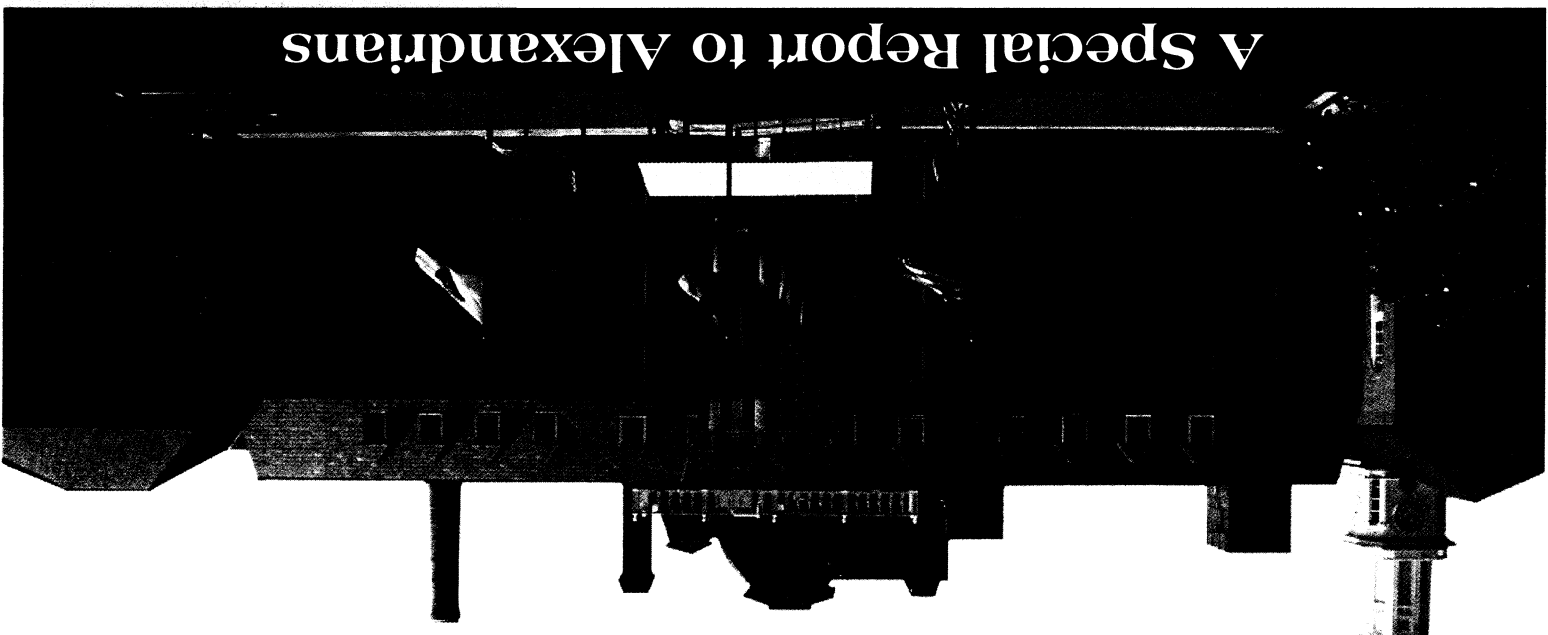


City Manager Report
1-11-05



VIRGINIA

Alexandria



A Special Report to Alexandrians

Alexandria Vision 2015

Alexandria 2015 is a vibrant, diverse, historic and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.

To achieve this vision, City Council identified seven vision principles and seven major goals with objectives for 2004-2009. It also listed expected policy and management actions and projects for 2004-2005. The Strategic Plan and vision for Alexandria will be an important tool for the Council as it considers policy and budgetary decisions during 2005 and in future years.



City Council Policy Agenda for 2004-2005

- ◆ Landmark Mall Redevelopment and Area Study
- ◆ Transportation Master Plan
- ◆ City Services Performance Audit and Benchmarks
- ◆ Affordable Housing Policy and Strategy
- ◆ Watfront Development Plan
- ◆ Open Space Plan Implementation

City Council Adopts a Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision over the last year after holding a series of work sessions, two community meetings and a public hearing to obtain community input. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals.

Alexandria Goals 2004 - 2009

Goal: Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.

Objectives:

- ◆ New Development, Redevelopment and Infill Development are Compatible with the Character and Scale of Alexandria Neighborhoods, its Natural Environment and its Historic Resources.
- ◆ New Development and Redevelopment Enhance the Vitality of City Neighborhoods and Create Their Own Sense of Place.
- ◆ New Residential Development and Redevelopment Include Housing Units for Persons with Mixed Incomes and Provide Accessible Housing Opportunities.
- ◆ The City Encourages New Development and Redevelopment that are Highly Transit Oriented.
- ◆ New Development and Redevelopment Along Major Corridors Have High Quality Design.
- ◆ An Updated Comprehensive Master Plan Reflects the City's Vision and Community Goals, and is Used in Land Use and Development Decision Making.
- ◆ The Development Process Encourages Community Participation.

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Alexandria Goals 2004 - 2009 (continued)

Goal: A City That Respects, Protects and Enhances the Natural Environment.

Objectives:

- ♦ There is greater Environmental Sensitivity in Planning New Development, Redevelopment and Public Facilities.
- ♦ The City Increases the Amount of Open Space, Recreation Space and Park Acreage Per Resident.
- ♦ The City's Overall Tree Canopy is Protected and Expanded.
- ♦ The Appearance of Gateways, Entrances and Corridors is Improved.
- ♦ More People Travel in the City by Mass Transit, Bicycle or Walking and Become Less Auto Dependent.
- ♦ The Quality of Air and Water in Alexandria is Improved.

Goal: An Integrated, Multi Modal Transportation System that Gets People from Point "A" to Point "B" Efficiently and Effectively.

Objectives:

- ♦ More Residents and Commuters Use Mass Transit.
- ♦ More Residents Use Alternate Transportation Modes such as Walking and Biking.
- ♦ Better and More Connectivity Exists Within and Throughout the City by Transit, Car, Bicycle or Walking.
- ♦ Ridership on DASH Buses is Increased Through Improved Routing and Other Incentives.
- ♦ Design of Future Developments is Pedestrian Friendly and Mass Transit Friendly.
- ♦ "Through Traffic" Moves Through the City as Efficiently as Possible and its Impacts on Neighborhood Streets is Minimized.
- ♦ More City Participation in Regional Decision Making helps Develop Effective Transportation for the Region that Efficiently Moves People and Goods throughout the Region.

Goal: A Strong City Economy that is Growing in Varied Small Businesses and Job Opportunities.

Objectives:

- ♦ More Residents Live and Work in Alexandria.
- ♦ More Balance Exists Between the Residential and Commercial Real Estate Tax Bases.
- ♦ Job Opportunities in Alexandria for Persons at Various Income Levels and Abilities are Increased.
- ♦ The City is Business Friendly and More Small Businesses Start and Grow in Alexandria.
- ♦ Greater Number of Tourists Visit Alexandria.
- ♦ Strategies are in Place to Increase the Employability of Residents through Skill and Workforce Development and Support Services.

Goal: A Caring Community that is Diverse and Affordable.

Objectives:

- ♦ An Increased Number of Affordable Housing Units are Available with Emphasis on Low and Moderate Income City Workers, Seniors, and Individuals with Disabilities.
- ♦ Youth and Adults Have the Opportunity to Maximize their Potential and Live Productive Lives.
- ♦ Elderly Residents Can Continue to Reside in the City.
- ♦ Appropriate Types and Levels of Human and Social Services are Available.
- ♦ Added Medical and Mental Health Care for Uninsured and Underinsured Residents is Available.

Goal: The City Government Is Financially Sustainable, Efficient and Community Oriented.

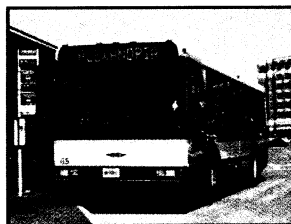
Objectives:

- ♦ The City Continues to Seek to Expand and Diversify the City Tax and Non-Tax Revenue Base.
- ♦ City Services are Delivered in the Most Cost-Effective Manner.
- ♦ City Services are Responsive to the Changing Needs of Our Community.
- ♦ The City Achieves and Maintains a High Level of Community Satisfaction with City Services.
- ♦ The City Maintains its "AAA/Aaa" Bond Ratings.
- ♦ The Community has a Good Understanding of all Aspects of City Government: Services, Finances, Processes and Decisions.

Goal: In Partnership with the Alexandria City Schools, Public Schools That are Among the Best in Northern Virginia.

Objectives:

- ♦ The Quality of Public Schools Contributes to Attracting and Retaining a Diverse Number of Families and Businesses.
- ♦ Responsible Adults are the Product of the Education System, School Programs and City Programs, and are Prepared for Higher Education and for the 21st Century Workplace.
- ♦ There is More Parental Involvement in Children's Learning, Education and Activities.
- ♦ Enhanced and Expanded Partnerships for Educational Excellence Exist Between and Among Parents-Schools-City-Business-Community.
- ♦ Children are Prepared to Enter City Schools with the Basic Knowledge and Skills Needed to be Successful.



Alexandria Vision Principles and What They Stand For:



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Councilman Paul C. Smedberg
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Councilwoman Joyce Woodson
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VIBRANT

- ◆ Alexandria is an exciting place in which to live and work and to visit, where people enjoy a variety of activities.
- ◆ There is a synergy with our community, and there is active participation in dialogue on issues.
- ◆ People come together for a variety of community events and festivals, and there are opportunities for enjoying a healthy life style.
- ◆ The community is inviting to small businesses and entrepreneurs.
- ◆ Alexandria is always looking to the future and for ways to get better.

DIVERSE

- ◆ Alexandria is a friendly, respectful, open and inclusive community where differences are welcomed and age, culture, religion, race, lifestyle and abilities are respected.
- ◆ The history and heritage of different cultures are celebrated.
- ◆ Neighbors take care of neighbors.
- ◆ The City strives to make the community affordable for all.
- ◆ There are choices of housing opportunities for a variety of income and age levels and for workers in Alexandria; people want to and are able to continue to make Alexandria their home throughout their lifetime.
- ◆ The community works together to develop and provide an effective "safety net" for residents in need.

HISTORIC

- ◆ We preserve and celebrate our historical roots and diverse heritage from the 18th century to today, and residents understand and appreciate the City's history.
- ◆ We preserve our historic neighborhoods, homes, and other historic buildings and other historic sites and maintain our distinctive architectural character and design.
- ◆ New developments are planned so that they are compatible with historic buildings and structures.
- ◆ Alexandria's history contributes to the local economy through tourism development.

BEAUTIFUL

- ◆ The Potomac River and waterfront are attractive, accessible and usable.
- ◆ Our environment - our water, our air, our land - is clean.
- ◆ Open green spaces, trees, streetscapes, public spaces and canopied streets are located throughout our community and are attractive and well-maintained.
- ◆ City entrances and gateways are welcoming and distinctive, and you know that you are in Alexandria.
- ◆ There is balance between open space and development, and new development and new City infrastructure are environmentally sensitive.
- ◆ Public art is located in many places throughout the City.

UNIQUE NEIGHBORHOODS

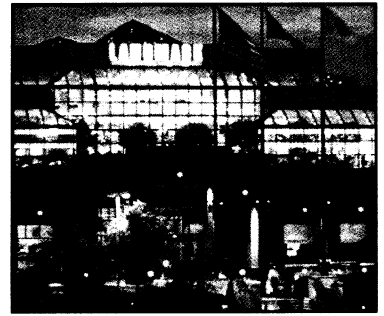
- ◆ Neighborhoods have their own distinct character and feeling and are safe and secure.
- ◆ Residents and property owners take responsibility for, and have great pride in, their neighborhoods.
- ◆ Neighborhoods are protected from the impacts of non-residential traffic, and new development and redevelopment are integrated into the neighborhoods.
- ◆ Residents enjoy convenient access to walkways, trails and public transit and public and open spaces.
- ◆ The City maintains and regularly replaces quality infrastructure.

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Alexandria Vision Principles (continued)

URBAN VILLAGES

- ♦ The City has a variety of mixed use developments that provide places to live, work, shop and recreate.
- ♦ Urban villages are integrated with nearby neighborhoods, maintaining Alexandria's diverse character and charm.
- ♦ The City retains a small-town "main street" feeling with community gathering places.
- ♦ People enjoy pedestrian friendly designs, with signs that guide them from place to place.
- ♦ Transit-oriented designs maximize the use of public transit.
- ♦ Parks, trails and green spaces are incorporated in the urban center and coordinated with nearby neighborhoods.
- ♦ There are convenient retail shopping and restaurant opportunities to serve urban village residents and to attract others to come there.



GREAT COMMUNITY

- ♦ Alexandrians take pride in Alexandria.
- ♦ People feel safe and secure throughout the community, and residents care about one another.
- ♦ Individuals with special needs are able to realize their potential and to live in the community.
- ♦ Members of the community have an opportunity to get involved, to have constructive debates, to build the community and to shape the future.
- ♦ Community organizations, businesses, institutions and residents work together contributing to a better Alexandria.
- ♦ Residents of all ages have access to top quality education for life long learning.
- ♦ People enjoy community events and cultural arts activities year round within the community.



Mission of Alexandria City Government

Alexandria City government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

