

WS
10-14-08

**CITY COUNCIL WORK SESSION
ON THE CITY'S STRATEGIC PLAN**

TUESDAY, OCTOBER 14, 2008

5:30 P.M.

CITY COUNCIL WORK ROOM

AGENDA

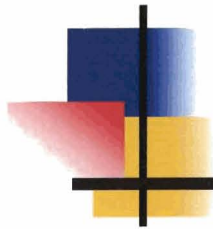
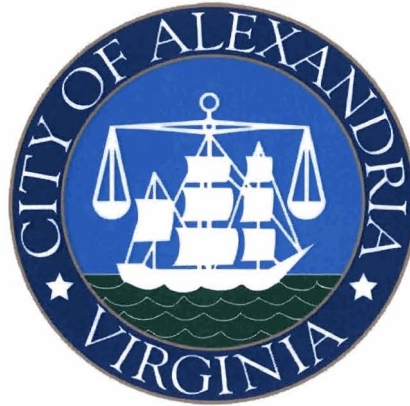
- I. Welcome, Introduction and Comments Mayor William D. Euille
- II. Presentation of Update on City's Strategic Plan Deputy City Manager Michele Evans
- III. Council Discussion

City Council Strategic Plan Subcommittee Members

Vice Mayor Redella S. "Del" Pepper
Councilman Paul C. Smedberg

Individuals with disabilities who require assistance or special arrangements to participate in the City Council Work Session may call the City Clerk and Clerk of Council's Office at 838-4500 (TTY/TDD 838-5056). We request that you provide a 48-hour notice so that the proper arrangements may be made.

DRAFT



CITY COUNCIL

OCTOBER 14, 2008

REPORT ON ACCOMPLISHING CITY
COUNCIL STRATEGIC PLAN GOALS



CITY COUNCIL'S STRATEGIC PLAN

- **Council Began the Plan Development in November, 2003.**
- **The Community Provided Input in May, 2004.**
- **Council Adopted the Strategic Plan in June, 2004.**
- **October 29, 2005 Strategic Plan Status Report**



CITY COUNCIL'S STRATEGIC PLAN

- **2005 – 2006 Reconvened the Council Subcommittee (Vice Mayor Pepper and Councilman Smedberg) to work with staff.**
- **2006 New Goal #7 adopted by Council:**
A Safe Community Maintained by High Quality Public Safety Organizations and Judicial Administration.



CITY COUNCIL'S STRATEGIC PLAN

- **Strategic Plan incorporated into City budget FY 2006**
 - **Minor amendments and updates to be incorporated in fall 2008**
 - **Council update provided on October 14, 2008**
 - **Comprehensive update and revision of City Council's strategic plan will be done in Fall 2009 at Council's Retreat.**
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- **Please note the page numbers in this report relate to the Strategic Plan Status Report of October 9, 2008 (Attachment 1). The reference "n/a" means there is not a discussion of the item in the attachment.**



GOAL 1:

**QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL
PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION**

➤ Policy Actions 2004-2005

Status

1. Landmark/Van Dorn Small Area Plan. p. 1

Continuing
2008

**2. Waterfront Development Plan: Schedule, Funding, Initiation.
p.4**

Begins 1 - 09

3. Infill Development Study: Schedule, Funding, Initiation. p. 4

Completed

4. Hunting Towers/Hunting Terrace Study. p. 4

Study Complete
Action Pending

5. Braddock Road Metro Station Area Plan. p. 5

Underway 2008

6. Potomac Yard Area Redevelopment. p. 6

Continuing
2008

7. Land Use Master Plan. p. 8

Future



GOAL 1:

**QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL
PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION**

➤ Policy Actions 2006-2009		Status
8.	Potomac Yard Small Area Plan p. 6-7	Ongoing
9.	New Potomac Yard Advisory Groups p. 6-7	Fall 2008
10.	Beauregard Small Area Plan p. 8	Begins Spring/ Summer 2009
11.	Eisenhower West Small Area Plan p. 8	Begins 2008/09*

* Upon Completion of Industrial Use Study



GOAL 1:

**QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL
PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION**

► Management Actions 2004-2005

Status

1. King Street Retail Study. p. 3

COMPLETED

2. Mt. Vernon Avenue Plan. p. 8

COMPLETED

2006 - 2009

**3. Braddock Road Metro Small Area Plan
Implementation p. 5**

ONGOING

4. Landmark Van Dorn Small Area Plan p. 1

ONGOING

5. King Street Retail Study Implementation p. 3

ONGOING

6. Potomac Yard Small Area Plan p. 6-7

ONGOING



GOAL 2:

A CITY THAT RESPECTS, PROTECTS, AND ENHANCES THE NATURAL ENVIRONMENT

► Policy Actions 2004-2005

Status

1. Open Space Plan Implementation. p. 9

Near
Completion

**2. Mirant Plant Study. [City/Mirant Lawsuit Settlement Agreement
Implementation] p. 10-11**

Ongoing

3. Streetscape Program: Enhancement. p. 12

Ongoing

**4. Clean Fuels for Buses and City Vehicles Policy and Action
Plan. p. 12**

Ongoing

5. "Green" Building Policy for City Buildings and Facilities. p.13

Ongoing

**6. Environmental Benchmarks and Measures Schedule. [City Eco
Charter Environment Action Plan] p.14**

Ongoing

7. Urban Forestry Plan. p. 15

Fall 2008



GOAL 2:

A CITY THAT RESPECTS, PROTECTS, AND ENHANCES THE NATURAL ENVIRONMENT

➤ Policy Actions 2006-2009

Status

8. Environmental Action Plan/Eco City Charter p. 14	Ongoing
9. Environmental Summit p. 14	2008
10. Wayfinding Program p. 18	ongoing
11. Green Building Policy p. 13	2008/2009
12. Four Mile Run Restoration Project p. 17	Ongoing
13. Norfolk Southern Ethanol Transloading Lawsuit and Monitoring Group n/a	Ongoing
14. Virginia Paving Implementation Plant Special Use Permit Regulations and Monitoring Group n/a	Ongoing
15. Recycling Program Expansion p. 16	Ongoing



GOAL 2:

A CITY THAT RESPECTS, PROTECTS, AND ENHANCES THE NATURAL ENVIRONMENT

► Management Actions 2004-2005

Status

1. Solid Waste Management Plan/Recycling Goals p. 16

Ongoing

2. Four Mile Run Improvement Study. Master Plan Approved '06 p. 17

Ongoing

3. Oronoco Outfall Resolution. p. 17

Ongoing

4. City Gateways and Entrances. p. 20

Ongoing

2006 -2009

5. Environmental Action Plan p. 14

Ongoing

6. Mirant Lawsuit Settlement Agreement Implementation p. 10

Ongoing

7. Virginia Paving Special Use Permit Regulations
Implementation and Monitoring Group

n/a

Ongoing

8. Wayfinding Program

p. 18

2009



GOAL 3:

**AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM
THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM
POINT "A" TO POINT "B"**

► Policy Actions 2004-2005

Status

1. Transportation Master Plan.

Ongoing p. 21

2. Pedestrian Improvement Projects and Future Projects.

Ongoing p. 22

3. Traffic Signalization Enhancements.

Ongoing p. 23

**4. Neighborhood Traffic Calming Program: Evaluation and
Actions.**

Ongoing p. 24

**5. Woodrow Wilson Bridge Project and City Actions.
Environmental Benchmarks and Measures Schedule.**

Ongoing p. 25



GOAL 3:

**AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM
THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM
POINT "A" TO POINT "B"**

► Policy Actions 2006-2009

Status

6. I-395/ Seminary Road Traffic Improvements	Ongoing n/a
7. Potomac Yard Metro Station	Ongoing 6-7
8. Bus Regional Transit - Route 1 Implementation	Ongoing n/a
9. Transportation Funding Sources	Ongoing n/a
10. Hot Lanes on Beltway	Ongoing n/a
11. Metro Regional Funding Agreement	Ongoing n/a
12. Implementation of City Transportation Plan	Ongoing 21
13. DASH Long Range Plan Review	Ongoing n/a
14. King Street Trolley	Ongoing 34



GOAL 3:

**AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM
THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM
POINT "A" TO POINT "B"**

► Major Projects 2004-2005

Status

1. DASH Maintenance Facility Project

Construction
Underway p. 26

2. Bus Shelters Project

Completed
p. 27

3. Eisenhower Avenue Bike Trail Project

ongoing
p. 28

4. King Street Metro Station Platform Expansion

Completed p. 28

5. Duke Street/P.T.O. Concourse Project

Completed p. 28

6. Union Station Pedestrian Improvements Project

Completed p. 29

7. King/Beauregard Intersection Project

Ongoing p. 29



GOAL 3:

**AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM
THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM
POINT "A" TO POINT "B"**

➤ Management Actions 2006-2009

Status

8. Eisenhower Avenue Project

ongoing
p. 30

9. Implementation of Transportation Plan

Ongoing p. 21

10. Potomac Yard Metro Station

Ongoing p. 6-7

11. Metro Regional Funding Agreement

Ongoing n/a

12. I-395 Seminary Road Traffic Improvements

Ongoing n/a



GOAL 4:

A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

► Policy Actions 2004-2005

Status

1. City Regulation of Small Businesses. (Changes in Special Use Permit Requirements)

Ongoing p. 31

2. City's Economic Development Policy.

Ongoing p. 31

3. Industrial Zoning Study.

Ongoing p. 34

4. Tourism Development Strategy.

Ongoing p. 33



GOAL 4:

A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

➤ Policy Actions 2006-2009

Status

1. Economic Sustainability Implementation Committee

Ongoing p. 31

2. U.S. Army Headquarters Locating in Alexandria

Ongoing p. 32

3. Washington National Harbor Impacts

Ongoing p. 34

4. AEDP Strategic Plan

Ongoing p. 32

5. Support and Enhance Cultural and Arts Activities

Ongoing p. 33



GOAL 4:

**A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED
SMALL BUSINESSES AND JOB OPPORTUNITIES**

➤ Management Actions 2004-2005

Status

1. Visitors Center and Study of Tour Bus Policies. (Task Force)

Ongoing p.
35

2. Streamlining Permit Process for Small Businesses.

Ongoing p.
36



GOAL 4:

A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

➤ Management Actions 2006-2009 Status

3. Washington National Harbor Initiatives

Ongoing
p. 34

4. AEDP Studies on Target Industry Marketing, Retail Utilization and Attraction, Competitive Cities Research

Ongoing
p. 32

5. Alexandria Convention and Visitors Association Marketing Efforts

Ongoing
p. 34

6. Changes to Small Business Tax Procedures 2007

Completed
p. 70



GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

➤ Policy Actions 2004-2005

Status

1. Affordable Housing Policy and Strategy.

Ongoing p. 37

2. Most Significant Needs of Elderly Strategy.

**Study to Begin
2009 p. 39**

3. City Assisted Living Facility Study and Future Direction.

**Study to Begin
2009 p. 40**

4. Safe Haven Program for the Homeless.

**Under
Construction
2008 p. 41**



GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

Policy Actions 2006-2009

Status

1. Dedicated Affordable Housing Revenues (One cent on Real Estate Tax and Bonds) p. 37	Ongoing
2. Glebe Park Loan to ARHA n/a	Ongoing
3. James Bland Redevelopment n/a	Ongoing
4. Hunting Towers/Hunting Terrace Work Force Housing n/a	Ongoing
5. Other Affordable Housing Programs and Affordable Housing Initiatives Work Group p. 37	Ongoing
6. Memorandum of Understanding between the City and Alexandria Redevelopment and Housing Authority (ARHA)	Ongoing n/a
7. Cultural Arts Programs and Policies p. 33	Ongoing
8. Early Childhood Intervention Strategy p. 59	Ongoing



GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

► Management Actions 2004-2005

Status

1. Cultural Competency Assessment/Direction.

Ongoing p. 42

2. City Employees Housing Assistance Policy and Program.

Ongoing p. 44

3. Primary Healthcare Grant for Low Income Residents.

Ongoing p. 45

4. Arlandria Neighborhood Health Center (ANSHI).

Ongoing p. 45

5. INOVA Alexandria Hospital Program Changes (Psychiatric Unit/ Casey clinic)

Ongoing n/a



GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE



► Management Actions 2006 - 2009

6. Affordable Housing Initiatives Work Group p. 37

7. Reductions in State Funding n/a

8. James Bland Redevelopment p. 5

9. Glebe Park Loan n/a

10. Hunting Terrace/Hunting Towers Workforce Housing p. 4

Status

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing



GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

■ ➤ Major Projects 2004-2005

Status

1. Community Health Assessment p.45

Completed



GOAL 6:

**A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE,
EFFICIENT, AND COMMUNITY ORIENTED**

➤ Policy Actions 2004-2005

1. City Services Performance Audit and Benchmarking.

Ongoing p. 46

2. All City Sports Facility.

Deferred p. 51

➤ Policy Actions 2006-2009

1. Policies to Address Major Economic Downturn

Ongoing n/a

**2. Budget Management Improvement and Enhanced
Department Performance Indicators**

Ongoing n/a

3. Fees to offset cost of City services

Ongoing p. 47

4. Capital Improvements Funding Constraints

Ongoing n/a

5. Study of City Property Inventory

2008 – 2009

p. 52



GOAL 6:

**A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE,
EFFICIENT, AND COMMUNITY ORIENTED**

► Management Actions 2004-2005

Status

1. New Revenue Sources Study.

Completed p.47

2. New Police Department Building Siting/Construction

Ongoing p. 48

3. Emergency Management and Preparedness.

Ongoing p. 49

4. Debt Policy and Bond Rating Reaffirmation.

Completed p. 51

5. City Government Space Needs.

Ongoing p. 52

6. One Stop Shop Permit Processing and Streamlining.

Completed p. 53

7. Two-Year Budget Study and Action.

Completed p. 54



GOAL 6:

**A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE,
EFFICIENT, AND COMMUNITY ORIENTED**

► **Management Actions 2004-2005**

Status

8. Residents Academy: Expansion.

Completed p.
55

9. Outsourcing study for Mental Health/Mental
Retardation/Substance Abuse.

Completed p.
55

10. City Website Upgrade.

Ongoing p. 56

► **Management Actions 2006-2009**

Status

11. Managing for Results Initiative

Ongoing n/a

12. Spending Reductions City-wide Due to Economic Downturn

Ongoing n/a

13. City Property Inventory Study

Ongoing p. 52



GOAL 6:

**A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE,
EFFICIENT, AND COMMUNITY ORIENTED**

➤ Major Projects 2004-2005

Status

1. Patrick Henry Recreation Center Renovation

Design
2009 p. 57

2. Charles Houston Recreation Center Renovation.

Underway
p. 57

➤ Major Projects 2006-2009

3. Chinquapin Center Renovation (Delayed) p. 75

2012

4. Artificial Turf Field and Field Improvement Plan

Ongoing

**5. Work with Schools staff to consolidate City/School
Services**

Ongoing

6. Public Safety Slab p. 48

Ongoing



GOAL 7:

A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL-BEING OF THE COMMUNITY

► Policy Actions 2004-2005

Status

1. City Resources to Address Crime and Nuisance Behavior. 80

Ongoing

2. Ongoing City Gang Prevention, Intervention and Suppression Efforts p. 79

Ongoing

3. Expansion of Citizen Participation in City Emergency Preparedness Planning p. 49

Ongoing

4. Funding for New Police Department Facility p. 48

Ongoing

2006 - 2009

5. Fire Department Staffing and Facilities Issues n/a

Ongoing



GOAL 7:

A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL-BEING OF THE COMMUNITY

➤ Management Actions 2004-2005

Status

1. Interagency Teams to Address Issues in Target Neighborhoods p. 80	Ongoing
2. City Emergency Management Plans Updates p. 49	Ongoing
3. Appropriate Sites for New Fire Stations p. 81	Ongoing

➤ Management Actions 2006-2009

Status

4. Fire Staffing and Facilities Studies n/a	Ongoing
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GOAL 7:

A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL-BEING OF THE COMMUNITY

➤ Major Projects 2004-2005

Status

1. Community Gang Prevention Summit p. 79	Completed
2. Design/Implementation of New E-911 Emergency Communications System p. 81	Ongoing
3. New City-wide Radio System for City Agencies p. 81	Completed



GOAL 8:

PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)

➤ Policy Actions 2004-2005

Status

1. Before/After School Program Expansion.

Deferred p. 58

2. Early Childhood Intervention Strategy.

Ongoing p. 59

➤ Management Actions 2004-2005

1. Teen Pregnancy Reduction Program.

Ongoing p. 60

➤ Major Projects 2004-2005

1. T.C. Williams High School Replacement Project.

**School Completed
2007 p 61**



GOAL 8:

PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)

➤ School Priorities 2004-2005	Status
1. Education Excellence Strategy	n/a
2. Vocational Education Program Study.	n/a
3. Quality Teacher Attraction and Retention Strategy.	n/a

Being Addressed by Alexandria City Public Schools

**Alexandria School Board is Developing
Strategic Plan 2008 - 2009**



CITY OF ALEXANDRIA POLICY AGENDA 2004 - 2005

➤ Top Priority

Status

1. Landmark/Van Dorn Small Area Plan p. 1

Ongoing

2. Transportation Master Plan p. 21

Ongoing

3. City Services Performance Audit and Benchmarks p. 46

Ongoing

4. Affordable Housing Policy and Strategy p. 37

Ongoing

5. Waterfront Development Plan p. 4

2009

6. Open Space Plan Implementation p. 9

Ongoing

7. Economic Sustainability and Implementation Report

Ongoing

**8. Norfolk Southern Transloading Facility Monitoring Group
and Lawsuit n/a**

Ongoing



CITY OF ALEXANDRIA MANAGEMENT AGENDA 2004 - 2005

➤ Top Priority

Status

1. City Entrances and Gateways Beautification Projects p. 20	Ongoing
2. Debt Policy and Bond Rating Reaffirmation p.51	Completed
3. King Street Retail Study p. 3	Completed
4. New Revenue Sources Study p. 47	Completed
5. New Police Building Siting p. 48	Completed
6. Emergency Management and Preparedness p. 49	Ongoing
7. Improve Budget Management and Enhance Department Performance Indicators n/a	Ongoing
8. Review Departmental Management and Operation Procedures n/a	Ongoing



CITY OF ALEXANDRIA MANAGEMENT AGENDA 2006 - 2009



➤ Top Priority

Status

1. New Police Building p. 48

Ongoing

2. Enhance Fire Staffing and Facilities p. 81

Ongoing

3. Police and Fire Communications p. 81

Ongoing

**4. Economic Sustainability Task Force Report
Implementations p. 31**

Ongoing

5. Affordable Housing Initiatives p. 37

Ongoing

6. Economic Development Initiatives p. 31

Ongoing

7. Energy Conservation Initiatives p. 62

Ongoing



CITY OF ALEXANDRIA MAJOR PROJECTS 2004 - 2005

► Project Title

Status

1. Dash Maintenance Facility Project p. 26

**Under
Construction**

2. Bus Shelters Project p. 27

Completed

3. Eisenhower Avenue Bike Trail Project p. 28

Ongoing

4. King Street Metro Station Platform Expansion p. 28

Completed

5. Duke Street/P.T.O. Concourse Project p. 28

Completed

6. Union Station Pedestrian Improvement Projects p. 29

Completed

7. King/Beauregard Intersection Project p. 29

Ongoing



CITY OF ALEXANDRIA MAJOR PROJECTS 2004 - 2005

► Project Title

Status

8. Eisenhower Avenue Widening Project p. 30

Design Phase

9. Recreation Centers Renovation Projects p. 51

- Patrick Henry p. 57

Design 2009

- Charles Houston p. 57

**Construction
2008**

10. T.C. Williams High School Replacement Project p. 61

Completed

11. Community Health Assessment

Completed

2006 – 2009

CITY OF ALEXANDRIA

MAJOR PROJECTS 2006 - 2009



Project Title

Status

1. New Police Facility p. 48	Ongoing
2. Dash Facility p. 26	Ongoing
3. TES/Recreation Maintenance Facility p. 78	Completed
4. Safe Haven p. 41	Ongoing
5. Upgrade Historic Facilities p. 83	Ongoing
6. Sewer Capacity Upgrades and sewer relining p. 66	Ongoing
7. Managing for results initiative n/a	Ongoing
8. Public Safety Slab n/a	Ongoing
9. Emergency Management Plan p. 49	Ongoing