

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

**November 29, 2016**

**Emailed on 11/30/16 to City Clerk Jackie Henderson for distribution to Staff, Mayor & City Council Members**

Department of Planning and Zoning  
Attn: Mr. Karl Moritz, Director  
Attn: 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: 2022 City Strategic Plan Input**

Dear Karl, Radhika, and Greg:

The purpose of this letter is to follow through on our promise to formally provide you our suggested enhancements to the 2017-2022 City Strategic Plan (see attachment). Moreover, we want to take this opportunity to thank you for meeting with us on October 11, 2016 and November 29, 2016. We believe the meetings were productive and held in accordance with the spirit and intent of community engagement requested in our August 11, 2016 letter to you, members of City Council, and City Staff.

We understand the 2017-2022 City Strategic Plan preparation process is still on-going and look forward to seeing what is submitted to City Council for review and adoption. Upon reflection, it is our hope that our participation as stakeholders in preparing the City Strategic Plan has been constructive and trust that more creative ways will be explored to engage and encourage the wide array of diverse residents of this inclusive City to participate more fully [as able] in opportunities to *“guide this City comprised of distinctive neighborhoods and communities towards a future we collectively envision.”*

Looking ahead toward implementation, we would greatly appreciate if periodic updates could be provided to help ensure residents are kept informed of quantifiable and verifiable progress being made via the Plan. Should there be questions concerning our suggestions, our primary contact is Elliott Waters, 703-303-5477, or waters325@comcast.net and the alternate is Carter Flemming, 703-899-9099 or carterflemming@gmail.com.

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

<p><b>NEW:</b> In 2022, Alexandria is a historic, inclusive city with distinct, vibrant neighborhoods, a well-managed government, a safe community, flourishing arts, culture, and recreation, a strong economy, thriving children and youth, environmental sustainability, healthy residents, and multimodal transportation.</p>	<p><b>Improvements:</b> In 2022, Alexandria is a historically <b>preserved</b> and <b>kind compassionate</b> inclusive <b>City</b> with distinct vibrant neighborhoods, well-managed government, safe <b>communities</b>, flourishing arts, culture and recreation, a strong economy, thriving children and youth, healthy residents <b>of all ages</b>, environmental sustainability, and multimodal transportation <b>systems</b>.</p>
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### Theme Statements

<p><b>1. Distinctive and Vibrant Neighborhoods</b> In 2022, Alexandria values its history, honors its diverse communities, and respects its distinct neighborhoods. The City has a small - town feel and is committed to sustaining a high quality of life in its urban villages, commercial centers, and suburban communities. Alexandria has complimentary and varied architecture and an aesthetically beautiful built environment, and the City ensures that new development and infill are compatible with the character of Alexandria’s neighborhoods, natural environment, and historic resources.</p>	<p><b>Distinctive and Vibrant Neighborhoods</b> <b>Improvements:</b> In 2022, values it 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, <b>suburban</b>, and commercial <b>areas</b>. 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 <b>preservation of its historic buildings and structures</b>. <i>Rationale: Language and word order consistent with community concern</i></p>
<p><b>2. Inclusive City</b> In 2022, Alexandria is a caring, compassionate, fair, just and equitable city that supports an affordable and livable community for all. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The City is welcoming to people in all stages of life and is known as an age-friendly community. The City has closed the broadband gap by ensuring quality access to all residents.</p>	<p><b>Improvement:</b> In 2022, Alexandria is a <b>kind</b>, 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. <i>Rationale: add <b>kind</b> so the theme is consistent with Council Ltr of Nov 19th</i></p>
<p><b>3. Well-Managed Government</b> In 2022, Alexandria’s government provides effective and efficient services that are responsive to the community and focused on improving quality of life. Major policy decisions are heard by City Council and are reflective of community engagement. The City government is accountable, transparent, and is backed by quality, ethical and responsive staff.</p>	<p><b>No change</b></p>
<p><b>4. Safe and Resilient Community</b> 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</p>	<p><b>No change</b></p>

they are structurally sound and safe.	
<p><b>5. Flourishing Arts, Culture and Recreation</b></p> <p>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.</p>	No change
<p><b>6. Strong Economy</b></p> <p>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.</p>	No change
<p><b>7. Thriving Children and Youth</b></p> <p>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.</p>	No change
<p><b>8. Environmental Sustainability</b></p> <p>In 2022, Alexandria has an abundant tree canopy, clean air and clean waterways. The City conserves energy and works to reduce carbon emissions, including building and maintaining environmentally-friendly infrastructure and utilizing sources of renewable energy. Residents participate in alternative methods of waste disposal, including recycling and composting, to minimize the City’s contributions to landfills. Alexandria is a clean, sustainable community with policies and education that promotes environmental vitality and community well-being.</p>	No change
<p><b>9. Healthy Residents</b></p> <p>In 2022, Alexandria ensures equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. Alexandria will work to reduce inequities in the health system, increase access to care for all residents and provide a system of support for residents with behavioral health needs.</p>	No change
<p><b>10. Multimodal Transportation</b></p> <p>In 2022, Alexandria is regionally linked and easy to navigate regardless of resources or ability. The City supports a wide variety of connected transportation options that enable access to daily activities. Public transportation has reliable and frequent service that is clearly communicated and understood.</p>	<p><b>Improvements: Multimodal Transportation Systems</b></p> <p><i>Rationale: Add <b>systems</b> to Multimodal Transportation connotes a sense of intentional integration of resources to achieve a desired outcome</i></p>

## TIMELINES

<p><b>End of 2016</b>  <b>... Phase 5 (Nov-Dec)</b></p>	<p><b>Improvements: Include narrative to augment diagram to help ensure clarity on actions being</b></p>
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<ul style="list-style-type: none"> <li>• Community &amp; Open House Feedback/Input</li> <li>• Website &amp; Communications Media Feedback</li> <li>• Final Draft Plan</li> </ul>	<p>taken separately and/or concurrently  <i>Rationale: self-explanatory</i></p>
<p><b>Start of 2017</b>  <b>Jan:</b> City Council Public Hearing  <b>Mid Jan-Mid Feb:</b> Conduct actions relevant to Adoption of City Plan  <b>End of Feb-Beginning of Apr:</b> Proposed Implementation of City Plan</p>	<p><b>Improvements:</b> Include narrative to augment diagram to help ensure clarity on actions being taken separately and/or concurrently  <i>Rationale: self-explanatory</i></p>

## OTHER IMPROVEMENTS

### Other Suggested Improvement: Phase 5 Questionnaire Layout

<p>Visit -  <a href="http://engage.alexandriava.gov/portals/191/Issue_4147">http://engage.alexandriava.gov/portals/191/Issue_4147</a>  The planning process for the City's FY 2017-2022 Strategic Plan began in February 2016, and has included multiple opportunities for the community to provide input in-person and online. The work to date has resulted in a draft of the vision, themes and indicators the City is striving to achieve by FY 2022. The planning process has been based upon best practices in strategic planning and has included involvement from the Alexandria community, the City Council, Boards and Commissions, and City staff.</p> <p>The following are the essential questions being asked:  <b>1. Do you think the draft content linked above reflects what the City should be working toward through 2022?</b>  Agree; Somewhat agree; neutral; somewhat disagree; disagree; Other thoughts?  Note: whatever your position it is wise to get a reason for your position</p> <p><b>2. We are continually evaluating and trying to improve our planning processes. If you participated in this planning process, please let us know how. You may select more than one option.</b></p> <ul style="list-style-type: none"> <li>• Attended one or more meetings or open houses:</li> <li>• Participated in one or more of the online engagement opportunities</li> <li>• Contacted City staff directly</li> <li>Other</li> </ul> <p><b>3. How did you learn about the FY2017-2022 City Strategic Plan process? You may choose more than one answer.</b></p> <ul style="list-style-type: none"> <li>• eNews; Social media; flyer; neighbor; other</li> </ul>	<p><b>Improvement 1:</b> ...frustration or lack of skill/understanding may produce an unintended consequence whereby the desired input [numerically and statistically] is deemed insufficient to render the data valid. Given that instruments such as the one on the City's website at <a href="http://engage.alexandriava.gov/portals/191/Issue_4147">http://engage.alexandriava.gov/portals/191/Issue_4147</a> may prove frustrating to a significant segment of the population, <b>it seems reasonable to expect that other options will be explored and implemented to ensure the input/feedback received does not exclude the diverse voices in a city endeavoring to be inclusive not only in words but actions.</b>  <i>Rationale Communicated to Director of Communications</i></p> <p><b>Improvement 2:</b> <b>We applaud the recent action taken by Staff to give residents another opportunity to provide input/feedback in person to the Strategic Planning process indicated below.</b>  <u>Community members are invited to review and provide input on the City's Draft FY 2017-2022 Strategic Plan.</u> Options for participation include:  <ul style="list-style-type: none"> <li>• 1 - <u>Visit AlexEngage</u>, the City's online engagement forum through December 8</li> <li>• 2 - <u>Attend an Open House on Monday, Dec 5</u> from 6:30- 8 p.m. at <i>Jefferson Houston School, Entrance Lobby, 1501 Cameron Street</i></li> </ul> Note: Staff will be on-hand to answer questions about the draft Plan. During the Open House, community members will be provided an opportunity to submit comments using <a href="#">AlexEngage</a> or by reviewing printed copies of the draft Plan and an offering comments on the feedback page. Comments received by 11:59 p.m. on Thursday, December 8 will inform the final Draft Plan, which is anticipated to be presented to City Council in January 2017.  <i>Rationale: Increase widespread community knowledge and Plan support</i></p>
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### Other Suggested Improvement: Definition of Terms and specify City core values

<p>Define Terms</p>	<p><b>Improvements:</b> Include list of definitions provided staff on different occasions: Add <b>infill</b> and <b>landfill</b> to the glossary of strategic planning terms to show distinction in their meaning and use.  <i>Rationale: The glossary will enhance the reader's</i></p>
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	<i>understanding of the Plan</i>
ADD: City Core Values	Adding core values informs residents and gives clarity to this vital matter <i>Rationale: Clarifies what the City values and informs its actions/decisions</i>