](#)

- [Establish a new cable franchise agreement through an open process](#)
- [Implement Stormwater Utility](#)
- [Begin implementation of the Sanitary Sewer Long Term Control Plan](#)
- [Begin study of conditions and special maintenance requirements of City-owned museums and historic structures, including the newly acquired Reeder House.](#)

Supporting City Plans, Documents and Policies:

- [Alexandria Library Five-Year Plan](#)
- [Alexandria Master Plan \(land use master plan, includes all small area plans\)](#)
- [Alexandria Park Plan](#)
- [Combined Sewer System Long Term Control Plan](#)
- [Sanitary Sewer Master Plan](#)
- [Solid Waste Management Plan](#)
- [What's Next Alexandria Civic Engagement Policy](#)

Flourishing Arts, Culture and Recreation

In 2022, Alexandria has a network of accessible parks and public open spaces that define neighborhoods and provide connections to local and regional open space systems and trails. Alexandria's parks will be a combination of active and passive open spaces and are intended to integrate historical interpretive elements and public art. The design of these spaces will create and enhance active public gathering places for neighborhood performances, concerts, and cultural activities. [Museums offer exhibitions, programming and events that enrich the community by providing insight into the city's past.](#) Arts, culture and recreation activities are available and accessible to residents of all ages and to those with disabilities.

Key Indicators to Achieve by 2022:

- [Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016's 74%. \(moved from the theme formerly entitled "Unique Identity"\)](#)
- [Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.](#)
- [Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%.](#)

Action Items (through FY 2018):

- [Update the Open Space Master Plan with new policies and goals](#)
- [Construct Interim Fitzgerald Square](#)
- [Evaluate alternative uses for Cameron Run Regional Park](#)
- [Construct Hensley Park renovation](#)
- [Implement playground improvements at Simpson Park](#)
- [Commemorate and interpret Alexandria's role in WWI](#)
- [Increase community programming at the City Libraries](#)
- [Continue preservation of the historic ship and other artifacts from Alexandria's waterfront](#)
- [Begin planning for the historic interpretation of our unique maritime heritage along the waterfront, including the exhibition of the ship, warehouse, and other artifacts.](#)

Supporting City Plans, Documents and Policies:

- [Aging Master Plan](#)
- [Alexandria Citywide Arts and Culture Plan](#)

[Alexandria Master Plan \(land use master plan, includes all small area plans\)](#)

[Athletic Field Master Plan](#)

[Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study](#)

[Environmental Action Plan 2030 \(including Eco-City Alexandria\)](#)

[Fort Ward Management Plan](#)

[Four Mile Run Restoration Project](#)

[12](#)

[Natural Resources Management Plan](#)

[Open Space Plan](#)

[Potomac Yard Metrorail Station Plan](#)

[Public Art Implementation Plan and Policy](#)

[Waterfront History Plan](#)

Strong Economy Economically Vibrant (order changed)

In 2022, Alexandria is a business destination and center of innovation. Alexandria's business community is diverse, inclusive and robust. Mixed-use development is oriented around transit hubs and activity centers. Small businesses are supported and flourish, and the historic district [and museums](#) attracts visitors that contribute to the tax base.

Key Indicators to Achieve by 2022:

[Local GDP Increase the local gross domestic product from \\$11.1 billion in 2015 to \\$12.3 billion.](#)

[Reduce the office vacancy rate from 15.6% in 2015 to 12.4%.](#)

[Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850.](#)

[Increase the participation in museum visitation, programming and events by 5% per year.](#)

Action Items (through FY 2018):

[Implement a new land based management and permit system](#)

[Update North Potomac Yard Small Area Plan](#)

[Implement small business zoning and permit process improvements](#)

[Complete Old Town North Small Area Plan](#)

[Launch new tourism advertising campaign](#)

[Continue marketing campaign for Season Two of Mercy Street on PBS](#)

[Conduct cross-marketing campaign leveraging opening of MGM](#)

[Provide support for the formation of a Business Improvement District in Old Town](#)

[Implement Economic Sustainability 2.0 Work Group](#)

[Create initiatives to support growth of the retail sector in Alexandria](#)

[Conduct office competitiveness study to identify the ideal office tenant for Alexandria](#)

[Award a design build contract for the Potomac Yard Metrorail Station Project](#)

[Begin planning for the historic interpretation of our unique maritime heritage along the waterfront, including the exhibition of the ship, warehouse, and other artifacts.](#)

[Begin study of conditions and special maintenance requirements of City-owned museums and historic structures, including the newly acquired Reeder House.](#)

Supporting City Plans, Documents and Policies:

[Alexandria Citywide Arts and Culture Plan](#)

[Alexandria Master Plan \(land use master plan, includes all small area plans\)](#)

[Combined Sewer System Long Term Control Plan](#)

[Environmental Action Plan 2030 \(including Eco-City Alexandria\)](#)

[Green Building Policy](#)

[Housing Master Plan](#)

[Potomac Yard Metrorail Station Plan](#)

[Public Art Implementation Plan and Policy](#)

[Transportation Management Plan](#)

[Transportation Master Plan](#)

[Waterfront History Plan](#)

Thriving Children and Youth Youth and Children Thrive (order changed)

[In 2022, Alexandria ensures the basic needs of all children and youth are met. Early childhood education and care, K-12 education, and before-and-after school activities are available, of high quality, and accessible to all children and youth. City government proudly collaborates with and supports Alexandria City Public Schools \(ACPS\).](#)

Key Indicators to Achieve by 2022:

[Percent of kindergarteners with a pre-school experience Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83%.](#)

[Reduce the percentage percent of youth who self-report current alcohol use from 2014's 26%.](#)

[Increase the on-time high school graduation rate from 82% in 2016 to 92%.](#)

[Increase the percentage percent of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16%.](#)

[Increase the percentage percent of children and youth who report having three or more non-parent adults who provide support from 2016's 42%.](#)

[Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 per 1,000.](#)

[Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 per 1,000 live births.](#)

Action Items (through FY 2018):

[Implement 1,000 Books Before Kindergarten initiative](#)

[Offer new workshops and collections focused on STREAM subjects \(science, technology, reading, engineering and math\)](#)

[Develop a response team by June, 2017 to enhance the City response to youth who run-away from home and to victims of human trafficking](#)

[Partner with Northern Virginia Family Services to double the amount of gang intervention prevention services to children deemed at risk of gang involvement](#)

[Restore the Teen Wellness Center to full capacity \(2 full time nurse practitioners\)](#)

[Continue recreation program marketing efforts to enhance programs and enrollment](#)

[Hire an intake diversion specialist to increase juvenile diversion rates and decrease juvenile crime and recidivism](#)

[Implement Simpson Park Playground Improvements](#)

[Maintain collaboration between ACPS and the City's museums to foster educational programming and an understanding of the City's past.](#)

Supporting City Plans, Documents and Policies:


- [☒ Alexandria City Public Schools Strategic Plan](#)
- [☒ Alexandria Citywide Arts and Culture Plan](#)
- [☒ Alexandria Community Health Improvement Plan](#)
- [☒ Alexandria Health Profile I Report](#)
- [☒ Alexandria Library Five-Year Plan](#)
- [☒ Athletic Field Master Plan](#)
- [15](#)
- [☒ Children and Youth Master Plan](#)

Supporting City Plans, Documents and Policies (continued):

- [☒ Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study](#)
- [☒ Complete Streets](#)
- [☒ Developmental Assets Report](#)
- [☒ Early Care and Education Common Agenda](#)
- [☒ 2015 Recreation Parks and Cultural Activities Needs Assessment](#)
- [☒ Long Range Education Facilities Plan](#)
- [☒ Open Space Plan](#)
- [☒ Public Art Implementation Plan and Policy](#)
- [☒ Strategic Plan to Prevent and End Homelessness](#)
- [☒ Youth Risk Behavior Surveillance System Report](#)

City of Alexandria, Virginia

MEMORANDUM

DATE: JANUARY 24, 2017
TO: JUSTIN M. WILSON, VICE MAYOR
FROM: MARK B. JINKS, CITY MANAGER 
SUBJECT: QUESTIONS AND COMMENTS ON THE
PROPOSED FY 2017-FY 2022 CITY STRATEGIC PLAN

Prior to the City Council Legislative Meeting on January 24, 2017, you sent to the City Manager ideas to consider incorporating into the Proposed FY 2017-FY 2022 City Strategic Plan. Staff have reviewed these ideas and provided comments and suggested language to consider if Council wishes to amend the Proposed Strategic Plan after holding the Public Hearing this coming Saturday. (Attachment1)

Your comments focused on the City Strategic Plan's action items. Please note, action items were developed intentionally to be a high-level list highlighting major staff work adopted by City Council. They are not intended nor do they represent all of the work that staff is doing in these themes because representing everything would become overly detailed.

Attachment 1

cc: The Honorable Mayor and Members of City Council

Attachment 1. Vice Mayor Wilson's Ideas to Incorporate into the FY2017 -FY 2022 City Strategic Plan with Staff Comments (bold and italic)

Under "Inclusive City"

1) There are no actions around the "closing the broadband gap" language. Seems as though we have many actions we can list, and I would probably list one under the "Strong Economy" section.

Action items to consider adding are:

- ***“The City intends to close the broadband gap by ensuring quality access to all residents by forming a public-private partnership with broadband service providers to utilize the City’s available spare conduit infrastructure”***
- ***“Deploy a fiber optic infrastructure for the City Government”***

2) I think the actions we have listed only touch on a portion of the housing affordability issue. Did staff look at any actions to include around the impact of our land-use actions on affordability. Not sure how to phrase that.

One action item to consider adding is: ***“Develop strategies and identify resources to preserve existing committed affordable units.”*** However, please note, we do not have in any staff work program a broad analysis of the impact of land use controls on affordability.

Under "Well Managed Government"

1) Why are there no actions around our City facility work? We should probably add the on-going Strategic Facilities Planning, and add that plan to the list of plans referenced.

One action item to consider adding is: ***“The City will develop a citywide Strategic Facilities Master Plan”***

Under "Safe & Resilient"

1) Under actions, it says that we are implementing the IACP Staffing Study. I believe we just accepted it, and we still have a lot of analysis to go to determine which portions we will implement and how. I think it's premature to say we will completely implement it?

The action item could be updated to read: ***“Continue to analyze, prioritize, and determine areas to implement from the IACP Staffing Study”***

2) There is no reference to the Fire Station Study, that I believe is in the process of concluding. It seems as though that should be referenced as a broader action, versus the analysis of Fire Station 205 on its own.

The action item could be updated to read: ***“Complete the Fire Station location analysis to identify the impact of relocating or replacing stations throughout the City”***

Attachment 1. Vice Mayor Wilson's Ideas to Incorporate into the FY2017 -FY 2022 City Strategic Plan with Staff Comments (bold and italic)

3) Why haven't we included any actions around the on-going dual-mode provider implementation within the Fire Department?

One action item to consider adding is: ***“Continue the Fire Department’s fire and medical dual role provider implementation”***

Under "Flourishing Arts"

1) It seems as though we need an action around our efforts for recreation. If we're going to increase participation, how?

An action item to consider adding is: ***“Twenty percent of the recreation programs offered are new each registration session.” Please note, this is an industry benchmark that staff are tracking now.***

Under "Strong Economy"

1) Not listing actions around Landmark Mall redevelopment in this section seems like a major omission.

An action item to consider adding is: ***“In conjunction with the owner/developer facilitate the redevelopment of the Landmark Mall site.”***

Under "Thriving Children and Youth"

1) I think we need an action around early education, and probably after-school.

Two action items to consider adding are:

- ***“Continue implementation of the Early Care and Education Work Group’s “Common Agenda” for early care and education.”***
- ***Complete analysis and begin development of citywide afterschool programs including Alexandria City Public Schools”***

2) Those are pretty dramatic decreases in Teen Pregnancy. If we're going to include those types of reductions, it seems as though we would need more aggressive actions. Same issue for infant mortality.

Action items to consider adding are:

Teen Pregnancy

- ***“Encourage delayed onset of sexual activity through outreach and education”***
- ***“Increase access to family planning services”***
- ***“Increase use of highly effective contraceptives”***

Attachment 1. Vice Mayor Wilson's Ideas to Incorporate into the FY2017 -FY 2022 City Strategic Plan with Staff Comments (bold and italic)

Infant Mortality

- ***“Expand OB-Prenatal care to Teen Wellness Center (to reduce access barrier)”***
- ***“Increase participation by vulnerable pregnant women and infants in AHD Baby Care case management”***
- ***“Expand outreach of WIC Nutrition Prevention services to vulnerable pregnant women, infants and young children”***

Under "Environmental Sustainability"

1) We don't really have any actions listed that will help increase tree canopy. Perhaps some language around how we use the redevelopment process to do so?

An action item to consider is: ***“Maintain proactive maintenance of street trees on a five-year cycle.” “Develop and implement new landscape guidelines.***

2) I think we should have an indicator around our green building progress. Perhaps percentage of new development meeting a specific LEED level, or equivalent?

The City Strategic Plan includes a comprehensive indicator, citywide greenhouse gas emissions, which is inclusive of the impacts of the city's green building progress. Because of this, staff suggest considering as a supporting indicator ***“the percentage of new development meeting green building guidelines”***, which the City currently tracks.

Under "Multimodal Transportation"

1) I think we need to include an action around our Transportation Management Plan/Demand Management work.

A refinement to consider is to update the action item: ***“implement adaptive traffic management initiative” to include “that enhances safety and accessibility for multimodal transportation.”***

Attachment 4

Commission on Aging Response to the Draft Vision for Community Input for the City's Strategic Plan

The Commission on Aging has reviewed the Draft Vision available on the Engage Alexandria website, and approved the recommendations cited below (and in accordance with the categories specified in the Vision) at its meeting on December 8, 2016.

While the draft Vision has some excellent proposals, more specific recommendations regarding the needs of older residents are essential. While “The Alexandria of Our Future, A Livable Community for All Ages: Strategic Plan on Aging, 2013 – 2017” successfully focused the city on the steps it should take to make Alexandria a more livable community for all ages, serious gaps still exist. A further complication of the Vision for 2022 in referencing the current Aging Plan is its five-year span, which ends in 2017.

In late spring of this year, the Mayor and City Council authorized the City, at the request of the Commission on Aging, to join the AARP/WHO Age-Friendly Community Network (AFCN). A condition of membership is submission of a plan for enhancing Alexandria's age friendliness for consideration by AARP/WHO by early 2018. (The City has complete flexibility in determining its priorities, but AARP/WHO will review the involvement of older adults in developing the plan and the establishment of appropriate indicators for assessing progress.)

Its membership in the AFCN gives the city a great opportunity to develop a plan that would encompass the years 2018 to 2020. Membership in the Network affords the city the abundant planning resources and innovative ideas available through AARP/WHO.

The Commission on Aging is responsible for developing the plan, in consultation with older residents, the Division of Aging and Adult Services, City agencies, organizations that serve seniors, the faith community, non-profit organizations, businesses and others. The City Council will review the plan and determine its readiness for submission to AARP/WHO.

Given the absence of an aging plan that conforms with the timeframe of the City's Strategic Plan, the Commission recommends that the City's plan include an eleventh theme that could be called “active and secure aging”. The benefit for the City's strategic planning would be its attention to the livability requirements of older adults and adult residents with disabilities. Though their needs often are similar to those of younger residents, it is very important that the consequences of aging and adult disability are taken into account as communities engage in planning for all of their residents. Increased longevity is a boon, but protecting its benefits requires communities to offer appropriate affordable, accessible and rent-supported housing; varied transportation options; community-based services; robust communications about available services and programs; continued involvement by residents in social and civic life; excellent health care, including preventive services and attention to chronic conditions; opportunities for wellness; and safety.

The following are our recommended additions (in blue) to the Draft City Strategic Plan:

Inclusive City (Aging Plan referenced)

In 2022, Alexandria is a caring, compassionate, fair, just and equitable city that supports an affordable and livable community for all. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The City is welcoming to people in all stages of life and **is known as an age-friendly community**. The City has closed the broadband gap by ensuring quality access

Key Indicators to Achieve by 2022:

- Reduce the percentage of low- and moderate-income households considered to be housing cost burdened from 2015's 67%.
 - Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.
 - Reduce the percentage of residents living in poverty from 2014's 9.6%.
 - Maintain the unemployment rate below the regional, state and federal unemployment rate.
 - Reduce homelessness from 224 persons in 2016 to 208.
- **Increase Alexandria's net stock of affordable and accessible housing and assisted living units;**
- **Educate residents and managers of Naturally Occurring Retirement Communities about public and private supportive services that can be accessed locally and provided onsite;**
- **Support through the development process "housing for a lifetime" features in both new housing and redevelopment of existing housing;**
- **Assess and increase if necessary the City Tax and Rent Relief Programs for the Elderly and Disabled.**

Safe and Resilient Community (Aging Plan referenced)

In 2022, Alexandria residents and visitors feel safe at all hours. If they require help, the response from well-trained staff is timely, courteous and professional. Preventable problems are avoided and the City takes a regional view of planning for safety and emergency response and recovery. **The community is resilient and prepared to handle emergencies and emerging risks**. Buildings in Alexandria are up to code to ensure they are structurally sound and safe.

Key Indicators to Achieve by 2022:

- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000.
- Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds).

- Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.
- Increase the City's Building Insurance Services Office rating from 82 out of 100 in 2016 to 85 out of 100.

➤ **Special needs populations within the city of Alexandria are defined and identified so that appropriate support is available to them in the event of an emergency.**

- **Provision of appropriate education of and services for special needs populations support them in time of emergency;**
- **The Office of Emergency Management assures the safety of special needs populations in cases of emergency.**

Flourishing Arts, Culture and Recreation

The City has a network of accessible parks and public open spaces that define neighborhoods and provide connections to local and regional open space systems and trails. Alexandria's parks will be a combination of active and passive open spaces and are intended to integrate historical interpretive elements and public art. The design of these spaces will create and enhance active public gathering places for neighborhood performances, concerts, and cultural activities.

Key Indicators to Achieve by 2022:

- Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016's 74%.
 - Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.
 - Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%.
- **Provide additional recreation opportunities for older residents.**
 - **Provide accessible community spaces where older adults, those with disabilities and others can safely convene/drop-in to meet others, not just for recreational or organized programs.**

Strong Economy

In 2022, Alexandria is a business destination and center of innovation. Mixed-use development is oriented around transit hubs and activity centers. Alexandria's business community is diverse and robust, and the historic district attracts visitors that contribute to the tax base.

Key Indicators to Achieve by 2022:

- Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion.
- Reduce the office vacancy rate from 15.6% in 2015 to 12.4%.

- Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850.

➤ **Support increased availability of help for older and disabled residents seeking part- or full-time work (particularly important, given fixed incomes and rising living costs);**

Healthy Residents (Aging Plan referenced)

In 2022, Alexandria ensures equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. Alexandria will work to reduce inequities in the health system, increase access to care for all residents and provide a system of support for residents with behavioral health needs.

Key Indicators to Achieve by 2022:

- Increase the percentage of residents who feel they are in very good or excellent health from 2016's 73%.
- Increase the percentage of clients who improve functioning after receiving emergency services from 2016's 90%.
- Reduce obesity among city residents from 16% in 2013-2014 to 13%.

➤ **Include provision for a locally funded nursing case management program for older City residents, including residents in subsidized housing;**

- **Work with the Partnership for a Healthier Alexandria to identify additional methods for reaching older adults who may be eligible for additional health interventions;**
- **Develop intergenerational events or programs to provide this important information to older adults, residents with disabilities and all family members;**
- **Provide intergenerational service locations and programs that bring together people of various ages and abilities;**
- **Enhance education, services, and respite care for family members providing care for children, adults, and parents with health and/or mental health problems;**
- **Include needs of those with disabilities;**
- **Plan for accommodating needs of those with dementia;**
- **Inform and support caregivers, to include those in minority communities who may need assistance in understanding what is available to older family members.**

Multimodal Transportation (Aging Plan referenced)

In 2022, Alexandria is regionally linked and easy to navigate regardless of resources or ability. The City supports a wide variety of connected transportation options that enable access to daily activities. Public transportation has reliable and frequent service that is clearly communicated and understood.

- Increase the percentage of commuters using alternative transportation options

from 37% in 2013 to 40%.

- Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 crashes.
- Reduce the number of traffic crashes that result in fatalities and severe injuries.
- Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%.
- Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory).
- Reduce the number of pedestrians and bicycles struck by vehicles.

- Implement Complete Streets design standards that provide safe and accessible streets for all users and prioritize pedestrians. This strategy should include the elimination of brick or paver sidewalk surfaces in areas of new development or redevelopment.
- Approve Vision Zero as a means of achieving the goals of a multi-modal transportation system.
- Improve the total fixed route transit system to include the waiting area, customer service provided by operators, enforcement of priority seating, security and accessibility, and accessibility of paths of travel to and from transit stops.
- Provide public information on transit safety and security as a means of assuring real and perceived safety concerns are addressed at passenger waiting areas and on board transit vehicles.
- In order to insure accessibility of multi-modal transportation, a centralized information system should be developed that can be accessed by people needing information on applicable mobility resources for them.

The Commission on Aging is also very concerned about the need for more attention to racial and ethnic minority and LGBT communities to inform them about the health and community-based services available in the City. Too frequently these communities experience disparities in health that should be addressed. The Commission, with the support of AARP, expects to hold listening sessions in these communities.

In summary, the Commission on Aging urges the City Council to specifically include "active and secure aging" as an eleventh theme in the City's Strategic Plan. Should it be preferable, because the Council will review and approve the Age-Friendly Community Plan prior to its submission to AARP/WHO, the City's Strategic Plan could simply reference it for incorporation when the AFCN Plan is approved.

Attachment 5. Ms. Lyle Letter

From: "Mindy Lyle" <mindylyle@comcast.net>
Date: January 24, 2017 at 7:44:50 PM EST
To: "'Del Pepper'" <Del.Pepper@alexandriava.gov>
Cc: 'Karl Moritz' <Karl.Moritz@alexandriava.gov>
Subject: **strategic plan**

Del,

Having just gone through the City Strategic Plan I am really amazed that there is no mention of economic sustainability and very little in terms of moving development on the West End and Eisenhower West forward. This is an Old Town, History Centered plan that gives very little regard to our ability to balance a budget or to move economic engines forward.

Mindy

Mindy Lyle

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Alexandria, VA 22304

571-212-4735

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