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

Meeting Overview
The Goal 7 Community Meeting, which was attended by approximately 60 persons, was conducted using a modified charrette format (a collaborative brainstorming process) to develop strategic initiatives for the three proposed strategic objectives. The meeting began with opening comments from Council Members Redella Pepper and Alicia Hughes. Participants had the opportunity to work in small groups to brainstorm strategic initiatives for the three proposed objectives. Each session lasted for approximately 20 minutes. After the brainstorming sessions, all of the ideas were placed on a board in the front of the room, grouped under their respective objectives, with like ideas posted together. In order to give participants an opportunity to rank the initiatives, they were given colored dots which they used to vote for their top priorities. The proposed strategic initiatives, grouped under their appropriate objectives, are listed below.

The meeting concluded with Council Members Pepper and Hughes thanking participants for their hard work, and discussing the next steps. The Council Members will meet with key staff on January 7, 2010 to select five to seven strategic initiatives for each of the strategic objectives. The initiatives will be determined by synthesizing information and recommendations from the Community Meetings, and the comments and presentations from individuals, citizen groups and staff. The work of Goal 7 will be added to that of the other six goals and presented to the public for final review and comment before City Council formally adopts the Strategic Plan.

Proposed Strategic Initiatives
The initiatives receiving the highest number of votes or dots are listed first, under each objective. The numbers following the statements indicate the number of votes each received. Strategic initiative identified as being duplicates are listed together, with the duplicate statement appearing in brackets.

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

Proposed Initiatives
1. Create a reliable local funding mechanism for affordable housing. Sale of any city property should be dedicated to funding affordable housing. [Reinstate 1 cent tax for affordable housing] - 13
2. Bond offering and identify property that can be used for Building affordable assisted living facility (currently does not exist).
3. Seek legislative authority to require developers to contribute to Affordable Housing. - 6
4. Use library resources as a means of enabling residents to access information on housing and housing-related resources. - 6
5. Ensure physical quality of affordable housing is no different than market rate housing. - 5
   [Make affordable as attractive as market rate units – equal sizes to market]
6. Increase opportunities (funding or units) for City and ACPS employees to live (own or rent) affordably in Alexandria.
   [Create affordable housing for essential service personnel teachers, fire EMS, police, etc.] - 5
7. Reinstate income based property tax relief. - 4
   [Support reinstatement of A-HOP (Affordable Homeownership Preservation)] - 4
8. Identify historic properties and encourage owners to combine federal and state historic preservation tax credits with affordable housing tax credits to create both affordable housing and jobs. - 4
9. Increase % affordable housing contributions to 15%. - 4
10. Permit homeowners to rent to low income (30% AMI) qualified by private arrangement and elimination barriers to homeowners to do this - 4
11. Preserve currently assisted rental housing properties with expiring assistance. - 4
12. Provide affordable opportunities for single persons (in addition to families) - 4
13. Increase the number of Housing Choice Vouchers available in Alexandria. - 4
14. Expand/create affordable housing options for larger families. - 3
   [Provide more affordable rental and ownership opportunities for families]
15. Enable older citizens to remain in their homes affordably, by publicizing and modifying senior tax relief program. - 3
16. Continue to promote affordable homeownership for 1st time buyers. - 3
17. Increase the density of affordable and work force housing in close proximity to public transportation. - 2
18. Create innovative housing forms we don’t have like new housing, SRO for seniors (persons with an income) and persons with disabilities with incomes less than 30% of AMI - 2
19. Promote should be switched with PROVIDE…Preserve all of the existing federally subsidized or assisted affordable rental housing in the City. (Not just federally subsidized) site based approximately 3,000 units. - 2
20. ADA. Encourage developers to utilize universal design and include
21. Provide low income energy assistance for those who need it. - 1
22. Require through zoning that all redevelopment be mixed-use and provide minimum 10% low-income housing. - 1
23. Develop volunteer protégé program between trade organizations and housing groups to renovate and rehabilitation housing in need. - 1
24. Create incentives for owners to rent units to people/families in need. Provide landlord/tenant matches. - 1
25. Increase community awareness of foreclosure and eviction prevention programs and services. - 1
26. Invest money, time and energy in transitional housing. - 1
27. Create public/private partnerships between financial institutions and public entities to establish escrowed funds for mortgages for affordable housing. - 1
28. Provide greater affordable housing choices to seniors. - 1
29. Seek legislative authority to establish rent control. - 1
30. Increase the number of affordable rental units for households up to 60% of median to year 2000 levels (approximately 18,000). - 1
   [Save affordable rental units]
31. Initiate marketing/communication strategy regarding affordable housing resources.
32. Provide transportation subsidies/incentives to service workers.
33. Preserve # of public housing units affected by redevelopment.
34. Promote Alexandria homeowners assistance housing programs to military personnel.
35. Create permanent affordability periods for set aside units.
36. Increase the number of mixed use properties to include affordable Housing.
37. Units=Bonus densities. Negotiate rental proffers. Increase set aside in new developments rental and sales units for work force housing no greater than 50% of median income.
38. Educate landlords and property owners about choice voucher program.
39. Ensure a continuum of services for all to promote diversity in Alexandria.
40. Increase access to housing subsidies to make sure all eligible citizens have access to safe, decent affordable housing measured by eliminating waiting lists.
Objective 2: Promote full access to lifelong learning opportunities including arts, libraries, historical and cultural resources and services.

Proposed Initiatives
1. % for Arts Program. Developers provide… - 18
2. Open the libraries for more hours and provide more materials traditional and non/traditional. - 7
3. Increase flexibility access to on-line education (such as, GED classes) through libraries and community centers. - 7
4. Promote availability of arts, cultural, heritage services at key points of entry or on transportation (cabs, buses, trolley, metro) in the city. - 6
5. For the library to provide and maintain adequate materials information products and services (INC. remote services), that are available without long delays. - 4
6. Educate city leaders on historic preservation law. - 3
7. Consistent outreach/communication related to arts, historic, cultural, library information. Example: arts mobile, book mobile, history mobile - 3
8. Create a multifunctional permanent performing and visual arts venue for the city… audience 500-700. Appropriately scaled can house a … - 3
9. Affordable housing for artists. - 3
10. Identify long term residents and solicit their stories for historical record. - 3
11. Expand opportunities for senior citizens to participate in art, library, historical, cultural programs within the city. - 3
12. Implement historic preservation action plan. - 2
13. Develop a cultural and heritage economic plan which promotes cultural and historic sites and activities. - 2
14. Libraries continue programs to help children love reading. - 2
15. Enable older citizens to participate and contribute in life-long learning opportunities by providing them the tools and increased access (e.g., transportation, training, companions/support). - 2
16. Celebrate cultural diversity through active programs in arts and music especially in the schools. - 2
17. Provide access to library spaces to arts, historical library, and cultural organizations at no cost. - 2
18. Increase number of college-credit classes located in community centers, libraries, and other locations. - 2
19. Launch a collaborative marketing campaign with arts organizations schools, museums, libraries and recreation centers. - 1

[Develop a unified marketing resource plan for arts, cultural, historic]
20. Provide $1 million yearly to support competitive grants for history, arts and culture. - 1
21. Require ACPS to partner with OHA that every student goes to one museum yearly. - 1
22. Public private partnerships to leverage educational art programs. - 1
23. Create an arts incubator. - 1
   [City support of maintaining torpedo factory]
24. Provide art and cultural events at homeless shelters and transitional housing. - 1
25. Robust arts programs for people with disabilities by providing appropriate supplies and venues. - 1
26. Create history scholars program to increase residents’ knowledge of history. - 1
27. Initiate new technology of media venues to connect youth with arts, heritage, library and cultural services. - 1
28. Encourage/support neighborhoods to discover and celebrate their history through art and interpretive methods. - 1
29. Broaden the pallet of tools and market that pallet to maintain the physical historical character of community (e.g., easements, tax credits, etc.) - 1
30. Provide assessment on how we did on the last strategic plan.
31. Develop a plan to promote increased support for public/private partnerships and/or donor for arts, cultural, heritage and library services
32. Establish interactive programs using public art to showcase and teach Alexandria’s history.
33. Provide library services through programs, outreach, and participation in community activities.
34. To produce and implement an arts master plan
   [Create/implement public art plan (master)]
35. Have City Council approve a plan for the creation of art districts.
36. Open libraries and recreation centers 7 days a week, 12 hours a day.
37. Integrate art and history so that the community benefits. Can public art reflect history?
38. Promote existing opportunities for arts, cultural, historical and library services.
39. Encourage and promote public art.
40. Educate property owners in historic districts on economic value of historic preservation.
41. Develop central community arts and culture calendar to increase utilization.
42. Establish a transportation vehicle that is available for residents of all ages to transport individuals to art, historic, cultural, library events.
43. Initiate measures to make access to arts, cultural, library and heritage service affordable.

**Objective 3: Provide preventive and social services to those most in need.**

**Proposed Initiatives**

1. Create a funding mechanism (public-private partnership) to provide assisted living for senior citizens in need, who are living below the poverty level - 10
   [Provide an affordable assisted living facility in Alexandria]
2. Provide mentoring programs such as the Untouchables for at-promise youth. Measure: # mentoring programs, # youth who have mentors. - 9
3. Maintain or increase at least the number of prevention programs in place in 2004. - 9
4. Provide services more on-site-neighborhoods where people live. - 7
   [Create a human services center at the West End. e.g. food stamps, eligibility, shelter. Satellite office West End. Co-locating services throughout the City]
5. Increase ability of library to provide language, job search, resume writing and other social services. - 7
6. Provide staffing and resources to ensure timely availability of services to those in need. # of staff providing assistance, % of timely benefits. - 7
7. Reduce waiting lists for critical social services by 25% within 3-5 yrs. - 4
8. Provide adequate assistance and services to enable seniors to age with dignity in the City of Alexandria by supporting senior services of Alexandria and like programs. - 3
9. Design and implement a required life skills program (health, finance, employment, etc.) for all ACPS students. - 2
10. Increase availability of City services by enabling residents to “text” city agencies for help. - 1
11. Provide access to fresh food and health food to all neighborhoods in the city, e.g. expand the # and accessibility of farmer’s markets, classes for mothers and immigrants on healthy cooking with local foods. - 1
12. Train social services staff in sign language. - 1
13. Strengthen families through education & support. Measure: Children are safe and ready for school. Availability of programs such as Healthy Families and Alexandria Resource Mothers. - 1
14. Increase investment in early childhood education  
[Provide universal quality free preschool] - 4

15. Create an electronic system that links programs provided by City agencies and non-profits. - 3

16. Preserve low-income housing as a platform to deliver social services, wrap services around. - 3

17. Assess the adequacy of safety net programs and educate public about them. Measure: % of persons eligible for benefits who receive them. - 3

18. Continue funding for prevention services for youth that have proven outcomes to reduce substance use and violent behavior. Measure: youth who are at-risk have access to programs, reduction in substance abuse as measured by Youth Risk Survey. - 3

19. Increase employment related public/private partnerships to increase job opportunities by 20% in one fiscal year. - 2

20. Promote/provide basic quality dental screening and sealants for children at elementary and middle school levels. - 2

21. Access to higher education for qualified foster youth by supporting statewide tuition waiver for foster youth admitted to VA public universities. % of foster youth enrolled in public universities. - 1

22. Provide leadership and advocacy education to the broad population of the City by supporting the PLTI and similar programs. - 1

23. Provide preventive services to people at risk of mental illness and substance abuse. - 1

24. Provide the services required to eliminate the achievement gap for our children in the public schools. Decrease in achievement gap. - 1

25. Provide supportive services to seniors who are just above the poverty line. Identify how many seniors are vulnerable and have insufficient support. [Develop an action plan to meet the needs of seniors identified by recent surveys] - 1

26. Assure that elders and persons with disabilities receive the services they need to stay in the community. Including children with serious emotional disorders. - 1

27. Create an “app” for easier access to all City services. # of at-risk youth accessing. - 1

28. Educate younger children and mentor to provide education and promote healthy habits.


30. Prevent child abuse and neglect through efforts including parenting training and support. Measure: # of foster care children placed/adoptions
adequate # foster parents. # CPS complaints, attendees at parenting classes, adequate # of court appointed child advocates.

31. Support the anti-stigma HOPE Campaign to reduce the stigma of receiving mental health services and educate the public that mental health problems are treatable.

32. Require all private not-for-profit agencies that receive funding produce/report outcomes through the City.

33. Increase the number of crisis intervention programs available in the community.

34. Assure that those with the greatest needs receive preventive health services. 
   [Ensure that mental health services are available to those in need regardless of insurance and income] Measure: No wait list for services.

35. Develop “community services” tab on City website for easier navigation to find city services and resources with link to private non-profit, NGO’s and businesses. Customer satisfaction survey.

36. Need affordable housing for seniors who need support-earmark $ from developers for seniors.

37. Design and implement a marketing plan to improve consumer/citizen knowledge of available resources and services.

38. Develop community policing stations throughout the City.

39. Provide college counseling for all at-risk youth. % of children in college.

40. Provide preventive services and programs for those at-risk of teen pregnancy.

41. Create a citizen corps that can assist social service agencies in overcoming resistance because of cultural differences.

42. Increase access for seniors and the disabled to essential (health, food, etc…) life services.

43. Re-establish a vibrant transportation system for persons with social service problems.

44. Make sure that all children in the City are safe from abuse and neglect and develop into healthy adults. % of a/n of children in the City compared to population. Decrease in DV calls.

45. Increase capacity for at-risk clients for all social services.