

CITY COUNCIL STRATEGIC PLAN - GOAL 7

Goal Statement

Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability.

The original goal was: *Alexandria is a caring community that is affordable and diverse with a rich history and culture.* The goal was changed by the workgroup.

Strategic Initiatives

Objective 1: Promote a continuum of affordable housing opportunities for all residents, especially those most in need.

Initiatives

- 1) Achieve a net increase in the number of dedicated affordable rental and ownership units in the City by 2015, through the development and implementation of sustainable and adequately funded development and preservation strategies, including seeking any state legislative changes that may be necessary.
- 2) Create and plan for livable communities that are accessible and affordable to persons of all ages and abilities, including strategies to enable seniors and persons with disabilities to age or remain in place, by 2015.
- 3) Increase opportunities (funding and/or units) for City and ACPS employees to live (own or rent) affordably in Alexandria, and increase employee awareness of such opportunities, by 2015.
- 4) Provide increased housing choices for low and moderate income households of three or more persons, by 2015.
- 5) Offer a diversity of housing choices for households and individuals covering the entire range from 0 to 50% of median, with special attention to households with extremely low-incomes (30% of median and below), including households with special needs, by 2015.
- 6) Identify zoning and land use tools and strategies to incorporate affordable housing in development and redevelopment efforts in the City and to locate such opportunities strategically with regard to employment centers and transportation, and subsequently begin implementation of those strategies, through the Housing Master Plan, by 2015.

Measures

- Net change in number of dedicated affordable rental units (1)
- Net change in number of affordable sales units (1)

- Change in amount of funding (federal, state, local) available/budgeted for affordable housing development/preservation initiatives (1)
- Change in average number/percentage of on-site units (in projects where applicable) provided through development process (1)
- Change in avg. project contribution in \$ per square foot (1)
- Change in number/percentage of new construction units meeting universal design standards (2)
- Change in number of City-involved units rehabilitated to include universal accessibility features (2)
- Change in number of units that are both affordable and accessible (2)
- Change in number/percentage of seniors and persons with disabilities participating in Home Rehabilitation Loan and Rental Accessibility Modification Programs (2)
- Number of seniors able to stay in their homes through the Rent Relief program (2)
- Rent Relief program would be measured by increased usage (2)
- The services offered through the Companion Aide program, funded with State and City dollars, are geared to low income seniors and disabled persons. Going forward, with additional city funds, this program could be made available to moderate income clients (2)
- Number of affordable housing opportunities with advance notice, first option, or special marketing efforts directed to City/ACPS employees (3)
- Change in number of City-assisted/sponsored affordable/workforce housing opportunities affordable at average City/ACPS employee wage (3)
- Change in number of affordable, two-bedroom and larger units for low and moderate income households (4)
- Change in number of rental units affordable to households below 50% of median, including
 - Units of all sizes
 - Efficiency and one-bedroom units suitable for single persons
 - Two-bedroom and larger units for larger households

Objective 2: Promote equitable access to lifelong learning opportunities through arts, library, historical, archaeological, and cultural resources, programs and services.

Initiatives

- 1) Identify and implement funding strategies for public art by 2011 that provides for the integration of the arts into public and private development and redevelopment projects throughout the City.
- 2) Complete Alexandria Historic Preservation Management Plan by 2014 that sets priorities for preservation strategies and policies to enhance, maintain and promote Alexandria's unique and significant historical, archaeological, and cultural resources, and supports sustainable heritage tourism and economic development in the City.

- 3) Develop a public art master plan by 2014 that sets priorities for the location and funding of projects and provides a framework for the shared financial and professional resources needed.
- 4) Increase accessibility and public participation in arts, library, historical, archaeological, and cultural resources, programs and services, by 2013.
- 5) Launch a collaborative marketing campaign with arts organizations, schools, museums, libraries and recreation centers that promotes arts, library, history, archaeology, and cultural programs and services offered by the City and nonprofit organizations, by 2013.
- 6) Conduct a library feasibility study to determine current and future needs, by 2012.
- 7) Capture the cultural diversity of Alexandria through oral histories, documents and historic images, by 2013.

Measures

- Public art funding policy adopted by City Council by FY2011 (1)
- Establishment of an ongoing funding stream for public art by FY2012 (1)
- Public art integrated into public and private development and redevelopment projects as addressed in the public art funding policy by FY2011 (1)
- Alexandria Historic Preservation Management Plan by adopted by City Council by FY 2014 (2)
- Implementation of historic preservation policies and strategies, as outlined in the Alexandria Historic Preservation Management Plan, to begin FY 2014 (2)
- Public art master plan adopted by City Council by FY2014 (3)
- Implementation of public art master plan to begin FY2014 (3)
- Total number of materials circulated/used in all library branches (4)
- Number of visitors who access the web pages related to history, arts, culture and libraries by 2011 (4)
- Total number of people attending programs in all library branches (4)
- Increase City-managed program participation numbers by 10% each year (4)
- Increase first time participation numbers by 10% each year (4)
- Increase program participation numbers of nonprofit arts organizations funded through the grants program by 10% (4)
- Increase private sector support of nonprofit arts organizations funded through the grants program by 10% (4)
- Create and implement an evaluation mechanism for existing programs and services (4)
- Create 20% new programs and services based on evaluations and community input (4)
- Based on evaluations and community input, annually examine balance of existing programs and services to eliminate under-performing activities and strive to create 20% new programs and services (4)
- Increase press coverage of programs and services by 10% each year (4)
- Promote free programs to residents (4)
- Use public transportation (buses, trolleys, metro, airport) to promote availability of arts and history services to visitors and locals (4)

- Increased use (4)
- History, Arts, Culture and Libraries collaboration plan (5)
- Increase visits to web sites by 20% each year (5)
- Increase eNews subscriptions by 20% each year (5)
- Increase printed and electronic press coverage by 10% each year (5)
- Library feasibility study (6)
- Maintain and expand collections of oral histories, documents and historic images to professional standards of an American Association of Museums accredited institution (7)
- Establish arts, history, museum and library programming that highlights the cultural contributions of Alexandria's diverse populations (7)

Objective 3: Provide a comprehensive and cohesive system of prevention, early intervention and treatment services to those Alexandrians most in need

Initiatives

- 1) Invest resources in evidence-based prevention and early intervention efforts, by 2013.
- 2) Identify three to six feasible, existing neighborhood-based sites around the community that are regularly accessed by Alexandrians, i.e., libraries, malls, retail sites, clinics, public housing sites, churches, shelters, etc., where residents can access services, by 2015.
- 3) Increase opportunities for moderate to low income seniors and disabled adults to remain in affordable, local, community-based residential settings with necessary services and supports, by 2015.
- 4) Design and implement a marketing plan to improve resident awareness of services and how to access, by 2013.
- 5) Develop and implement a comprehensive social marketing campaign for prevention efforts, by 2013.
- 6) Maintaining safety net services with a focus on prevention services, while striving to eliminate poverty in Alexandria by reducing number of Alexandrians at or below federal poverty line (by 10 percent amount by year 2015).

Measures

- Increased use of programs. (1)
- % decrease in persons seeking treatment (1)
- Survey results indicating sites are more convenient for residents (2)
- Diversity of residents served by human service providers compared with demographic data (2)
- Number and profile of persons on waiting lists for critical social services (2)
- Results of surveys of persons served in City, by location, demographic information and accommodations requested (2)

- Title VI compliance data (2)
- By 2015, increase from 2010 levels access to local affordable assisted living, adult foster care, or other affordable community-based residential/service settings for moderate to low income senior and disabled adult Alexandrians (3)
- % reporting satisfaction with services
- % increase in residents knowing about services available
- % decrease in waiting lists
- Maintenance of City council funding for safety net services. (6)
- Increased resources for safety net through faith-based community and other revenues (grants) (6)
- Number of students in ACPS who qualify for free or reduced fee lunch (6)
- Percentage of persons in Alexandria at or below federal poverty line as determined by the decennial census and interim demographic surveys (6)