



City Strategic Plan Alexandria 2022

OPEN HOUSE SUMMARY

Monday, December 5th, 2016 | 6:30 pm – 8:00 pm

Jefferson Houston Elementary School Lobby | 1501 Cameron Street

On December 5, 2016, an open house was held to seek feedback on the draft City Strategic Plan. Boards organized by the Plan's vision and themes were on display for participants to review and add comments. In addition, participants were given the opportunity to share feedback online through AlexEngage or a hard copy worksheet of the same activity. Participants were also able to ask questions of staff on the City Strategic Plan process, how the Plan will be used after adoption, and data sources. The following City staff were present and were later joined by Mayor Allison Silberberg and Councilmember John Chapman:

- Greg Useem, Office of Performance & Accountability
- Rebecca Schrier, Office of Performance & Accountability
- Katherine Carraway, Department of Planning & Zoning
- Radhika Mohan, Department of Planning & Zoning
- Tamara Jovovic, Office of Housing

The following pages show images of the open house and boards with participant feedback by theme area.



Vision Board Feedback

City Strategic Plan Alexandria 2022

Alexandria's DRAFT Vision for 2022

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.

of kindness
commitment to historic preservation
move this up to a more prominent place in statement

What do you think? Please add your ideas below.

I'd love to see a graphic that illustrates how the city plans are related to each other. ☺

See concerned participant input dated 29 Nov '16
Note: Consider Long Term Vision
Short Term Vision

Making the Vision a Reality

Our City's draft vision contains ten draft thematic areas that the City is focused on achieving by 2022. In order to further understand and achieve our vision, each of these ten draft themes are explained below. Although these themes are described separately, they are intertwined and impact one another. Accompanying each draft theme are three sections:

- The first section contains a paragraph that describes what the theme specifically means to the community.
- The second section is a set of indicators with targets that provide actionable goals. These indicators and targets help us track our progress, successes, and challenges. Although Alexandria's government does not control these indicators, we are working to influence them. By making the indicators a primary part of the plan, the City is committing to tracking and reporting on the progress of the plan to the community throughout the life of the document.
- The third section includes the City's plans, documents, and policies that support achieving each theme and related indicators.

Distinctive and Vibrant Neighborhoods

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Distinctive and Vibrant Neighborhoods

In 2022, Alexandria values its history, honors its diverse communities, and respects ^{and protects} 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. ^{Committed to historic preservation} Alexandria has complementary and varied architecture and an aesthetically ^{community} beautiful, ^{built} 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.

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%.

Supporting City Plans, Documents and Policies:

- 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

Example
of the
kind
of
plans
to
add

Oxymoron

What do you think? Please add your ideas below.

Inclusive City

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Inclusive City

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.

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, ^{income} 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.

Supporting City Plans, Documents and Policies:

- City Council's Statement on Inclusiveness
- 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

What do you think? Please add your ideas below.

There is no place for intolerance in the community. The City is committed to diversity.

Alexandria is a city of kindness.

delete so it becomes a federal or Commonwealth protected class

DOES NOT GO FAR ENOUGH

Well-Managed Government

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Well-Managed Government

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.

Key Indicators to Achieve by 2022:

- 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%.

Supporting City Plans, Documents and Policies:

- 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 do you think? Please add your ideas below.

Add: Hold line on taxes, fees, etc.
Delete: Unfunded Combined Sewer and Sanitary Plan.

Safe and Resilient City

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Safe and Resilient Community

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.

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

too many plans

What do you think? Please add your ideas below.

How will social resilience OR "people power" be included in the plan?

More police, firefighters, & EMTs/paramedics needed!

Keep firefighters vs EMTs/paramedics separate occupations!

Flourishing Arts, Culture and Recreation

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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%.
- ^{Increase} ~~Maintain~~ the 2015 rate of 7.3 acres of open space ^{to 7.6 acres} per 1,000 residents ~~at or above~~
- 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

What do you think? Please add your ideas below.

What themes will our city explore through the arts?
Will there be an umbrella campaign?

Strong Economy

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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.

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
- Green Building Policy
- Housing Master Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy
- Transportation Management Plan
- Transportation Master Plan

combine

What do you think? Please add your ideas below.

- # of Small Biz Creation
- Access to Capital
- Inclusive Economic Development
- Development weakens economy!

Thriving Children and Youth

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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-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 and 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

What do you think? Please add your ideas below.

How were the new target figures decided?

Environmental Sustainability

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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.

Key Indicators to Achieve by 2022:

- Increase the percentage of Alexandria land covered by tree canopy from 2014's 34% to 40%.
- 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%.

Supporting City Plans, Documents and Policies:

- 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
- 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

What do you think? Please add your ideas below.

- Keep pushing on Oronoco sewage fix ← Yes!
- What about cleaning the polluted waters along the mount Vernon trail, particularly near Marina Towers & North Old Town area?
- Measure the sequestration of Alexandria's Green infrastructure.

wishful thinking on this

too expensive

euphemism for bike lanes

the national goal of 40% as stated in the city's Urban Forestry Master Plan

These three measures need their own contribution measured & publicized in order to make allow civic awareness reuse success, & Composting success individually.

too many plans

Healthy Residents

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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.

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%.

How about using objective measures?

Supporting City Plans, Documents and Policies:

- 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

Sub. use

Health Profile HIV

What do you think? Please add your ideas below.

Reduce new HIV infection Rates

Multimodal Transportation

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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.

Key Indicators to Achieve by 2022:

- 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 bicycl^{ists} struck by vehicles.
- **Enforce traffic laws for all vehicles, incl. bicycles.**

Supporting City Plans, Documents and Policies:

- 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)

What do you think? Please add your ideas below.

- We can be more aggressive / crashes
- Sidewalks!
- Provide access to Car2go type options for one way transit, especially in areas of Alexandria that Capital Bike share and Metro underserve due to ^{limited} infrastructure capacity.
- VISION ZERO!