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GOALS & STRATEGIES



GOALS AND STRATEGIES

The previous chapter provided the overarching principles to guide the City's efforts to plan for its future housing stock. This chapter presents six goals to be implemented within the framework of the guiding principles. These goals address increased affordable rental and homeownership opportunities; increased accessibility of the city's housing stock, and increased community support and partnerships for affordable housing programs. Each goal provides details on how, if properly implemented, it will help achieve the guiding principles envisioned in the previous chapter. Provided with each goal is a series of strategies that can be used to achieve the goals along with tools that can be used for implementation. Many of the tools will be more fully explained in the following chapter and in the tool sheets in Appendix; their inclusion in this chapter is intended solely to provide a snapshot of the toolbox needed to achieve the goals and strategies.

Goal 1: Preserve the long-term affordability and physical condition of the existing stock of publicly assisted rental housing, as well as market rental housing where affordability commitments can be secured

The preservation of existing assisted rental housing and market affordable rental housing is a key component to maintaining affordable housing for the residents of Alexandria. As has been noted in Chapter 4 of this Plan, the city has lost significant numbers of market affordable housing units due to increasing rents over the past decade. This trend is anticipated to continue as demand for rental housing in the city continues to increase. In addition, the current stock of assisted affordable housing has a number

GOAL 1: Preserve the long-term affordability and physical condition of the existing stock of publicly assisted rental housing, as well as market rental housing where affordability commitments can be secured.

Implementation and Funding Tools	Implementation Strategies				
	1.1 Preserve Current Privately Owned Publicly Assisted Units	1.2 Obtain Commitments from Private Owners	1.3 Additional Privately Owned Publicly Assisted Units	1.4 30% AMI Units in Areas with greatest Support Services	1.5 Support 1,150 Current ARHA Units
Resolution 830				X	X
Developer Contribution Policy	X	X	X	X	X
Community Land Trust	X		X	X	
Transfer of Development Rights (Modified)	X	X	X	X	
LIHTC	X		X	X	X
Energy Efficiency Loans	X	X		X	
Loan Guarantees	X		X	X	X
Tax Abatement	X	X	X	X	X
Loan Consortium	X		X	X	X
Historic Tax Credits	X	X	X	X	
Development Fee Relief	X	X	X	X	X
Resource Center	X	X	X		
Parking - Rehabilitation	X	X	X	X	X
Parking Reduction for AH			X	X	X

of units in which affordability periods will expire over the next decade. As development and land costs continue to escalate, it is imperative that the City work to preserve existing affordable housing options to ensure housing for residents of all incomes (Principle 1). As preservation opportunities present themselves, the desire to create mixed-income communities (Principle 5) and location efficient affordable housing options (Principle 4) should help guide the decision making process. In order to accomplish this goal the City will need to continue to cultivate partnerships with both the private and public sectors (Principle 3). The preservation of the existing affordable housing stock will help to ensure a vibrant and diverse workforce that is vital to the economic sustainability of the City (Principle 6). The City's efforts to achieve Goal 1 dovetail with the Alexandria Redevelopment and Housing Authority (ARHA) 2012-2022 Draft Strategic Plan to preserve existing ARHA units and work cooperatively with the City to identify and preserve properties at risk of losing affordability.

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- STRATEGY 1.1** Preserve the current stock of privately owned, publicly assisted units within the City, with priority for units serving households earning below 50% of AMI (subject to property owner cooperation).
- STRATEGY 1.2** Obtain commitments from current owners for long-term preservation of currently existing market-rate affordable units.
- STRATEGY 1.3** Partner with private nonprofit or for-profit affordable housing providers in acquiring and/or rehabilitating existing market affordable units to increase the number of publicly assisted, privately-owned rental housing affordable to households earning below 60% AMI, with priority for units serving households below 50% AMI.
- STRATEGY 1.4** Increase the number of housing units affordable to households earning below 30% of AMI and senior households in areas of the City that have the greatest presence of support services including transportation, retail, recreation, and public or private human service providers.
- STRATEGY 1.5** Support, where appropriate, the rehabilitation of current ARHA units, or acquisition/rehabilitation of replacement units, in furtherance of the City's joint commitment with ARHA to provide 1,150 publicly-assisted units. (See also 2.4)

Goal 2: Provide or secure long-term affordable and workforce rental housing through strategic new development and redevelopment

While the preservation of existing affordable housing is important, it will also be important to ensure new units of affordable housing are developed during the plan timeframe. New affordable rental units can help replace current market rate affordable units lost to both redevelopment and increasing rents. Creating new dedicated affordable housing units can help provide housing opportunities for all incomes (Principle 1) and help create the economic diversity needed for a thriving economy (Principle 6). Strategically incorporating affordable rental units within new development will allow the City to create mixed-income communities (Principle 5) that decrease poverty concentrations. Mixed-income communities can be realized by incorporating new rental units within individual market rate projects, as well as developing new affordable housing projects that are in close proximity to other market rate projects. In addition, new development

GOAL 2: Provide or secure long-term affordable and workforce rental housing through strategic new development and redevelopment.					
Implementation and Funding Tools	Implementation Strategies				
	2.1 AH as part of new projects	2.2 Create Affordable Housing	2.3 Affordable Housing Plans in Small Area Plans	2.4 Redevelopment or new development of ARHA units to maintain 1,150	2.5 Replace Demolished Existing Market-Rate Affordable Units
Resolution 830				X	
Bonus Density	X	X	X	X	
Accessory Dwelling Units	X		X		
Maximize Public Land for AH	X	X	X	X	
Developer Contribution Policy	X	X	X	X	
Community Land Trust		X	X		
Transfer of Development Rights (Modified)	X	X	X	X	
LIHTC		X		X	
Loan Guarantees		X		X	
Tax Abatement		X	X	X	
Loan Consortium		X		X	
Resource Center	X	X		X	
Developer Fee Relief	X	X	X	X	
Parking Reduction for AH	X	X	X	X	



of affordable housing rental stock increases housing options for residents of Alexandria and can be carried out in a manner to increase the number of units in location efficient areas (Principle 4).

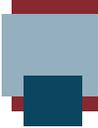
STRATEGY 2.1 Develop policies and regulations that incorporate affordable housing units as part of new development and redevelopment projects.

STRATEGY 2.2 Partner with nonprofit and for-profit developers to develop new affordable housing projects within the City.

STRATEGY 2.3 Include an affordable housing plan, using the tools identified in the Housing Master Plan, as part of all new or revised Small Area and Corridor Plans.

STRATEGY 2.4 Support, where appropriate, the redevelopment or new development of ARHA units, in furtherance of the City's joint commitment with ARHA to provide 1,150 publicly-assisted units consistent with ARHA's Strategic Plan goals and with City land use policies and practices. (See also objective 1.5)

STRATEGY 2.5 Seek to achieve substantial replacement of existing market-rate affordable housing units on properties under consideration for redevelopment.



Goal 3: Provide and support the provision of affordable and workforce home purchase opportunities for Alexandria residents and workers

As was shown in Chapter 4, the current market in Alexandria produces few homeownership opportunities that are affordable to residents with low and moderate-incomes without purchase subsidy. Increasing homeownership opportunities available to residents of these incomes ties directly to many of the principles identified in the previous chapter. Assisting city residents and workers of low- and moderate-incomes to become homeowners helps to create economic diversity among city residents resulting in strong, resilient neighborhoods (Principle 4). Homeownership programs contribute to the economic sustainability of the city as they provide employees on the lower end of the pay scales with a path to homeownership, allowing Alexandria residents to remain in the city and Alexandria workers to live in the jurisdiction where they work.

PARTNERING FOR HOMEOWNERSHIP



Making the transition from public housing to homeownership can be a long process and a goal that many public housing residents believe is out of reach. The City of Alexandria and the Alexandria Housing and Redevelopment Authority have partnered in helping ARHA residents make this transition through extensive education, outreach and support. ARHA has been a regional leader in participating in the Housing Choice Voucher (HCV) Homeownership Program – an initiative that allows public housing agencies to assist former residents with monthly mortgage payments in lieu of rental assistance payments for up to 15 years. By combining the HCV Homeownership Program with the City’s Homeownership Assistance Program, this partnership has led to more than 20 HCV and public housing residents in becoming homeowners.

Natasha Patterson, a single mother with two young daughters, was a recent participant in the program and successfully purchased a home in Alexandria’s West End. Ms. Patterson also works in the West End, so finding a home that was both affordable and near her job site were priorities. Through participating in first time homeownership educational classes administered by ARHA and the assistance of Office of Housing HAP Program, Ms. Patterson was able to purchase a single family home that was affordable to her and her family. In Ms. Patterson’s words, “Buying a home was a dream come true.”

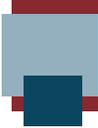
This initiative demonstrates the power of support, encouragement and self-sufficiency in helping lower-income City residents to achieve their goals – even in high cost areas such as the City of Alexandria.

GOAL 3: Provide and support the provision of affordable and workforce home purchase opportunities for Alexandria residents and workers

Implementation and Funding Tools	Implementation Strategies	
	3.1 Assist households to overcome barriers to homeownership	3.2 Provide financial assistance to low and moderate income households and financial incentives to City Employees to help achieve homeownership
Homeownership Counseling	X	
Home Purchase Loan Programs		X

STRATEGY 3.1 Assist households in overcoming barriers to homeownership through homebuyer training and counseling services, and offer post-purchase counseling services, including default and delinquency counseling, to homeowners in crisis.

STRATEGY 3.2 Provide financial assistance to low- and moderate-income households that have completed homebuyer training and financial incentives to City and Alexandria City Public School employees that will allow them to seek homeownership opportunities.



Goal 4: Enable homeowners to remain in their homes safely, comfortably, and affordably

Just as preserving the City’s affordable rental stock is important, it is equally important to ensure that residents of moderate means, fixed incomes, and challenging circumstances who have achieved homeownership have the opportunity to remain in their homes. There are a number of circumstances that might impede current homeowners’ ability to remain in and maintain their home, including decreasing incomes, increasing taxes, increasing home repairs, and physical challenges. Providing assistance to these residents increases housing opportunities for people of all incomes and abilities (Principles 1 and 2) and helps to maintain an economically and racially diverse City.

STRATEGY 4.1 Provide rehabilitation services to existing low- and moderate-income homeowners (below HUD 80% AMI) in maintaining their existing homes.

STRATEGY 4.2 Assist low- and moderate-income homeowners to maintain their homes and improve energy efficiency to decrease overall housing cost.

STRATEGY 4.3 Provide assistance to home-owning seniors with limited incomes and resources in order to strengthen their ability to age in place.

GOAL 4: Enable homeowners to remain in their homes safely, comfortable, and affordably			
Implementation and Funding Tools	Implementation Strategies		
	4.1 Provide home rehabilitation services to low and moderate income homeowners	4.2 Assist qualified homeowners maintain their homes and improve energy efficiency	4.3 Provide assistance to home owning seniors with limited incomes and resources
Accessory Dwelling Units	X		X
Home Rehabilitation Loan Program	X	X	
Energy Efficiency Grants		X	
Energy Efficiency Loan Program		X	
Livable Home Tax Credit		X	X
Tax Abatement		X	
Tax Relief Program			X
Resource Center	X	X	



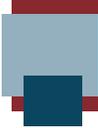
Goal 5: Provide a variety of safe, quality housing choices that are affordable and accessible to households of all ages and abilities

Households with one or more members with special needs have fewer housing choices than other households. Particularly limited are housing choices for elderly persons requiring on-site services, chronically homeless persons, persons affected by mental illness and/or intellectual disabilities that limit their ability to live independently, and persons with physical disabilities. Much of the Housing Master Plan is focused on the affordable housing needs of City residents and workers. However, Principle 2 of the preceding chapter discusses housing options for people of all ages and abilities, and goes beyond affordability issues to include promoting a housing stock that includes visitable, adaptable, and accessible housing options (see next page for definition of these terms). While the City of Alexandria does not have the legal authority to require the development community to provide more accessible housing than is required by the International Building Code, incentives can be provided to increase housing options for people of all abilities.

STRATEGY 5.1 Partner with existing property owners to convert non-accessible and non-visitable units to allow for visitability and habitation by persons with physical disabilities.

STRATEGY 5.2 Develop mechanisms to promote and encourage the development of new universally designed housing units.

STRATEGY 5.3 Develop mechanisms to promote and encourage an increase in the number of accessible and adaptable units above the minimum requirements for new construction pursuant to the Fair Housing Act, the International Code Council (ICC), and/or other applicable law and regulation.



- STRATEGY 5.4** Develop mechanisms to promote and encourage the development of visitable and accessible residential development in new construction types (e.g. single family residential development) exempted from the Fair Housing Act, ICC or other applicable law and/or regulation
- STRATEGY 5.5** Develop minimum standards for adaptable construction techniques and the accessible units in multi-family rehabilitation projects funded by City resources where compliance with the Fair Housing Act, ICC or other applicable law and/or regulation is not required.
- STRATEGY 5.6** Facilitate the use of the Virginia Livable Home Tax Credit Program to cover 50% of the costs to retrofit existing housing units for accessibility and visitability.
- STRATEGY 5.7** Collaborate with appropriate public and private partners to develop an assisted living facility serving Alexandrians of varying income levels.

GOAL 5: Provide a variety of safe, quality housing choices that are affordable and accessible to households of all ages and abilities.

Implementation and Funding Tools	Implementation Strategies						
	5.1 Convert non-accessible and non-visitability units to visitability and habitation	5.2 Increase universally designed units	5.3 Increase accessible and adaptable units in new construction	5.4 Increase visitable and accessible single family residential development	5.5 Minimum Requirements in multi-family rehabilitation funded by City	5.6 Facilitate the use of the Virginia Livable Home Tax Credit Program	5.7 develop an assisted living facility serving Alexandrians of varying income levels
Rental Accessibility Modification Program	X						
Housing Choice Policies		X	X	X	X		
Resource Center	X	X	X	X	X	X	X
Tax Abatement		X	X	X	X		X
Livable Home Tax Credit			X	X	X		
Parking - Rehabilitation					X		
Modified Income - Assisted Living							X

DEFINITIONS RELATED TO ACCESSIBILITY IN HOUSING

Accessible Design – a general term which means that the home meets prescribed requirements for accessible housing. Mandatory requirements for accessible housing vary widely and are found in state, local and model building codes, as well as in agency regulations such as HUD’s Section 504 and the Fair Housing Amendments Act requirements. Examples of accessible features include wide doors, lower countertop segments, grab bars in bathrooms and switches and controls in easy-to-reach locations.

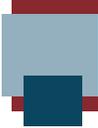
Adaptable Design – An adaptable unit has all the accessible features that a fixed accessible unit has but allows some items to be omitted or concealed until needed so that the dwelling unit can look the same as others and be better matched to individual needs when occupied. Adaptable features are those that can be readily adjusted in a short time by unskilled labor without involving structural or finished material changes.

Universal Design – Items that are usable by most people regardless of their level of ability or disability. Universal design addresses the scope of accessibility and suggests making all elements and spaces accessible to and usable by all people to the greatest extent possible. This is accomplished through thoughtful planning and design at all stages.

Visitability – A movement in housing design to change home construction practices so that virtually all new homes offer a few specific features making the home easier for mobility-impaired people to live in and visit. Visitable homes incorporate the following minimum design features:

- At least one zero-step entrance approached by an accessible route on a firm surface no steeper than 1:12, proceeding from a driveway or public sidewalk
- Wide passage doors
- At least a half bath/powder room on the main floor.

Source: Center for Universal Design, College of Design, North Carolina State University and Concrete Change of Decatur, Georgia.



Goal 6: Enhance public awareness of the benefits of affordable housing and promote available housing and partnership opportunities

In order to meet the future demand for affordable housing and to maintain the city’s economic and racial/ethnic diversity, work needs to continue to strengthen current partnerships and create new ones (Principle 3). The City cannot effectively address its housing needs alone. Partnerships will need to go beyond development partnerships and extend to all citizens to demonstrate the value of affordable housing. It will be important to create a constituency of affordable housing advocates that can play an active role in supporting affordable housing within the city. Only through these education efforts, advocacy, and community support can the immense challenge of providing housing options for people of all incomes, ages, and abilities be achieved (Principles 1 and 2).

GOAL 6: Enhance public awareness of the benefits of affordable housing and promote available housing and partnership opportunities				
	Implementation Strategies			
Implementation and Funding Tools	6.1 Continue, enhance, and increase the City’s outreach efforts on the benefits of Affordable Housing	6.2 Work with the City agencies and appropriate service providers, such as in-home care providers, to ensure broad awareness of existing City services and resources	6.3 Identify, foster, and encourage potential development of public/private partnership opportunities in the City	6.4 Identify, foster and encourage potential development and public/private partnership opportunities in the City
Loan Consortium	X	X	X	X
Resource Center	X	X	X	X

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- STRATEGY 6.1** Continue, enhance and increase the City's outreach effort to the community regarding the need for and the benefits of having affordable housing, and provide affordable housing developers and advocates with quality information and materials to generate community support for affordable housing.
- STRATEGY 6.2** Work with the City agencies and appropriate service providers, such as in-home care providers, to ensure broad awareness of existing City services and resources.
- STRATEGY 6.3** Conduct stakeholder outreach efforts directed to developers, financial institutions, lenders, property owners and real estate professionals to [1] increase awareness of the financial opportunities and benefits of affordable and universally designed housing; and [2] address issues or concerns related to existing or proposed affordable housing development.
- STRATEGY 6.4** Identify, foster and encourage potential development and public/private partnership opportunities in the City.