



Housing 2040 Plan Draft Recommendations and Strategies

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Goal 1: EXPAND the supply and diversity of housing options to enhance affordability and accessibility at all income levels, life stages, and abilities to meet the City's current and future needs.

Recommendation 1: Support and track development of new housing resulting from the City's small area plan and development review processes.

- a. Strategy: Continue to evaluate housing challenges and opportunities as part of new or updated Small Area Plans to address current and future neighborhood and city housing needs.
 - Maximize housing supply near Metrorail stations, Bus Rapid Transit transit stops, and high-frequency bus routes.
- b. Strategy: Continue implementation and evaluation of City initiatives that streamline the development review and permitting processes.
- c. Strategy: Ensure the development review process starts with all parties understanding how the application of policies and tools can be applied to maximize housing production.
 - Maintain and publish a consolidated checklist of applicable policies, housing tools, affordability requirements, and contribution guidelines for use by developers and land use counsel at project inception.
- d. Strategy: Explore opportunities to colocate housing, in particular affordable housing, with all public uses and private development in which the City is a financial participant.
- e. Strategy: Maximize the use of city-owned land, including remnant parcels, for affordable housing.
- f. Strategy: Support conversions of underutilized office and other commercial buildings to housing consistent with City priorities.
- g. Strategy: Continue to annually monitor and report on residential development activity.
 - Continue tracking Alexandria's progress toward regional housing production targets, including those established by the Metropolitan Washington Council of Governments 2019 Regional Housing Initiative.

Also see [Goal 7 Recommendation 1d](#).

Recommendation 2: Strengthen and expand policies, procedures, and regulatory tools, and pursue options for enhanced legislative authority to maximize housing affordability through the development process.

- a. Strategy: Regularly evaluate and update the Affordable Housing Contribution Policies and Procedures, including the City's contribution methodology and rates, to align with best practices and market dynamics.
- b. Strategy: Pursue legislative authority for mandatory monetary housing contributions associated with development.
- c. Strategy: Complete feasibility study for inclusionary zoning and pursue legislative authority that would enable the City to adopt an inclusionary zoning, when appropriate.
- d. Strategy: Update and modernize Zoning Ordinance Section 7-700 to address emerging and evolving land use trends, including senior housing typologies, and to enable greater flexibility in implementation, including deeper levels of affordability.

Recommendation 3: Encourage the development of a range of housing typologies to enhance housing diversity and housing at a variety of price points across the city's neighborhoods.

- a. Strategy: Continue the implementation of Zoning for Housing recommendations, including provisions that facilitate more moderately-priced housing types across the city.
- b. Strategy: Encourage development of alternative housing designs and typologies (for example, accessory dwelling units, microunits, co-living, and dorm-style housing) and a range of unit sizes, including family-sized units.
- c. Review and revise mixed-use zoning districts, as needed, to ensure that multi-unit residential development is supported.

Recommendation 4: Explore opportunities to lower housing production costs.

- a. Strategy: Work with the development community to explore construction models, including alternative techniques, methods, and materials, and innovative technologies to help lower material and labor costs.
- b. Strategy: Continue to monitor car ownership across all housing types to ensure parking requirements are right-sized and do not constrain housing production or inflate construction costs.

Recommendation 5: Promote workforce development in industries related to the development and operation of housing.

- a. Strategy: Support workforce development programs through the City's Workforce Development Center and partners such as the Northern Virginia Community College (NVCC) and business incubator and apprenticeship programs that provide skills and training in the building trades (for example, plumbing, HVAC, welding, carpentry, mechanical and electrical engineering, and construction management) and residential property management, maintenance, and operations.
- b. Strategy: Connect property owners and housing developers with workforce development programs to address labor shortages and facilitate training and job opportunities.

Goal 2: PRESERVE the affordability, livability, and long-term financial viability of existing committed and naturally occurring affordable housing to minimize displacement.

Recommendation 1: Work with owners to extend affordability commitments for housing at risk of losing affordability.

- a. Strategy: Continue to strengthen relationships with owners of committed affordable housing properties.
- b. Strategy: Maintain inventory of committed affordable properties, including affordability terms and expiration.
- c. Strategy: Provide financial and technical assistance, as available, to support affordability extensions.
- d. Strategy: Explore tax relief as an incentive to extend expiring affordability commitments.
- e. Strategy: Support state legislative authority to enact a Right of First Refusal (ROFR) for existing committed affordable properties in which the City is not a financial partner.
- f. Strategy: Explore options to extend the affordability of expiring rental set-aside units.

Recommendation 2: Support acquisition of existing rental housing by affordable housing partners consistent with the City's Strategic Preservation Priorities.

- a. Strategy: Guide City investments and policies using the Strategic Preservation Priorities and Considerations.
 - Evaluate the priorities and considerations at least every five years or as market conditions or housing needs change.

Strategic Preservation Priorities

Priorities: The City's preservation efforts will prioritize preserving properties that:

- Have units at 30%, 40%, and 50% AMI with existing affordability commitments at risk of expiration and/or can commit to deepening existing affordability to include 30%, 40% and 50% AMI units.
- Have documented conditions that impact the health and well-being of residents.
- Constitute a significant portion of a small area plan's residential rental housing stock or have been identified as a priority for preservation through a small area plan.

Considerations: The City's preservation efforts will also consider properties with:

- A large percentage of family-sized units with two or more bedrooms.
 - Locations in census tracts identified through the City's displacement risk index as high vulnerability areas.
 - Proximity to planned redevelopment areas, transit, and/or other amenities.
 - Redevelopment potential that would allow additional affordable units to be built on-site.
 - Amenities such as larger community spaces, child or health care services, and strong resident supports and services.
- b. Strategy: Continue to collaborate with affordable housing partners, including non-profit developers and the Alexandria Redevelopment and Housing Authority (ARHA), to acquire priority preservation properties and protect deeper levels of affordability.
 - c. Strategy: Expand partnerships with local anchor institutions, including hospitals, faith-based and educational institutions, and businesses to preserve affordable housing.

- d. Strategy: Explore a preservation fund that mobilizes capital from non-profit developers, financial institutions, philanthropic organizations, and regional and state financial partners to preserve affordable housing.
- e. Strategy: Continue to pursue a Right of First Refusal (ROFR) in rehabilitation projects, acquisition deals, and affordability extensions that receive City investment.

Also see Recommendation 1e.

Recommendation 3: Partner with owners to rehabilitate existing committed and market affordable rental housing to improve livability, health, sustainability, and safety.

- a. Strategy: Provide technical assistance to committed affordable, market affordable, and other properties exploring preservation consistent with the City's Strategic Preservation Priorities.
- b. Strategy: Solicit requests for a rehabilitation project pipeline that will leverage City funding and financial tools in exchange for affordability commitments and the Right of First Refusal.
- c. Strategy: Explore tax relief as a financial incentive for rehabilitation projects.
- d. Strategy: Support energy efficiency, accessibility, and sustainability improvements when rehabilitating existing committed and market affordable housing by providing technical assistance and exploring funding opportunities at the state and federal level.
- e. Strategy: Evaluate the feasibility of establishing a program focused on supporting rehabilitation of 2-49 unit properties with market or committed affordability.
- f. Strategy: Assess opportunities for projects of historical significance to pursue State and Federal Historic Rehabilitation Tax Credits (HRTCs) as a funding source for substantial rehabilitation and coordinate interdepartmental resources to support these projects.

Recommendation 4: With the goal of maintaining the City's affordable housing stock on a 1-for-1 basis, maximize replacement of units affordable up to 60% of the area median income, at the time of redevelopment, to minimize loss of housing opportunity and permanent displacement of residents.

- a. Strategy: During the pre-concept stages of the development review process and as part of proactive outreach to property owners, strategize with applicants on what development program and regulatory tools could make replacement up to 1-for-1 feasible on site or at properties within the same neighborhood.
 - Support the use of existing regulatory tools, including the provision of additional bonus density and height, to maximize replacement of existing affordable housing during redevelopment to the extent possible.

The level of replacement of existing units affordable up to 60% of the area median income may depend on a wide range of factors, many of which may be unique to the site and/or to the small area plan's recommendations. Examples of these factors include the number and affordability of units impacted, the size and characteristics of the lot, the complexity of demolition, the underlying density, and the availability of regulatory incentives for affordable housing to support replacement.

- b. Strategy: For projects that meet priority housing needs, explore partnership opportunities and financial tools, such as state and federal funding and developer fee relief or tax abatement, to support replacement on a 1-for-1 or greater basis on site or in properties within the same neighborhood.

Recommendation 5: Enhance tenant relocation protections for low-income tenants displaced due to redevelopment or substantial rehabilitation.

- a. Prioritize evaluation and updates to the City's Housing Relocation Assistance Policies consistent with best practices and in consultation with community stakeholders.

Recommendation 6: Strengthen collaboration among property owners, funders, non-profit partners, and tenants on preservation policy formation and implementation

- a. Strategy: Facilitate regular meetings among market affordable housing property owners to discuss shared issues and opportunities related to affordability, livability, and financial viability.
- b. Strategy: Foster relationships among small landlords to promote opportunities for collaboration and cost sharing related to management, operations and maintenance functions.

Goal 3: STRENGTHEN tenant protections and **ENHANCE** resources to support renters and landlords.

Recommendation 1: Expand educational resources and outreach for tenants and landlords.

- a. Strategy: Create and update multilingual self-help and resource materials, including Know Your Rights videos, plain-language guides, and information on Office of Housing services.
 - Monitor language trends using Alexandria City Public School, Census, and community partner data to prioritize translation resources and maximize accessibility.
- b. Strategy: Create lease explanation documents for ARHA and other large properties to promote transparency and reduce misunderstandings related to tenant obligations and rights.
- c. Strategy: Continue in-person and virtual education and training programs on tenant rights.
- d. Strategy: Conduct targeted outreach at properties with elevated eviction filings, code violations, and tenant complaints.
- e. Strategy: Provide practical landlord training focused on compliance, fair housing obligations, language access requirements, and managing diverse tenant needs, including mental health considerations, through programs such as the City's Annual Apartment Manager's Seminar.
- f. Strategy: Use multiple communication channels, including social media, current communication applications, community-based organizations, and in-person community events, to maximize outreach to tenants.
- g. Strategy: Strengthen data integration across housing, code enforcement, court filings, and social service systems to enable proactive outreach, compliance monitoring, and program evaluation.

Recommendation 2: Advocate for State-level legislative reforms to advance housing stability and affordability, and tenant rights.

- a. Strategy: Support legislation that advances housing stability, eviction prevention, and "good cause" protections, including:
 - Expanding the notice period and payment flexibility
 - Requiring "good cause" or "just cause" protections for nonrenewal of leases
 - Enabling pre-court diversion opportunities, such as dispute resolution and mediation
- b. Strategy: Support legislation that promotes transparency on fees, cost caps, and fair utility billing, including:
 - Limitations on fees (for example, application, pet, amenity, administrative, and month-to-month) and authority to cap or eliminate charges
 - Fair and equitable utility billing practices, including plain-English explanations of how they are applied
- c. Strategy: Support legislation that strengthens tenant protections and promotes fair and equitable housing access, including:
 - Ensuring tenants can exercise legal rights regardless of rent payment status
 - Limiting use of eviction records and criminal history in housing decisions
 - Requiring transparency in application processes and lease terms
 - Protecting and enabling tenant-organizing rights
 - Allowing tenants to exit existing leases without penalty when relocating to affordable or accessible housing that meets disability-related needs
- d. Strategy: Support legislation that addresses housing disparities and protects vulnerable populations, including:
 - Authority to mandate relocation assistance and tenant protections during displacement

- Enhanced protections to support tenants with limited English proficiency, disabilities, and other populations at greater risk of housing instability
- e. Strategy: Implement tools that emerge as a result of new legislative authority, including:
 - Implementing a formal eviction diversion pilot program (authorized under VA Code § 55.1-1260)

Also see [Goal #8 for strategies related to supporting legislation that ensures safe, decent, and well-maintained housing.](#)

Recommendation 3: Promote the implementation of comprehensive eviction prevention, diversion, and legal support programs.

- a. Strategy: Coordinate, sustain, and improve access to emergency rental assistance, including:
 - Exploring opportunities to increase funding and support staff capacity
 - Identifying opportunities to make emergency rental assistance easier and more efficient for residents to access
 - Creating partnerships to allow landlords to access emergency rental assistance for tenants in arrears, with their permission, to avoid eviction filings
- b. Strategy: Expand legal support, in particular for public housing and voucher residents, including:
 - Supporting right-to-counsel or funded legal representation efforts for public housing and voucher residents facing eviction
 - Partnering with legal aid organizations to expand targeted and pro bono representation for vulnerable populations
 - Continuing to provide volunteer and administrative support to the courthouse outreach program with Legal Services of Northern Virginia

Recommendation 4: Continue to strengthen landlord-tenant communication and relationships.

- a. Strategy: Expand landlord-tenant assistance and mediation programs.
- b. Strategy: Continue engaging with ARHA to strengthen operations and advance a shared commitment to residents.
- c. Strategy: Track property management transitions and improve ARHA coordination, including:
 - Developing a system to track and notify the Office of Housing when properties are sold and/or property management companies change
 - Maintaining regular communication protocols with ARHA and large property managers
- d. Strategy: Formalize and strengthen landlord engagement, including exploring methods for engaging small landlords.

Recommendation 5: Expand housing affordability protections and anti-displacement strategies.

- a. Strategy: In coordination with existing data sources, develop and maintain a displacement risk index or dashboard identifying neighborhoods facing the highest displacement pressure.
- b. Strategy: To the extent allowed by law and other applicable regulations, build and implement community or local preference policies for affordable housing.
- c. Strategy: Continue to maintain and publish an annual rent increase policy and encourage compliance.
 - Continue to condition compliance with the rent increase policy for affordable rental set-aside units and affordable housing projects receiving City financial assistance.

Also see:

- [Recommendation 2 for strategies related to expanded legislative authority.](#)
- [Goal 9, Recommendation 4 strategies related to wealth building for renters](#)

Recommendation 6: Advance housing stability for vulnerable populations.

- a. Strategy: Address emergency shelter and supportive service needs of those experiencing homelessness.
 - Support the implementation of partnerships and collaborative plans, such as the Strategic Plan to End and Prevent Homeless and its successors. Actions include:
 - i. Continuing to monitor emergency and Domestic Violence shelter and service utilization and other indicators of demand, including the annual Point-in-Time (PIT) count.
 - ii. Exploring opportunities to expand shelter options when needed to meet demand, including replicating local and national models that incorporate shelter and permanent supportive housing and/or deeply affordable units within affordable and mixed-income housing projects in areas offering access to transportation, jobs, services, and other amenities. Opportunities might include colocation with city facilities and collaboration with ARHA to assist those transitioning from shelter with vouchers.
- b. Strategy: Explore opportunities and partnerships to expand housing options and supportive services for vulnerable populations at risk of homelessness as identified through City coordinated strategic planning efforts and gaps and needs assessments. These populations may include but are not limited to youth aging out of foster care, LGBTQ+ youth and adults, formerly incarcerated individuals, individuals with substance abuse challenges, domestic violence survivors, single-parent households, and recent immigrants and refugees. Opportunities include:
 - Building partnerships to enhance permanent supportive and deeply affordable housing options
 - Exploring funding options for increased programmatic rental assistance
 - Collaborating with ARHA on housing choice voucher access, in particular maximizing additional federal supports such as the Family Unification Program
 - Partnering with property owners on leasing arrangements to accommodate youth and others with limited rental and credit history and resources
 - Increasing sober living housing options
- c. Strategy: Continue to consider policies that support the housing stability and well-being of households with pets and support animals.

Also see:

- [Goal 7 for strategies related to housing supports for seniors and persons with disabilities](#)
- [Goal 10 for strategies related to economic mobility and wealth building](#)

Text box: Add text that speaks to City, state, and nonprofit partnerships that support the needs of the unhoused.

Recommendation 7: Strengthen community outreach approaches to center vulnerable populations and tenants in engagement efforts and policy development.

- a. Strategy: Establish formal opportunities for public tenant feedback.
 - Use culturally appropriate engagement methods, including current communication applications, in-person outreach at apartment communities, and partnerships with community-based organizations.
- b. Strategy: Support community organizing and tenant associations.
 - Create avenues for resident leadership within community engagement efforts.

- c. Strategy: Strengthen and sustain relationships with community partners and stakeholders, including:
 - Developing measurable engagement goals
 - Continuing regular meetings with partner and community organizations
- e. Strategy: Implement trauma-informed training for Housing staff.

Goal 4: CREATE rental housing that prioritizes affordability up to 60% of the area median income to expand opportunities for renters and workers with the fewest housing options.

Recommendations 1: Maximize the creation of long-term committed affordable rental units through the development process.

- a. Strategy: Support the use of existing regulatory tools (including Zoning Ordinance Section 7-700 and the RMF Zone) and policies to incentivize the production of committed affordable rental set-aside units, including deeply affordable housing, through the small area plan and development review processes.
- b. Strategy: To maximize affordable housing production, evaluate and strengthen existing policies, procedures and regulatory tools and pursue enhanced legislative authority. As part of this process, explore options to:
 - Deliver units at deeper levels of affordability
 - Extend affordability periods of affordable rental set-aside units.

Also see [Goal 1, Recommendation 2](#)

Recommendations 2: Strengthen public/private partnerships to produce new affordable housing in the city.

- a. Strategy: Develop a shared vision and clearly articulated goals and parameters for public-private housing partnerships to align with City affordability targets and investment requirements.
- b. Strategy: Provide technical assistance to new and existing affordable housing partners to evaluate (re)development/preservation opportunities, maximize affordability and facilitate access to local, state, federal and other funding resources.
- c. Strategy: Continue to convene regular affordable housing partner meetings to exchange best practices and address shared development, financing, and operational challenges.
- d. Strategy: Develop innovative and integrated financial models with financial institutions, mission-driven lenders, and philanthropic partners to distribute risks, leverage capital, and ensure the long-term sustainability of affordable housing developed through public-private partnerships.
- e. Strategy: Strengthen internal development and finance expertise within Housing staff to enhance underwriting capacity, financial modeling, and negotiation of public-private partnership agreements.
- f. Strategy: Explore targeted financing mechanisms, tax abatements, and gap financing tools to support production of housing affordable to households with incomes up to 60% of AMI, with an emphasis on projects delivering deeper levels of affordability.

Recommendations 3: Support ARHA's repositioning and redevelopment efforts and partnerships to preserve and expand deeply affordable housing, including through the development of mixed income communities.

- a. Strategy: Through an updated City-ARHA Memorandum of Understanding (MOU), support the development and implementation of a comprehensive repositioning strategy for ARHA's existing properties that preserves at least 1,150 publicly assisted units, as called for by Resolution 2876, and creates additional priority units where feasible.
- b. Strategy: Continue to support ARHA's mission by providing ARHA with technical assistance to meet capital needs, evaluate (re)development/preservation options, and maximize affordability, and by facilitating access to resources.
- c. Strategy: Continue to consult with the City-ARHA Work Group to streamline the redevelopment process, build support for ARHA-related development and redevelopment, enhance

communications among City bodies engaged in ARHA's redevelopment, as well as ensure robust community engagement on matters concerning ARHA and its development aspirations.

- d. Strategy: As part of ARHA's redevelopment efforts:
 - provide tenant protections to minimize and mitigate the impacts associated with displacement and relocation;
 - consider staffing levels and the size and programming of common areas as part of the design of new developments to facilitate the provision of services and to leverage City and partner resources in order to empower and support existing tenants, including youth, seniors, single-parents, persons with disabilities, and others with high barriers to securing and maintaining housing;
 - explore opportunities to incorporate or colocate with community serving organizations;
 - encourage mixed-income communities when feasible in the case of redevelopment; and
 - maximize affordable housing production, in particular in locations with strong access to transit, jobs, and services.

Recommendations 4: Align City capital investments and funding strategies to support affordable housing production.

- a. Strategy: Coordinate and reserve funding for Coordinated Development District (CDD) public-private partnership projects in the Capital Improvement Program (CIP) budget immediately following CDD approval to ensure these community-vetted projects can move forward on a timeline consistent with CDD implementation and independently of "pipeline" projects.
- b. Strategy: Regularly evaluate City funding sources, investment priorities, and leveraging opportunities to ensure capital resources are aligned with affordable housing production goals and affordability targets.

Goal 5: EXPAND affordable homeownership opportunities to enable more residents and workers to become first-time homebuyers and **ENHANCE** resources to support existing homeowners.

Recommendation 1: Assist households sustain and overcome barriers to homeownership.

- a. Strategy: Offer first-time homebuyer training and financial education, including participation in savings clubs, through established partners to prepare purchasers for homeownership.
- b. Strategy: Offer post-purchase counseling services through established partners to help purchasers sustain homeownership and build wealth.
- c. Strategy: Provide homeowners in crisis referrals to default and delinquency counseling and foreclosure prevention services.
- d. Strategy: Continue to monitor and evaluate the City's shared equity model to ensure it is meeting the goals of long-term affordability and wealth building.
- e. Strategy: Work collaboratively with ARHA to explore opportunities to expand attainability of homeownership for voucher holders.

Recommendation 2: Provide financial assistance to eligible homebuyers pursuing homeownership opportunities in the city.

- a. Strategy: Maximize use of state, federal, and other non-City financial assistance to leverage City resources and expand attainability of homeownership.
- b. Strategy: Increase cap for financial assistance, on an as-needed basis, to maintain affordability of shared equity homeownership units at time of resale.
- c. Strategy: Explore new funding sources and models to expand homeownership assistance to households between 101% and 120% AMI.
- d. Strategy: Continue to evaluate the allocation of SPARC and similar funding to maximize the use and reach of available state mortgage interest reduction funding.

Recommendation 3: Provide financial incentives to City and Alexandria City Public School employees to enhance their ability to purchase homes in the city closer to their jobs.

- a. Strategy: Establish a process and schedule to evaluate the structure and impact of financial incentives for homeownership and to propose changes as needed.
- b. Strategy: Explore opportunities to partner with City affiliated agencies to administer financial incentives they fund for their employees.

Recommendation 4: Maximize the creation of long-term committed affordable homeownership units through the development process.

- a. Strategy: Support the use of existing regulatory and other tools (such as bonus density and height) to incentivize the production of affordable homeownership set-aside units through the small area plan and review development processes.
- b. Strategy: To maximize affordable housing production, evaluate and refine existing policies, procedures and regulatory tools and pursue enhanced legislative authority.

Also see [Goal 1, Recommendation 2](#)

Recommendation 5: Support the creation of long-term committed affordable homeownership opportunities through public private partnerships.

- a. Strategy: Maximize use of state, federal, and other non-City funding to leverage City resources for affordable homeownership development projects.

- b. Strategy: Evaluate and prioritize opportunities to use City remnant parcels for affordable homeownership development projects.
- c. Strategy: Explore alternative homeownership models (for example, cooperative housing, sweat-equity, and community land trusts) and partnerships based on best practices in comparable housing markets.
- d. Strategy: Evaluate feasibility of rent to own housing models, including exploring options for Year 15 conversions of LIHTC-funded housing.

Recommendation 6: Maximize awareness of homeowner resources.

- a. Strategy: Evaluate current approaches to marketing and implement changes as identified to promote awareness of:
 - Financial incentives available to eligible employees
 - Downpayment and closing cost assistance
 - Training and counseling resources

Goal 6: STRENGTHEN existing common interest/condominium communities to improve governance and build capacity to address deferred maintenance, capital needs, and other challenges common to such communities.

Recommendation 1: Build capacity among common interest community members and their boards of directors

- a. Strategy: Continue the City's Common Interest Communities Education Series.
- b. Strategy: Create free educational materials in a variety of formats for boards, owners, and community managers.
 - Pursue grant funding to help develop materials.
- c. Strategy: Explore opportunities to offer incentives such as funding for reserve studies or insurance discounts for communities whose boards undergo certified training and continuing education classes.
- d. Strategy: Enhance outreach to owners about available weatherization, energy efficiency, and repair programs.

Recommendation 2: Expand state requirements regarding common interest communities.

- a. Strategy: Advocate for state legislation that:
 - Requires developers to provide physical and digital copies of as-built plans and maintenance manuals upon turnover along with a matrix of what capital components are the association's responsibility as compared to the individual owners'.
 - Mandates visual inspection of structural components of the community on a regular schedule with clear requirements for the inspections and established compliance procedures.
 - Requires reserve studies to include all capital components (using industry-wide definitions) with an established baseline of which capital components are maintained by the association and should be included in the study.

Recommendation 3: Explore alternative approaches to supporting common interest communities

- a. Strategy: Partner with state agencies to explore ways to financially support associations undertaking capital repairs, including Commonwealth-backed loans.
- b. Strategy: Discuss outreach opportunities to promote the Virginia Department of Professional and Occupational Regulations' mediation program.

Goal 7: EXPAND resources and options for seniors and persons with disabilities to live and age safely within the city.

Recommendation 1: Increase awareness and access to housing options, programs and services, and legal protections which support older adults, adults with disabilities, and their caregivers.

- a. Strategy: Coordinate public education programs, in collaboration with local ambassadors and partners, with the provisions of services and activities to maximize awareness and use of resources available.
- b. Strategy: Continue to expand outreach and coordinate services through established partnerships to naturally occurring retirement communities to decrease social isolation and enhance service delivery.
- c. Strategy: Continue to provide education on Community Service Board (CSB) services, waiver eligibility criteria and available assistance options for persons with developmental disabilities.
- d. Strategy: Evaluate and strengthen the tracking of market-rate and committed affordable accessible units.
 - Include the anticipated number and type of accessible units in affordable housing plans and staff reports.
 - Track the delivery of accessible units.
- e. Strategy: In collaboration with partners, enhance targeted marketing of market-rate and committed affordable *accessible* units both at time of initial lease up and during subsequent leasing.
 - Develop accessible marketing and outreach communication tools to connect residents to housing options available for persons with disabilities. Evaluate effectiveness of marketing strategies with impacted stakeholders and refine tools and approaches.
 - Include clear descriptions in marketing materials about where and how to apply for accessible units, including step-by-step instructions, documentation requirements, and timelines.
 - Provide access to language services, including American Sign Language interpretation.
- f. Strategy: Explore State and other alternative funding resources to enhance programs providing assistance with activities of daily living for lower-income households.
- g. Strategy: Evaluate the need for increased funding to reduce rent burden for participants enrolled in the Rent Relief Program for Older and Disabled Adults.
 - Explore State and other alternative funding resources to meet this need.
 - Formalize a timeline for ongoing review of the Program to strengthen its responsiveness to potential future changes in the housing market.
- h. Strategy: Continue to develop the City's state-funded Permanent Supportive Housing Program to provide stable housing and comprehensive supportive services for chronically homeless residents living with serious mental illness by providing the resources they need to achieve lasting stability and thrive.

Recommendation 2: Encourage the development of a range of housing typologies, sizes, and price points, in particular more deeply affordable housing, to support choice and accessibility for seniors and persons with disabilities.

- a. Strategy: Conduct a study of senior housing + care models, including mixed-income assisted living, that serve a range of income levels.
 - Develop an implementation strategy following completion of the study to evaluate and prioritize the models and identify potential land, partners, and resources.
- b. Strategy: Support the development of alternative housing typologies. Opportunities include:

- Providing technical assistance to senior homeowners to explore development of accessory dwelling units (ADUs) on their properties to help them remain in the community. Rental ADUs can serve as a source of revenue to maintain the affordability of homeownership and can house caregivers supporting homeowners to age in place safely.
- Providing technical assistance to homeowners to explore development of *accessible* accessory dwelling units (ADUs) on their properties to help expand the stock of accessible housing options in the City for adult children with disabilities or to enable parents and other elders to age in place in proximity to family and care providers.
- c. Strategy: Research best practices in the design and layout of units and common areas in affordable housing developments to accommodate the needs of persons with disabilities.

This may include the size and layout of community rooms including spaces for exercise and spaces for retreat; the use of specialized (soft and adjustable) types of lighting; the installation of noise attenuating and low-noise construction materials, systems, and appliances; and the inclusion of additional storage areas or closets for medical equipment.

- d. Strategy: Continue to foster partnerships among Sheltered Homes of Alexandria and the Community Services Board with nonprofit development entities to modernize and make accessible existing housing resources to meet the needs of their diverse clients, reflect best housing and service practices, and/or to create housing choices for persons with disabilities across the community as they age in Alexandria.

Also see Goal 1, Recommendation 2

Recommendation 3: Assist homeowners and renters to remain safely and affordably in their homes.

- a. Strategy: Continue to provide rehabilitation services prioritizing repairs critical to habitability, health and safety for income eligible renters and owners.
- b. Strategy: Continue to partner with organizations that provide rehabilitation and aging-in-place services that complement City programs.
- c. Strategy: Maximize use of state, federal, and other non-City financial assistance to leverage City rehabilitation resources.
- d. Strategy: Work with property managers of naturally occurring retirement communities (NORCs) to identify creative ways to reduce barriers to aging in place within a NORC setting.
- e. Strategy: Continue to provide education, training, and awareness of legal obligations and City resources to landlords and property managers to elevate understanding and responsiveness to the special needs of elderly renters and renters with disabilities.

Goal 8. ENHANCE housing quality, safety, and livability to support resident health, security, and wellbeing.

Recommendation 1: Support initiatives and programs that enhance housing quality and habitability standards.

- a. Strategy: Continue collaboration with the Health Department in implementing the Healthy Homes Action Plan to address issues such as hoarding, mold, smoke, and pests.
- b. Strategy: Refine and continue providing Fair Housing support, testing, and reasonable accommodation assistance (e.g. emotional support and service animals).
- c. Strategy: Continue proactive rental inspection programs.
- d. Strategy: Recognize responsible landlords who maintain quality housing and fair practices.
- e. Strategy: Establish a data-driven housing quality monitoring system.
 - Leverage Alex311 data for strategic decision making.
 - Track and publicly report property-level data on Code violations, eviction filings, and tenant complaints to promote transparency and landlord accountability. Expand interdepartmental collaboration focused on enhancing landlord accountability.
- f. Strategy: Enhance landlord support and financial assistance programs.
 - Provide technical assistance and identify state and other funding sources to support small landlords making necessary repairs.
 - Foster relationships among small landlords to promote opportunities for collaboration and cost sharing related to management, operations and maintenance functions.
- g. Strategy: Support legislation that ensures safe, decent, and well-maintained housing, including:
 - Stronger habitability standards and enforcement authority
 - Tenant remedies for substandard conditions
 - Expanded proactive inspection

Also see:

- [Goal 7 strategies related to accessibility](#)
- [Goal 10 strategies related to energy efficiency and occupancy comfort](#)

Goal 9. EMPOWER residents to attain housing stability and economic mobility, and **FOSTER** pathways to help them build and sustain wealth.

Recommendation 1: Support economic mobility initiatives.

- a. Strategy: Partner with property managers, particularly in market-affordable and committed affordable housing communities, to increase awareness of and access to existing resources and solicit resident input on services that would help them pursue economic mobility.
 - Facilitate opportunities for affordable housing partners in Alexandria to showcase and share effective resident service models and best practices.
 - Consider size, layout, lighting/electrical, furnishings and other requirements associated with the provision of such services when designing common areas, business centers, and community rooms in affordable housing communities.
- b. Strategy: Where feasible, pair workforce development (such as job readiness and career counseling) with rent readiness training and services for those facing housing instability, including households assisted by the City's rental subsidy program.
- c. Strategy: Continue to promote the availability of free DASH transit services as well as regional transit mobility discounts and services for seniors, persons with disabilities, and lower-income households.
- d. Strategy: Explore new partnerships and State and other funding sources to help advance economic mobility initiatives.

See from Goal 3 strategies related to housing stability.

Recommendation 2: Help households sustain homeownership.

See Goal 5, Strategy: Offer post-purchase counseling services through established partners to help purchasers sustain homeownership and build wealth.

See Goal 5, Strategy: Provide homeowners in crisis referrals to default and delinquency counseling, including foreclosure prevention services.

Recommendation 3: Create pathways to homeownership for renters.

See Goal 5, Strategy: Offer first-time homebuyer training and financial education, including participation in savings clubs, through established partners to prepare interested purchasers for homeownership.

See Goal 5, Strategy: Work collaboratively with ARHA to explore opportunities to expand access to homeownership for housing choice voucher holders, including through participation in Family Self-Sufficiency or similar programs.

See Goal 5, Strategy: Evaluate feasibility of rent to own housing models, including exploring options for Year 15 conversions of LIHTC-funded housing.

See Goal 5, Strategy: Maximize use of state, federal, and other non-City financial assistance to leverage City resources and enhance attainability of homeownership.

See Goal 5, Strategy: Increase cap for financial assistance, on an as needed basis, to maintain affordability of shared equity homeownership units at time of resale.

See Goal 5, Strategy: Explore new funding sources and models to expand homeownership assistance to households between 101% and 120% AMI.

See Goal 5, Strategy: Continue to evaluate the allocation of SPARC and similar funding to maximize the use and reach of available state mortgage interest reduction funding.

Recommendation 4: Explore opportunities to support renters in building savings and wealth.

- a. Strategy: Build partnerships to provide financial self-sufficiency counseling, financial and debt management education, and retirement planning tailored to renters' needs and goals, as well as access to savings and investment platforms.
- b. Strategy: Collaborate with committed affordable housing providers to offer rent reporting to credit agencies to help renters build their credit scores.
- c. Strategy: Help families with young children apply for and maximize participation in future federal youth bond/savings programs supporting future education and training.

Goal #10: SUPPORT efficiency improvements and weatherization and **ADVANCE** green building practices to lower energy costs, make homes healthier, and build resilience to extreme temperatures and weather.

Recommendation 1: Support energy efficiency and weatherization retrofits for existing housing.

- a. Strategy: Use energy benchmarking, such as ENERGY STAR Portfolio Manager, in collaboration with the Office of Climate Action, to measure and track energy performance in existing multi-unit residential buildings against similar residential properties, to identify underperforming buildings for investment.
- b. Strategy: In collaboration with partners, provide multi-unit residential property owners with technical assistance and financing resources and options, such as C-PACE, to improve energy efficiency and indoor air quality.
- c. Strategy: Support and promote programs that help condominium and other common interest communities to reduce energy costs and meet City climate goals through building upgrades, including higher-performing HVAC systems, improved insulation, and EV charging infrastructure.
- d. Strategy: Provide support, through technical assistance or purchasing incentives, for the installation of solar and battery backup when feasible to provide backup power in times of power outages.
- e. Strategy: Continue partnerships with organizations that provide rehabilitation and environmental education services, including energy efficiency and weatherization retrofits, that complement City programs and educational efforts.
- f. Strategy: Continue to promote and improve access to existing energy efficiency and weatherization resources to individual homeowners by coordinating outreach, education, and assistance across City departments.

Recommendation 2: Advance green building practices in new residential development.

- a. Strategy: Support the implementation and evolution of the Green Building Plan.
 - Provide technical assistance to affordable housing partners to explore cost-effective best practices to incorporate green building and sustainability into their projects.
 - Encourage early planning for systems, such as geothermal HVAC systems, that have a long life and significantly contribute to lower energy bills and improved comfort.
 - Partner with the Commonwealth, Community Development Financial Institutions, and others financing entities to explore funding for designs that prioritize extremely high-performance designs, such as Passive House.
- b. Strategy: Explore and promote innovative housing models and emerging materials and technologies that improve energy efficiency and reduce resource use, including manufactured, prefabricated, and modular housing construction.