

**ALEXANDRIA
CHAMBER
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Accredited by the
Chamber of Commerce
of the United States of America

MEMO TO: Mayor & City Council

FROM: Ken Moore 

DATE: October 11, 2000

SUBJECT: City Vision Process

COPY TO: City Manager
City Clerk

Enclosed is a copy of the Chamber's presentation to the City Council on Tuesday evening, June 15.

Additionally we have provided you with our working papers that address specific changes in the document that was presented at the second community forum.

Once again we would like to commend each of you for going through such a comprehensive process and for including the community in this effort.

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ALEXANDRIA CHAMBER OF COMMERCE
City Council Public Hearing
City of Alexandria Strategic Plan
June 15, 2004

Joan Renner:

Good evening. I am Joan Renner one of the owners of a local business, and an Alexandria resident. This evening I am here as Chair of the Alexandria Chamber of Commerce.

The Alexandria Chamber of Commerce has a strong interest in the City Council's Strategic Plan not only because we represent more than 1,000 businesses in the City but also because about 60% of our members live in the City. The Chamber supports the Mayor's leadership in undertaking a Strategic Planning Process for our City.

The Chamber appreciates the time and effort that City Council members have invested in creating this strategic planning document. Our City will benefit from this effort that has begun to address the issues that are so important to our City's future.

The Chamber notes that in this Strategic Plan, Alexandria business plays an indispensable role in carrying out the Vision, Mission, Goals and Objectives expressed in this document. The fabric of the community envisioned in this plan for Alexandria's future depends on Alexandria business. The revenue to make this future financially sustainable depends on Alexandria business. In other words, developing the exciting, vibrant Alexandria envisioned in this document depends on Alexandria business.

In making your decision on the final form of this document It is of utmost importance that you give high priority to objectives that foster a healthy business community to make this vision a reality.

The Chamber has prepared a number of proposed changes that will help make the strategic plan document a stronger tool for making decisions for our City's future.

First, the following additions to the plan are needed
To ensure that the effort devoted to this project results in an enduring framework for decision making:

The plan should contain a provision that it will be reviewed and adopted by future councils at the beginning of their term.

The Plan should provide a means of evaluating periodically Whether, and to what extent the goals and objectives are being achieved.

The plan should address the level of internal and external resources that will be required to make the vision a reality.

PART II

Rick Dorman:

I am Rick Dorman a 20 plus year resident of the City of Alexandria Member of the Executive Committee of the Alexandria Chamber of Commerce

The Chamber believes that the Strategic Plan document contains many good ideas and actions and we commend the cities leadership for undertaking this process. We have some concerns, however, that lead us to recommend some structural enhancements to improve the document and make it more usurer and reader friendly. We would like to see this effort result in a strategic plan document that is shorter, easier to understand and easier to use in future decision making by all in city government while laying out the Cities guiding principles.

We suggest that the current document be separated into two documents that would be easier to use and understand.

1. A strategic document or plan that is the more public document
2. A operations plan that operationalizes the strategic plan and a more working document.

You have created a strategic plan, and then applied it to identify action items for the first five years that are more operational in nature and are used to implement the strategic plan. This is fine, however operational in nature and not so much strategic. The strategic plan document should contain the vision, mission, strategic goals and guiding principles that were brought out in the strategic planning process through City Council's work sessions and input from citizens and staff.

It is this part of the plan, the part containing the vision, mission, goals, values and/or principles that should function as a strategic tool for the future. And if well crafted can stand for many years to come. Presenting this in combination with current action items or the operations plan makes the document more complicated than it needs to be. It detracts from the enduring nature of the vision, mission, goals and values by drawing it down into current short-range details or actions.

The length and breadth of the document makes it difficult for citizens to absorb and may make it difficult and more restrictive than necessary to use in the future. It is the operations plan...not the strategic plan that will shift as the different environments change. This, two document presentation, would emphasize the more enduring vision, mission, goals and guiding principles separate from the policy actions that are the current choices to implement the strategic vision. We believe that separating out the true

strategic elements from the more operational elements of the document would make it a more usable tool for future decision making.

PART III

Ken Moore:

I am Ken Moore resident of Alexandria and President and CEO of the Alexandria Chamber of Commerce. We would like to see this effort result in a document that is more focused and prioritized to better assist us in choosing actions in the future.

Although the plan expresses priorities for current actions, it is not clear which goals and objectives are most important for prioritizing actions in the future. The final document should more clearly express priorities. There are seven goals. Decisions may need to be made in the future that favor one goal over another.

Without prioritizing the goals, this document doesn't help us decide whether to spend a given dollar on public safety, or on open space or whether to spend that dollar on our schools? This document would be a better decision making tool if it is revised to express priority among these goals.

Each goal is supported by a number of objectives. Decisions may need to be made in the future that favor one objective over another. This document would be a better decision-making tool if it is revised to express priority among the objectives that support each goal. To make the document easier to understand, these priorities, once established, should be expressed on one page in executive summary.

Here are the objectives that we believe to be the most important within each goal. Some of these are among your list of objectives, and some are not.

Goal 1: Development

Prepare and Approve a Comprehensive Land Use Master Plan that will enable Alexandria to achieve quality new development and infill development in areas where there is a need, and to protect established neighborhoods.

Goal 2: Natural Environment

Maximize the usefulness of existing parks, open space, and recreation areas and acquire those areas that would make a significant contribution to the welfare of our city especially for connectivity or accessibility.

Goal 3: Transportation

Prepare a Comprehensive Transportation Master Plan that addresses all modes of transportation and is coordinated with the Comprehensive Land Use Plan.

Goal 4: Local Economy

Become known as a business-friendly city so that businesses of all types can become established and thrive.

Goal 5: Caring Community

Create a caring community through our human and social services to the elderly, disabled, and disadvantaged.

Goal 6: Sound Government

Maintain Alexandria's AAA bond rating.

Goal 7: Public Schools

Improve both image and performance of public schools to the point where the schools attract residents to Alexandria. We commend your hard work and effort and look forward to a final result that will be a valuable tool for our future. We will continue to work with the City hand in hand to ensure a favorable climate for business in Alexandria and to continue to make our city a great place to live and work.

ALEXANDRIA CHAMBER OF COMMERCE

City of Alexandria Strategic Plan Overview

Presented by the
Vision Task Force

DRAFT NO. 2

Comments, which relate to the City of Alexandria Strategic Plan 2004 – 2015:

- All areas of the plan should be measurable.
- The Plan should be reviewed and adopted by future Councils at the beginning of their terms.
- The plan should be used by the Council and staff as a “tool” for decision-making following final adoption of the document.
- The plan should include an outline of internal and external resources required to make the vision a reality.
- Some prioritization of the goals within the vision should be made.

GOAL 1

- Performance measurements needed to make programmatic and business decisions.
-

- Web site is not the only answer to communicating with the community.
- Maintaining a AAA bond rating is essential!!!

GOAL 2

- Objective 3 should be expanded to read: Increase job opportunities in Alexandria “for a variety of income levels”
- Add an objective that states: “Ensure that Alexandria hosts a diverse mix of business including some that are neighborhood serving and others that are regional or national in scope.”
- Addition to Values: Achieve a more balanced tax base.
- Addition to Values: Expand the number of residents who are able to work and live in the City
- Addition to Values: Prepare employees for jobs of the 21st Century.
- Action No.1: A review of the overlap of economic development functions is needed.
- Action No. 2: It is not clear that the streamlining of the permitting process is being implemented as planned.
- Action No. 5: Encourage residents to patronize local business.
- Action No. 6: Add... “tourism that leads to expenditures of non-residents in hotels, restaurants and shops”.
- There should be some statement noting the importance of the “Business Facilitator”

GOAL 3

The City of Alexandria will have a comprehensive transportation plan that is fully integrated with a comprehensive land use plan.

The comprehensive transportation plan will include the following:

- The pedestrian, the most vulnerable, must be able to move around the City with full accessibility to work, shops and schools.
- The “urban villages” must be protected using calming methods.
- Coordinate our streets and transit with neighboring jurisdictions.
- Make sure all of our “urban villages” are connected to each other.
- Eliminate impediments to using public transportation making it the choice for people.

GOAL 4

- Objective No.1: **Utilize** environmental sensitivity in planning new development and public facilities.
- Objective No. 2: Increase **quality** open space and **passive and recreational opportunities** for residents.
- New Objective: **Take advantage of available views and vistas in parks, gardens, plazas and other open space areas.**
- Objective No 3: **Plant quality native tree species and increase** the cities overall tree canopy.
- Objective No. 5: **Improve and increase construction and landscaping of prestrian infrastructure to encourage walking and the use of mass transit.**
- Action No. 1: Open space Implementation: Review recommendation from citizens open space committee, encourage citizens' contributions to the open space fund and acquire priority properties **according to agreed-upon criteria addressing city-wide benefits.**
- Add Action No. 12: **Expand pedestrian and bikeway system, including along the waterfront, so that residents can enjoy the city's open space.**
- Add Action No. 13: **Encourage residents and businesses to improve the visual aspect of their properties.**
- Add Action No. 14: **Improve current parks to increase passive and active recreational opportunities.**
- Add Action No. 15: **Increase amount of wetlands and natural edges along streams and rivers to improve water quality and reduce erosion and siltation.**

GOAL 5

- Goal 5 should be re-stated to state: "Public Schools that are the best in the Metropolitan area"
- An objective should be added that states: "Create an education system that attracts families who want to live here because of the education system."

GOAL 6

Editors Note: Lois Walker will provide a brief overview for this section that will be added when received.

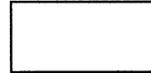
GOAL 7

The following was submitted by Diane Charles:

- Our seniors need to be valued, feel welcome and provided assistance so they can stay in their homes as long as possible.
- Children need to feel safe and secure whether at a day care center, in a home-based child care setting, at school, an aftercare program or living with a parent, relative or foster parent.
- Basic health, mental health, substance abuse and mental retardation services' availability is essential.
- Parents need to have the skills and tools to be **parents** to their children providing an environment for them to grow, learn, develop and contribute to their community and their own children nonviolently.
- Youth must have options (beyond school) that interest them and occupy their time and talents to help keep them stay out of trouble and continue their development beyond academics.

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6-15-04

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**The fabric of the community
envisioned in this plan
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*depends on Alexandria Business.***

**The revenue to make this future financially sustainable
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6-15-04

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Page 5

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And President and CEO
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LEADERSHIP ALEXANDRIA
TOMORROW NIGHT
6:00 - 8:00
Finn & BERTSE