



Implementation Matrix

Existing, New, or Modified Tool	Implementation Schedule		
	Type	1-3 Years	4-6 Years
Programmatic Tools			
Community Land Trust	N*	FS, LPD	
Development Fee Relief	N	FS, LPD	
Fair Housing Testing and Education	E		
Home Purchase Assistance Loan Program/Enhancements	E, M	FS, LPM	
Home Rehabilitation Loan Program/Enhancements	E, M	FS, LPM	
Homelessness Prevention/Assistance	E		
Housing Choice in New Construction and Rehabilitation	N		P, FS, LPD
Housing Development Loans (Rental or Ownership)	E		
Landlord Tenant Relations	E		
Public Land for Affordable Housing	N	P, FS, LPD	
Mixed-Income Affordable Assisted Living	N	P, WG, AO	
Predevelopment Funds	E, M	LPD	
Rent Relief Program for Seniors and Disabled	E		
Rental Housing Assistance (Set Aside, Res. 830, HCV, etc.)	E		
Resource Center for Affordable Housing	N	FS, DC, W	
Special District to Enable Access to Historic Tax Credits	N	P, FS, AO	
Voluntary Developer Contribution Formula/Update	E, M	LPM	
Zoning Tools			
Accessory Dwelling Unit Policy			
Phase 1 (New Coordinated Development Districts)	N	FS, LPD	
Phase 2 (Full Program)	N		AO, FS, LPD
Additional Density in Exchange for Affordable Housing	E, M	LPD, LOA	
Parking Requirements for Substantial Rehabilitation	N	LOA	
Parking Requirements for Affordable Housing Development	E, M	LPD	
Transfer of Development Rights	N		FS, LPD
Financial Tools			
General Fund Direct Allocation Support			
Annual Lump Sum Appropriation	E, M	LPD	
Increased Dedicated Real Estate Tax Revenue	E, M	LPD	
Tax Increment Funding	E, M	LPD	
General Fund Foregone Revenue (Tax Relief)			
Homeowner Tax Relief for Seniors and/or Disabled	E		
Tax Abatement for Substantial Rehabilitation	N		LPD
Loan Consortium	N	P, FS, LPD	
Loan Guarantees	E, M		LPD

*Abbreviation Key:

E-Existing, M-Modified, N-New

AO-Advocacy and Outreach; DC-Data Collection; FS-Further Study; LOA-Local Ordinance Amendment; LOD-Local Ordinance Development; LPD-Local Policy Development; LPM-Local Program Modification; P-Partnerships; W-Website Update; WG-Work Group

REVIEW AND APPROVAL PROCESS:

The draft Housing Master Plan was available for public review from November 2012 until February 2013.

The Office of Housing also:

- Held Two Town Hall meetings (in City's East and West Ends)
- Briefed organizations upon request
- Held Work sessions with the Advisory Group, Planning Commission and City Council

Final approval process, consisting of:

- Planning Commission Public Hearing Dec 2013
- City Council Public Hearing and Initial Approval Dec 2013
- Final City Council Action January 2014

The full Housing Master Plan is available at alexandriava.gov/HousingPlan.



For more information, call 703.746.4990, or visit alexandriava.gov/Housing.



DEFINITIONS

Accessible housing: Housing that is completely modified to accommodate persons with disabilities.

Affordable housing: Rental or ownership housing costing no more than 30% of a household's gross monthly income before taxes. Income target groups: up to 60% area median income (rental) and 80% area median income (ownership).

Area Median Income (AMI): A term commonly used to define income-targeting for housing. In 2011, the AMI in the Washington, DC metropolitan area was \$106,100 for a family of four. This means that half of all area families earn more and half earn less than this amount.

Housing Choice Vouchers (HCVs): Federal rent subsidies, administered by local housing authorities, that cover the difference between 30% of a household's income and a maximum rent amount.

Market affordable rental housing: Rental housing that is affordable without rent or income restrictions.

Public housing: Income-restricted housing units owned by a local housing authority and targeted to lower-income families who pay 30% of their adjusted income as rent.

Publicly assisted housing: Rental units with rent and/or occupancy restrictions imposed as a condition of assistance under federal, state, or local programs.

Visitable housing: Housing that enables persons with disabilities to visit, with an accessible entrance, bathroom and common area.

Workforce housing: Housing units that target moderate income households: Rental: 60% - 80% AMI; Ownership: 80% - 120% AMI



The City has established a target of providing, preserving, or assisting 2,000 units from FY 2014 through FY 2025.

Why does Alexandria need to plan for affordable housing?

1. Housing costs have risen faster than incomes.

From 2000 to 2014:

- The U.S. Department of Housing and Urban Development (HUD)-determined median income for the Washington Metropolitan area increased by 30%, from \$82,800 to \$107,000
- The average rent for a two-bedroom unit in Alexandria increased by 70%, from \$1,034 to \$1,753
- The average assessed value of residential property increased by 156%, from \$191,341 to \$490,442:
 - Single family units: 160%, from \$260,907 to \$677,375
 - Condominium units: 171%, from \$106,875 to \$287,495

2. The number of market affordable rental housing units has declined.



3. There are not enough publicly assisted rental units.

- Alexandria has 3,710 rental units under programs with rent and/or income restrictions. Yet, in 2010, more than 14,000 households needed housing.
- The Alexandria Redevelopment and Housing Authority (ARHA) opened its public housing and Housing Choice Voucher (HCV) waiting lists for one week in 2011 (photo), and 15,000 households applied.
- The average waiting period for one of ARHA's 1,076 physical housing units is six to eight years.





Who needs affordable and workforce housing?

AFFORDABLE (2013)

- Rental (2 persons at 60% AMI-\$51,400)
Can Afford Rent @ \$1,300
- Paralegal
 - Mental Health Worker
 - Construction Worker and Housekeeper
 - Teacher

WORKFORCE (2013)

- Rental (2 persons at 80% AMI-\$68,500)
Can Afford Rent @ \$1,700
- Teacher and Home Health Aid
 - Accountant
 - Librarian
 - Bus Driver and Receptionist

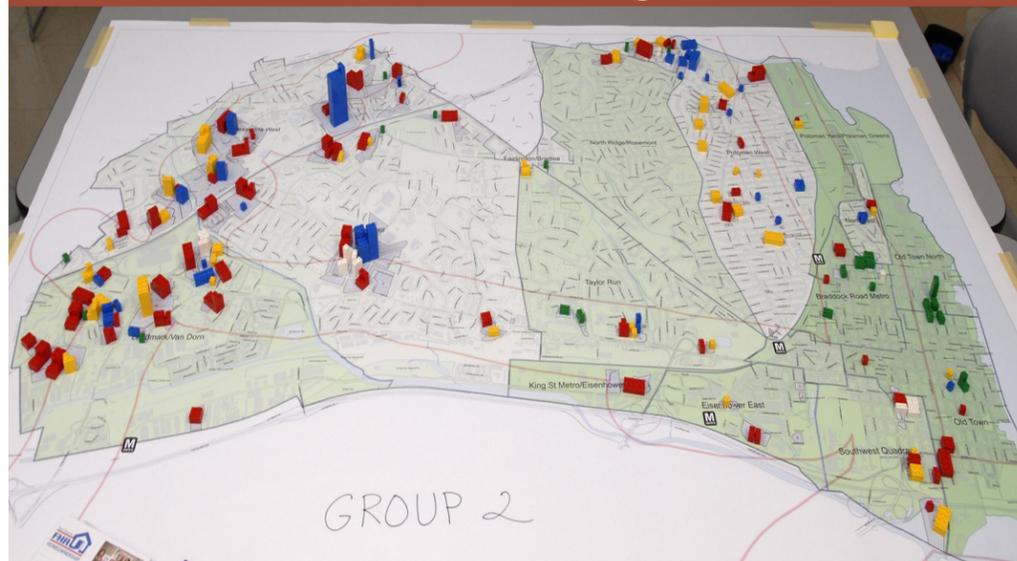
- Ownership (3 persons at 80% AMI-\$77,300)
Can Afford \$282,000 Condo
- Police Officer
 - Fire Fighter
 - Retail Manager and Medical Assistant
 - Licensed Practical Nurse (LPN)

- Ownership (3 persons at 120% AMI-\$116,600)
Can Afford \$438,000 Condo
- School Psychologist
 - Attorney
 - Two Schoolteachers
 - Electrician and Retail Manager



Source of salary data: Bureau of Labor Statistics

Where is Alexandria's affordable housing located?



The 2010 distribution of Alexandria's affordable housing, as depicted with Legos for the Housing Master Plan Allocation Exercise. Each "dot" on a Lego block represents 25 units.

- public housing and public housing replacement
- affordable to households at 30% AMI
- affordable to households at 31% - 50% AMI
- affordable to households at 51% - 60% AMI
- affordable to households at 61% - 80% AMI

What is the Housing Master Plan?

Alexandria's Housing Master Plan is intended to guide future preservation and enhancement of affordable housing opportunities, community diversity, and economic sustainability.

How was the Housing Master Plan Developed?

The Housing Master Plan planning process was designed to ensure participation by stakeholders through:

- a series of 15 public meetings
- a bus tour of the City's existing affordable housing stock
- an allocation exercise which gave stakeholders the opportunity to consider future housing needs and locations

The Housing Master Plan Advisory Group was composed of the City's Affordable Housing Advisory Committee (AHAC) plus an additional five appointees, including both public sector and private sector representatives. This group was charged with providing feedback on data presented. They also developed goals and objectives to guide the creation of the implementation plan.



A team of allocation exercise participants uses Legos to create its vision of where affordable housing should be located.



Housing Master Plan (HMP) Guiding Principles

Principle 1. A variety of housing options for households of all incomes

Principle 2. Greater housing choice to people of all ages and all abilities

Principle 3. Partnerships to improve the affordable housing stock

Principle 4. Key factors in the future distribution of affordable housing:

- Access to transportation and services
- Strategic preservation or location opportunities
- Geographic distribution of affordable rental housing to mirror overall rental housing distribution

Principle 5. Social and cultural diversity through mixed-income communities

Principle 6. Affordable housing as an important element of a healthy and growing economy

Goals and Strategies

Goal 1: Preserve long-term affordability and physical condition of committed affordable housing.

Strategies:

- 1.1 Preserve privately owned, publicly assisted units, with priority for affordability at 50% AMI.
- 1.2 Obtain owner commitments for long-term preservation of current market affordable units.
- 1.3 Preserve and commit existing market affordable units, with priority for affordability at 50% AMI.
- 1.4 Increase housing affordable to households below 30% of AMI and senior households near transportation and support services.
- 1.5 Support, where appropriate, rehabilitation of current or replacement ARHA units.

Goal 2: Secure long-term affordable and workforce rental housing through strategic new development/redevelopment.

Strategies:

- 2.1 Develop policies and regulations that incorporate affordable housing units as part of new development and redevelopment projects.
- 2.2 Partner with nonprofit and for profit developers to develop new affordable housing.
- 2.3 Include affordable housing plans in new or revised Small Area and Corridor Plans.
- 2.4 Support, where appropriate, redevelopment or new development of ARHA units. (See also Strategy 1.5.)
- 2.5 Seek substantial replacement of existing market affordable housing units demolished through redevelopment.

Goal 3: Provide/support affordable and workforce home purchase opportunities for residents and workers.

Strategies:

- 3.1 Assist in overcoming barriers to home ownership through prepurchase, post-purchase, and default and delinquency counseling.
- 3.2 Provide financial home purchase assistance/incentives to income-eligible applicants and to City and Alexandria City Public Schools employees.



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

Strategies:

- 4.1 Provide rehabilitation services to existing low- and moderate-income homeowners.
- 4.2 Assist low- and moderate-income homeowners to maintain and improve energy efficiency.
- 4.3 Strengthen ability of senior homeowners with limited resources to age in place.

5.5 Develop and promote minimum construction goals for adaptability and accessibility where not legally required.

- 5.6 Facilitate use of Virginia Livable Home Tax Credit Program for accessibility and visitability.
- 5.7 Partner with others to develop an assisted living facility serving varying income levels.

Goal 7: Enhance public awareness of the benefits of healthy, well-designed, and energy efficient housing that fosters the well-being of Alexandria Residents.

Strategies

- 7.1 Assist rehabilitation of existing multifamily properties and encourage improved housing conditions, including energy efficiency and indoor air quality in new affordable properties.
- 7.2 Promote smoke-free air policies within all assisted housing units and encourage owners to offer residents access to effective smoking cessation services.
- 7.3 Assist multifamily property owners in educating residents on ways to address environmental triggers such as mold, dust, secondhand smoke, animal dander and rodents.
- 7.4 Assist homeowners in assessing energy efficiency and indoor air quality through home audits and assessments. Provide access to affordable loan products for improving the quality of their immediate living environment.

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

Strategies:

- 5.1 Partner with existing property owners to increase accessibility and visitability.
- 5.2 Promote and encourage development of new universally designed housing units.
- 5.3 Encourage an increase in accessible and adaptable units above minimum required levels.
- 5.4 Encourage visitable and accessible single-family residential development.

Strategies:

- 6.1 Enhance and increase community outreach regarding the need for and the benefits of having affordable housing.
- 6.2 Increase awareness of existing City services and resources through collaboration with City agencies and appropriate service providers.
- 6.3 Conduct stakeholder outreach efforts.
- 6.4 Identify, foster and encourage potential development and public/private partnership opportunities.