In the fall of 2015, City Council approved the general outline for a proposed spring 2016 process to draft an updated City Strategic Plan. The current Alexandria City Strategic Plan was intended to be in effect until 2015. The new Plan will use community input as the foundation to define the results of community values; communicate a clear direction to the public and City; include measures and targets to more easily track progress, share success, and identify and solve problems; set a six-year plan from FY 2017-2022 with a mid-point check-in/refinement in FY 2019; and align with the City’s performance management system, Results Alexandria. The draft City Strategic Plan will be considered for adoption by City Council in the fall of 2016.

This report summarizes feedback received during the first community meeting as well as from the March online engagement opportunity.

### Community Engagement Schedule

On March 14th, community members took part in small and large group activities focusing on issues and concerns about Alexandria over the last 5 years and how they would like the city to look in the next 5 years.

1. **Small Group Activity: Alexandria today and over the last 5 years**

Each table had a large easel-size sheet with questions about what community members value and issues that concern them about Alexandria today and over the past 5 years. The facilitator walked the group through each question and recorded responses.

Worksheet images from each small group follow on the succeeding pages:
Visioning Meeting | March 14, 2016

What do you love about living/working in Alexandria right now?

• Great walking community; convenient
• Bike-friendly
• Affordable housing
• Good schools
• Historic character
• Close to area urban - also diversity of activities
• Range of retail

What are your greatest concerns about living/working in Alexandria right now?

• Metro / reliability - access to work / services
• Air quality / congestion - limited alternative routes when there are accidents - concerns about more crowding
• Lack of broadband
• Lack of bike connectivity
• Lack of affordable housing
• Workforce housing
• Lack of diversity of age, race, income opportunities
• Ongoing political debates on issues

What has changed for the better in Alexandria over the last 5 years?

• Braddock Community: vibrant, neighborhood
• Community strength / quality of life
• Workforce and Making Alexandria

What has changed for the worse in Alexandria over the last 5 years?

• Acrimony at City Council (loss of discipline)
• Congestion (traffic)
• Investment in infrastructure
• Investment in schools
• Investment in parks

What are your greatest concerns about living/working in Alexandria right now?

• Equal distribution of resources between communities
• Violence in schools / crime / bullying
• Lack of affordable housing
• Lack of investment in parks
• Lack of diversity
• Lack of networking

What has changed for the better in Alexandria over the last 5 years?

• Inland promenade
• Eisenhower
• School facility improvements
• School infrastructure
• Affordable housing

What has changed for the worse in Alexandria over the last 5 years?

• Traffic
• Development
• Inadequate parking
• Inadequate housing for working class

What do you love about living/working in Alexandria right now?

• Infrastructure
• Transportation
• Traffic
• Density
• Community engagement
• Environment
• Sustainability

What are your greatest concerns about living/working in Alexandria right now?

• Traffic
• Density
• Unmanaged growth
• Infrastructure
• Transplantation

What has changed for the better in Alexandria over the last 5 years?

•将数据驱动思维（City Leadership）
•社区团结（Schools / City Hall）
•数据驱动（数据驱动）

What has changed for the worse in Alexandria over the last 5 years?

•资源分配不均
•交通拥堵
•资金投入不足
•基础设施
•学校设施

What do you love about living/working in Alexandria right now?

• Infrastructure
• Transportation
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• Community engagement
• Environment
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What are your greatest concerns about living/working in Alexandria right now?

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•交通拥堵
•资金投入不足
•基础设施
•学校设施
Visioning Meeting | March 14, 2016

What do you love about living/working in Alexandria right now?
- Suburban living
- Historic architecture & style
- Recreational facilities (Young & Old)
- Arts & Cultural Activities
- Sense of Community & Neighborhood
- Traffic
- Increased traffic
- Loss of green space
- Overdevelopment
- Degradation of historical identity via architectural styles
- Inflexibility due to development that did not exist 10 years ago
- Inflexible, one use, dead
- Some schools have too much security
- More open space
- More park space
- Less parking
- More pedestrian
- More community

What has changed for the better in Alexandria over the last 5 years?
- More open space
- More park space
- More pedestrian
- More community

What has changed for the worse in Alexandria over the last 5 years?
- More open space
- More park space
- More pedestrian
- More community

What are your greatest concerns about living/working in Alexandria right now?
- Traffic
- Increased traffic
- Loss of green space
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Below is text from the worksheets above:

- **What do you love about living/working in Alexandria right now?**
  - Great walking community; convenient
  - Bike-friendly- bike lanes
  - Affordable housing/mixed income communities
  - Responsive government services
  - Historic character
  - Close to city/urban-also diversity of activities for range of people
  - Engaged community and engagement is encouraged
  - Diversity (age, ethnic/cultural)
  - “Right size”- large enough for resources, small enough to be able to touch all facets
  - Values civic engagement
  - Breadth of city services
  - Livability factors (history, walkability)
  - Citizenry are engaged (grassroots, etc.)
  - Sense of community
  - People care about what’s going on
  - Historic nature
  - Walkable
  - Balance of uses (like not love)
  - New metro station
  - “Small town”
  - Good school admin/teachers
  - Private schools
- Location
- History
- Size (small)
- Identity
- Art/Culture
- Easy travel
- DASH bus
- Wildlife
- Green space

- Suburban living
- Historic architecture and style
- Recreation facilities (young and old)
- Artistic and cultural activities
- Sense of community and neighborhood (others “chipping in”)

- Small enough to have REAL sense of community
- Walkability
- Sense of volunteer commitment-mechanisms to be able to have voice heard
- Considerable public transportation
- Proximity to good jobs
- Park system
- Great restaurants/amenities
- Diversity in population
- Trees/landscape
- “knowing my neighbors”
- Feeling part of the neighborhood
- Local businesses
- Sense of history
- Close to DC yet small community (bedroom community to DC)

- Walkability
- Small- everyone knows everyone
- Unique
- Safe
- Small businesses
- Access to transportation
- Variety of choices
- Lots of non-profits providing services
- Diversity of neighborhoods (historic, contemporary)
- Diversity of food/restaurants
- City Hall is reachable
- Active Chamber of Commerce
- Volunteer center
- Location within region- you can get lots of places quickly
- People care, very giving community
- Cultural/arts organizations

- Can participate as a local resident
- Know your council members (small town feel)
- Great places to eat- lots of restaurants
- Walk + bike friendly
- Urban feel in some respects (develop public transportation)
- Outdoor activity friendly
- Active non-profits in the area
- Great schools! (diversity, can support student needs)
- Public safety (fire, police, DEC sheriffs)
What are your greatest concerns about living/working in Alexandria right now?

- Metro reliability- access to work/weekend service
- Traffic congestion- limited alternative routes when there are accidents- concerned about more growth = more traffic
- Lack of broadband
- Lack of bike connectivity- central city
- Lack of affordable housing- workforce housing
- Lack of diverse/mid-level job opportunities
- Office/residential balance of uses

- Density
- Affordable housing
- Crime
- Workforce cannot afford to live in City “disconnect”
- Traffic (recklessness/cut thru)

- Equal distribution of resources between neighborhoods
- Balance of uses (i.e. business, redevelopment, Landmark Mall)
- Lack of positive change (i.e. Landmark Mall)
- Lack of investment in parks and rec
- Walking/walkability
- Lack of lights on crosswalks/pedestrian safety
- See business transformation happen faster (restaurants, convenience) mixed use
- Cost of doing business
- Be more business-friendly
- Decreasing trend of office space
- School test scores

- Traffic management
- Public transportation
- Planning
- Density
- Cultural divide
- Quality of life
- Crime in Old Town
- Historic revision

- Traffic, increased traffic density
- Over-development
- Degradation of historical identity via architectural styles (Potomac Yard, Route 1)
- Unrealistic/false assumptions from development
- Loss of green space
- Loss of affordable housing (Ex. Beauregard)
- Inefficient care of existing green space

- Affordability/lack of affordable housing (full spectrum low income workforce)- workforce can’t live in the city
- Accessible housing
- Making older housing sites visible
- Voices aren’t heard
- Gentrification- people having to move out of the area
- Difficult accommodations for immigrants/minorities- navigating system, understanding what’s available
- Continuous budget cuts of necessary services
- Insufficient healthcare for the very low income/cuts in dental program
- NIMBYism
- Need for better public transportation- *real lack of information, lack of courtesy, signage
- Safety for pedestrian crossings
- Redevelop Landmark Mall
- Affordable housing- for low + middle income
- Housing choice
- Running out of space for development
- Energy options
- Are we over-building? Too dense?
- Accessibility of recreation programs 9too expensive)
- $$ for projects/city
- Education
- More public art
- Open space- think about systems
- Aging infrastructure
- Traffic
- Competition- overlap of services, not enough collaboration among social services
- Aging in place/supportive housing- have we planned for that?
- Individuals who are intellectually challenged- how do we ensure they can thrive in the community?
- Housing for homeless families- take advantage of opportunities as they arise (use obsolete buildings, make use of non-profits)
- Re-entry of people who have been in institutions (i.e. prison)
- Coordination with organizations that provide social services and other who work with these communities
- Less $ from federal government for traditional social service programs, also from state and local programs?
- Less $ from commercial real estate

- Transportation (on West End)- not enough public transportation (integrate planning, development, land use, and transportation)
- Lack of public housing/affordable housing
- School capacity (at all levels)- has severe consequences (repurposing rooms, etc.)
- Traffic (becoming a thru-way)- perhaps integrate with neighboring towns
- Slow revenue growth
- SBO pushed out of Alexandria

- What has changed for the better in Alexandria over the last 5 years?
  - Braddock community- vibrant neighborhood/community strength/vitality- neighbors helping each other
  - Alternate transportation- more bike lanes
  - Up until 2016, there was solid political discussion and movement forward

- Value/data-driven mindset (city leadership)
- Greater alignment (schools/city vis a vie children/youth/families)
- Libraries (outreach)

- Community engagement
- Eco-City changes
- Development

- Bike lanes
- Bikeshare
- School facilities, TC Williams
- Elementary schools have a good reputation
- Permit process (i.e. building permits)

- Performance measurement
- Some schools have Pre-K
- Election of new mayor sensitive to concerns of development
- Citizen outreach (Academies) (Civic Engagement handbook and process)- Police briefings
- Budget process recognized police issues
- Police liaisons to civic associations

- Greater support for older Alexandrians- opposing budget cuts for aging services, approved aging strategic plan
- Effort to make the community good for all ages
- Talking with one another- addressing complete streets, ADA compliance
- Better development- neighborhood serving options (grocery, park, etc.)
- Less requirement for brick sidewalks
- Effort to bring people together with opposing views and building consensus, City Council will listen, voices represented
- Community engagement plan

- More bike-friendly
- Safer
- Better transportation options/connections
- Metroway!
- Economic development-businesses
- Planning for seniors, youth, diverse populations
- Less homelessness
- Better public engagement
- Food jobs with tourism
- Schools

- City’s planning process and getting participation from residents (AlexEngage)
- Potomac Yards development (transportation, walking, etc.)
- Walking and bike friendly
- More places to go out (dining, entertainment)
- Great schools!

- What has changed for the worse in Alexandria over the last 5 years?
  - Acrimony at City Council (loss of respectful discourse)
  - Congestion (traffic) - need infrastructure to keep pace
  - Invest in infrastructure - sewer, stormwater, broadband

- Misuse of data
- Traffic, traffic, traffic
- Parking
- Reckless driving
- Landmark Mall
- Loss of small businesses
- Cut thru/commuters

- Traffic
- Taxes and allocation
- Decrease in parking in Old Town
- Decrease in affordable housing/ increase in housing costs

- Traffic
- Infrastructure
- Density
- Unmanaged growth
- Transparency

- Failure to realize consequences of development
- Degradation of historical identity via architectural styles (Potomac Yard, Route 1)
- Failing to publicize critical meetings
- Scheduling equally important meetings at same day/time
- Inadequate planning for infrastructure in development (including schools)
- Loss of affordable housing
- Loss of tree canopy
- Unproven assertions that “economic development” and “minimizing tax burden” necessitate and drive massive development
- Failure to focus on productive development in less controversial areas (ex. Landmark versus Waterfront)
- Loss of local small businesses - absence of affordable parking
- Impact of staff decisions on latest and greatest - Bike lanes
- Failure of complete streets program to serve citizens majority
- *lost a lot of market affordable housing*
- City budget cuts
- Misunderstanding about development (NIMBYism)
- Accessibility to healthcare
- Getting crowded
- Division between services for children and other in community, perception of needs that are more pronounced
- Caregiving becoming a crucial situation (service providers/childcare providers can’t afford to live here)
- Vacant office space
- Cost of parking
- Loss of business enterprises

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- Less income diversity, housing more expensive
- Building affordable housing more challenging
- Inability to balance City’s budget
- Loss of major employers; job competitiveness within region
- Snow removal as bad as always

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- Revenue is flat here
- Low-income families migrating out and affordable houses
- Loss of small businesses
- Landmark/Van Dorn development

2. Large Group Activity: What would you like Alexandria to look like in 2022?
A facilitator guided a discussion among all meeting participants to gather feedback on a collective vision for the future of Alexandria. Suggestions were written and grouped according to the following themes:

1. Inclusive/Accessible
2. Good Governance
3. Green Community
4. Healthy Community
5. Housing
6. Economic Development
7. Public Safety
8. Transit
9. Youth
10. Quality of Life

Board images from large group activity follow on succeeding pages:
Values Diversity
- Access to civil services on the west end (even civil services across the city)
  - More inter-generational activities
  - Cultural, social, volunteer

Inclusive/Accessible

Good Governance
- Multi-faith organization
  - To address community issues
  - Evident in all public decisions

Voice of community is very evident in decisions

Values Civic Engagement
- Stagnate residential taxes
  - Open & responsive government
  - Debt service trend reversed

Sustained responsive City government

Green Building And Living Destination
- Happy, healthy environment that supports healthy living
  - Stop polluting Potomac River & sewage overflow

Green Community: Environmentally Friendly

Health Care For All

Health Equity
- More resources for people with special needs
  - Expand scope of neighborhood health centers
  - Healthy eating & active living
  - Mental health services & care

alexandriava.gov/strategicplan
Below is text from the worksheets above:

• Inclusive/Accessible
  - Values Diversity
  - Access to civic services on the West End (even civic services across the City)
  - More inter-generational activities
    • Cultural
    • Sports
    • Volunteer

• Good Governance
  - Multi-faith organization to address community issues
  - Evident in all public decisions
  - Voice of community is very evident in decisions
  - Stagnate residential taxes
  - Open and responsive government
  - Debt service trend reversed
  - Multiple modes of information
  - Greater outreach
  - Strong volunteer and philanthropic organizations
  - Values civic engagement
  - More sustainable solutions for the budget
  - Sustained responsive city government
• Green Community
  - Environmentally friendly
  - Power Plant
  - Green Building and Living Destination
  - Energy or environmental conditions that support healthy living and recreation
  - Stop polluting Potomac River with sewage overflow
  - Landmark solution √√

• Healthy Community
  - Healthcare for all
  - Health equity
  - Expand scope of neighborhood health center
  - Healthy eating and active living
  - Mental health services and care
  - More resources for people with special needs

• Housing
  - Housing Capacity
  - Best place to live and work
  - Affordable, accessible housing- balance jobs with housing
  - Affordable and diverse housing options (not just a bedroom community)
  - Affordable and accessible
  - Diversity in housing choices √
  - City employees living in the City
  - Ability to age in community

• Economic Development
  - Strong commercial base
  - Broadband that supports businesses/residents
  - Create favorable business-friendly environment
  - Small business retention
  - Cable options
  - Not just a bedroom community
  - Sewer/broadband nested solution

• Public Safety
  - Excellent police department
  - Feel safe
  - Strong emergency preparedness plan
  - No tolerance for drugs

• Transit
  - Excellent police department\Improved traffic
  - Safe bike lanes
  - Eliminate road bottlenecks
  - Expand bike paths
  - Walkable living ∨
  - Balance transportation modes so that greatest number of citizens are served
  - Traffic flows safely for cards, pedestrians and bikes
  - Bike safety
- Fix metro
- Proactive traffic management

• Youth
  - Pre-K for all students in public schools
  - High school improvement
  - 95% graduation rate
  - Uncrowded schools
  - Alexandria is a place where children and families can thrive

• Quality of Life
  - Celebrate Alexandria’s history; maintain it
  - Development projects
  - Community comes together; model for future
  - Parks
  - Replacement of deteriorated infrastructure
  - Green spaces preserved (not on rooftops)
  - Pride in community
  - More people than dogs
  - Coordinated, smart, nesting infrastructure solutions

3. AlexEngage - Online engagement opportunity February 26 - March 20, 2016

Community members were given the opportunity to provide feedback on what matters most to them about Alexandria and how they would like the city to be in 2022 through the City’s online engagement forum, AlexEngage.

The total number of visitors to the AlexEngage topic page were 395; of those visitors, 236 provided responses.

A summary of feedback received during the online engagement period follows on the succeeding pages. For a detailed report of comments, please refer to AlexEngage or the project website.

• What do you love about living/working in Alexandria right now?
  - Accessibility
  - Architecture
  - Amenities
  - Character / charm
  - Sense of community / small town feel
  - Cultural opportunities
  - Development
  - Diversity
  - Great neighborhoods
  - Green space
  - Historic / Old Town
  - Location, proximity to DC Chesapeake shopping
  - Quality of life
  - Restaurants
  - Safe
  - Schools
  - Services
  - Walkability
• What are your greatest concerns about living/working in Alexandria right now?
  - Affordability
  - Architecture
  - Congestion
  - Cost of living
  - Development (over) / loss of character
  - Loss of diversity
  - Environment
  - Historic preservation
  - Housing
  - Infrastructure
  - Loss of open space
  - Parking
  - Safety / crime
  - Schools
  - Loss of small business
  - Sustainability
  - Taxes
  - Traffic

• What has changed for the better in Alexandria over the last 5 years?
  - Civic engagement policy
  - Bike network
  - Development
  - Environmental focus
  - Housing
  - Parks
  - Restaurants
  - Security
  - Schools
  - Services
  - Transit
  - Walkability / bicycle infrastructure
  - Waterfront

• What has changed for the worse in Alexandria over the last 5 years?
  - Affordability
  - Architecture
  - Civic engagement discouraged despite new policy
  - Congestion
  - Concrete jungle
  - Development / density
  - Green space
  - Historic preservation
  - Infrastructure
  - Parking
  - Services
  - Taxes
  - Traffic

• What would you like Alexandria to look like in 2022?
  - Affordable
  - Better architecture
  - Economically stable
  - Great schools
  - Greater sensitivity for diversity
  - Greater west end development
  - Green / renewable energy sources
  - Increased public transit
- Investment in infrastructure
- Large tree canopy
- Less traffic
- Maintain historic characters
- More amenities (recreation)
- More parks
- More pedestrian and bike friendly
- Responsible development / sensible growth
- Safe
- Small businesses thriving

Next Community Meeting:

Saturday, April 9, 2016, 10:00am - 12:00pm, George Washington Middle School Library, 1005 Mt. Vernon Avenue