January 23, 2017

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

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	Nov 29, 2016 Concerned Participant Group INPUT	JAN 17, 2017 DRAFT VERSION
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.	Improvements: 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.	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.

Theme Statements

1. Distinctive and Vibrant Neighborhoods	Distinctive and Vibrant Neighborhoods	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.	Improvements: 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.	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.
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)	*Rationale*: Language and word order consistent with community concern	**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 their neighborhood as a place to live at or above 2016's 83%. **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

•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		• 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 **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• DRAFT 6 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
2. 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, 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:** •Alexandria City Public Schools Strategic Plan •Alexandria Master Plan (land use master plan, includes all small area plans)	Improvement**:** 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. *Rationale: add kind so the theme is consistent with Council Ltr of Nov 19th*	**Inclusive City** 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. **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 rates. •Reduce homelessness from 224 persons in 2016 to 173. **Action Items (through FY 2018):**

•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		•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• **Supporting City Plans, Documents and Policies**: •Aging Master Plan1 • Alexandria City Public Schools Strategic Plan *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* • 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
3. 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's69%.	**No change**	**Well-Managed Government** 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:** •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 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		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%. **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 **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
4. 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	**No change**	**Safe and Resilient Community** 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 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. **Key Indicators to Achieve by 2022:** •Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents. • 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%.

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		• 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 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	**No change**	**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. 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

•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		• 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
6. 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 (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	**No change**	**Strong Economy** 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 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 **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 **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
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-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	**No change**	**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. City government proudly collaborates with and supports Alexandria City Public Schools (ACPS). **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. **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)

• 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•		• 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 • 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
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. **Key Indicators to Achieve by 2022:** •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%. **Supporting City Plans, Documents and Policies:** •Urban Forestry Master Plan •2015 Recreation Parks and Cultural Activities Needs Assessment	**No change**	**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. **Key Indicators to Achieve by 2022:** •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%. **Action Items (through FY 2018):** •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

•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		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 **Supporting City Plans, Documents and Policies**: •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 • 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
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. **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%. **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	**No change**	**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 behavioral health functioning after receiving• emergency services from 2016's 90%. •Reduce obesity among city residents from 16% in 2013-2014 to 13%. **Action Items (through FY 2018):** •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

•Open Space Plan •Strategic Plan to Prevent and End Homelessness		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 **Supporting City Plans, Documents and Policies**: •Alexandria Community Health Improvement Plan • Alexandria Health Profile I Report• Aging Master Plan • 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
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. **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 1,400crashes. •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. **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)	<u>Improvements</u>**: Multimodal Transportation Systems** *Rationale: Add systems to Multimodal Transportation which signifies a sense of intentional integration of resources to achieve a desired <u>unbiased</u> outcome*.	**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. **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 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. **Action Items (through FY 2018):** •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 **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 (including Eco-City

	Alexandria)
	• Potomac Yard Metrorail Station Plan
	• Transportation Management Plan
	• Transportation Master Plan (including Vision Zero)
	• Transit Development Plan

TIMELINES

Nov 14th	Concerned Participants Input Nov 29th	**January 17, 2017 Timeline Update**
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	Suggested Improvements**:** Include narrative to augment diagram to help ensure clarity on actions being taken separately and/or concurrently *Rationale: self-explanatory*	•**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

Suggestion: City Core Values referenced in letter below) *For Immediate Release: November 19, 2016* The members of the Alexandria City Council have issued the following statement on inclusiveness: Alexandria, Virginia, is a city of <u>kindness and compassion</u>. We are a thriving community of engaged residents with strong ideals of peace, community service, and both shared and diverse cultures. 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.** 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. 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. 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	Adding core values informs residents and gives clarity to this vital matter *Rationale: Clarifies what the City values and informs its actions/decisions*	**Not addressed**

Include Glossary of Strategic Planning Terms

Define Terms **(as was done in City's 2030 Environmental Action Plan)**	Improvements: Include list of definitions provided staff on different occasions. *The glossary will help enhance the reader's understanding of term distinctions such as* infill and landfill as well as neighborhoods and communities. It will also help facilitate timely and meaningful dialogue/collaboration.	**Not addressed**

Glossary of strategic planning terms
(recommend undefined terms be defined by staff proponent)

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.

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.

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.

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

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. *Please include them along with responses.*
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.

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

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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.

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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

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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.

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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).

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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.

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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