DOCKET ITEM # 10 & 11

Master Plan Amendment # 2013-0005
Text Amendment # 2013-0013
Housing Master Plan

Issue: Initiate and Consideration of an amendment to the City of Alexandria Master Plan to incorporate the Housing Master Plan Chapter and; Initiate and Consider a text amendment to amend Section 7-700 and Section 8-200(F)(4) of the City's Zoning Ordinance Receipt of the Report from the Developer Housing Contribution Work Group	Planning Commission Hearing:	December 3, 2013
	City Council Hearing:	December 14, 2013
Staff: Mark Jinks, Deputy City Manager; Mildrilyn Davis, Director, Office of Housing; Faroll Hamer, Director, Planning and Zoning; Helen McIlvaine, Deputy Director, Office of Housing, Eric Keeler, Division Chief, Office of Housing; Shane Cochran, Division Chief, Office of Housing, Melodie Seau, Division Chief, Office of Housing, Karl Moritz, Deputy Director, Planning and Zoning, Jeff Farner, Deputy Director, Planning and Zoning; Carrie Beach, Division Chief, Planning and Zoning; Joanna Anderson, Assistant City Attorney; Jon Frederick, Housing Analyst, Office of Housing; Brandi Collins, Urban Planner III, Planning and Zoning; Richard Lawrence, Urban Planner, Planning and Zoning		

PLANNING COMMISSION ACTION, DECEMBER 3, 2013:

On a motion by Mr. Wagner, seconded by Ms. Lyman , the Planning Commission voted to adopt the resolution and recommended approval for MPA #2013-0005, subject to compliance with all applicable codes, ordinances and staff recommendations with amendments. The motion carried on a vote of 6 to 0.

On a motion by Mr. Wagner and seconded by Mr. Dunn, the Planning Commission voted to defer the text amendments to Sec. 7-700 included as part of Text Amendment #2013-0013. The motion carried on a vote of 6 to 0.

On a motion by Mr. Wager and seconded by Mr. Dunn, the Planning Commission voted to recommend approval the text amendments to Sec. 8-200(F)(4) included as part of Text Amendment #2013-0013. The motion carried on a vote to 6 to 0.

Reason: The Planning Commission agreed with the staff analysis and recommended approval of the Housing Master Plan subject to the following:

1. Amend Appendix 7 to clarify that several of the tools identified by the tool sheets and within Chapter 6 are exploratory in nature and will require additional analysis, a public process, and local policy development.

2. Amend Appendix 9 "Housing Master Plan Targets" to clarify the sources of the $5.5 million resources identified as current resources. Specifically, the Plan should be amended to clarify that current resource levels of $5.5 million are projected resources based on several sources and that this level of funding will not lead to an automatic increase in the City's tax rate.

Speakers:

Andrew Baldwin, Alexandria Economic Opportunities Commission, spoke in favor of the Plan and it comprehensiveness. He commended staff for taking the step to include potential targets; however, requested that specific targets be added to the Plan. Mr. Baldwin stated that specific targets should be aspirational and are required to determine future success of implementation.

Herb Cooper-Levy, Slater's Lane, spoke in favor of the plan. Mr. Cooper-Levy stated the Plan is a thorough analysis of the City's housing position and offers a number of tools to help address affordable housing shortages. Mr. Levy stated that the plan lacks targets that include specific numbers that on which future success could be measured. Mr. Levy stated that the City need additional mechanisms to preserve currently privately owned public assisted affordable housing units and he suggested the expansion of Res. 830 to include all of these units. Mr. Cooper-Levy expressed support for the proposed text amendments and stated they were a good first step to implement the plan.

Alan Lomax, Partnership for Healthier Alexandria, spoke in support of the Plan and commended City Staff for the time, effort, and public process undertaken in the development of the Plan. Mr. Lomax spoke in support of the new Goal 7, but expressed that it did not go far enough and recommended a new Principle be added to the Plan that focused on the connection between health and housing. Mr. Lomax also suggested that specific targets be added to the plan in order to measure future success and implementation of the Plan.

I. PLAN OVERVIEW

A. Background

The Housing Master Plan ("HMP" or the "Plan") process, led by the Office of Housing with cooperation and support from the Department of Planning & Zoning, was launched in April 2010, following Council's June 2009 adoption of the final report of the Affordable Housing Initiatives Work Group (AHIWG). AHIWG, led by two Council members (Krupicka, Gaines) and comprised of various stakeholders including affordable housing advocates, land use counsel, nonprofit and private developers, including ARHA, lenders, residents and participants from City housing programs, to study and make recommendations regarding how Alexandria might strengthen its affordable housing efforts by creating or leveraging new resources and tools. Its final report suggested additional study and development of non-City financial resources and/or other zoning and land use tools to further affordable housing development. Chief among these was a Housing Master Plan process to draft an affordable housing element for the city's Comprehensive Plan to guide future affordable housing efforts in order to achieve a wider distribution and range of affordable housing options throughout Alexandria.

The Housing Master Plan Advisory Group, consisting of the City's standing Affordable Housing Advisory Committee (AHAC) and other stakeholders selected to represent particular housing interests and constituencies, has served as primary advisory body for the Plan. The City also hired a consultant, RKG Associates, to help guide the public process and analyze the City's housing supply and demand. The following sections will provide a brief overview of the current state of Alexandria's affordable housing supply and demand and the Action Plan identified with the Housing Master Plan.

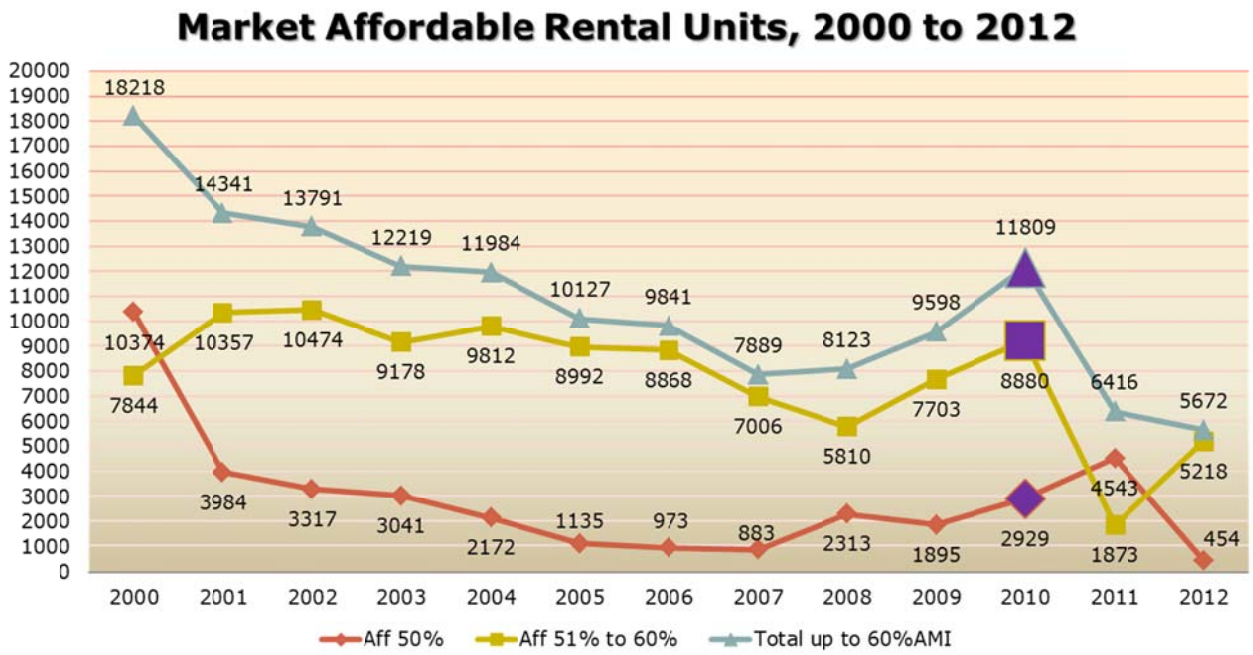
B. Assessment and Analysis

Existing Conditions

As a result of Alexandria's growth during the economic boom of the last decade, market pressures impacted the affordability of existing housing units. From 2000 to 2012, Alexandria had a decrease from 18,248 to 5,672 which represents a loss of approximately 12,546 market affordable rental housing units[1] because of increases in rents or, to a limited extent (just over 100 units), conversion to condominium ownership. Approximately 12,422 affordable ownership units were lost from the affordable housing stock due to the rise in property value over the years[2]. As a result, individuals and families earning up to 60% Area Median Income (AMI) ($57,300 or less for a family of

[1] Data from the "Annual Rent Survey" conducted by the Office of Housing's Landlord-Tenant Relations Division
[2] Estimate provided by Department of Real Estate Assessment data and Office of Housing calculations

three in 2011) have fewer affordable living options. The tables below demonstrate the loss of market affordable rental units



Future Demand for Affordable Housing

As market rate rents and sale prices continue to outpace incomes in the Washington D.C. metropolitan area, the demand for affordable housing will continue to rise. The HMP estimates the demand of approximately 14,000 rental units priced at or below 60 percent of area median income by the year 2030. In addition, Alexandria will continue to experience a demand for rental and for sale units that are priced at a workforce level (i.e. 60% to 80% of area median income (AMI) for rental and 80% to 120% AMI for ownership). The HMP acknowledges that in Alexandria's desirable real estate market, "housing for all," will not occur without increased government activity.

C. Action Plan

The HMP provides a series of Principles, Goals, Strategies, and Tools to help the City accomplish a housing stock that is suitable for a population of all incomes, ages, and abilities. An overview of this action plan can be found in the "Housing Master Plan at a Glance" document that is attached.

D. Funding

The City currently funds affordable housing through numerous funding sources which include but are not limited to federal, state, local and private funds. A current example of the manner in which a project is funded is the planned AHC Inc. Jackson Crossing 78 unit project located on East Reed Avenue which uses a number of funding sources as described below. The Plan discusses different ways funding can be used and priorities for future funding allocations.

AHC, Inc. Jackson Crossing Sources of Funds	
Senior Debt	$8.0M
Tax Credit Equity	$12.2M
Deferred Developer Fee	$1.0M
City of Alexandria Land Note	$0.7M
City of Alexandria Loan	$2.5M
Total Sources	**$24.4M**

E. Targets

At the October 8 City Council workession Council members had a discussion based on unit/financial numerical targets for the HMP. Based on this discussion an appendix has been added to the HMP to enumerate the discussion and layout the future targets that maybe accomplished through this Plan. The targets' base case is a projection using current City funding levels.

II. COMMUNITY PROCESS

A. Housing Master Plan Advisory Committee

The Housing Master Plan process has included substantial public outreach, including engagement of special needs groups and the community at large. During the HMP process over fifteen community meetings were held with the HMP Advisory Committee. The first several HMP meetings, including a half day bus tour to view affordable housing projects in Alexandria, provided a great deal of educational and background information regarding City housing initiatives and policies, subsequent meetings presented resources and potential tools that might be implemented to increase affordable housing.

At an allocation exercise held in January 2011, to culminate the discussions sponsored during the public part of the HMP process, advisory group and community members in attendance were able to implement the resources and tools that had been discussed to

locate, or relocate, affordable housing development within Alexandria. Participants were assigned to groups based on their place of residence to achieve a diversity of perspectives within each group. The seven groups independently reached consensus regarding several principles to guide future affordable housing development and inform HMP recommendations. These included creating mixed income development to maintain community diversity; achieving a greater geographic distribution of affordable housing and housing types throughout the city; developing affordable housing near transit and other amenities, including employment, schools, shopping and services; and focusing affordable housing efforts in areas with the greatest potential for increased density and mixed use development, including Potomac Yard, the Eisenhower Valley, Landmark/Van Dorn and Beauregard. Participants acknowledged that increased accessibility within Alexandria's new housing stock was an important goal given the city's aging demographic. The group also noted that identifying and facilitating partnerships to maximize resources is critical to implementing the Plan.

B. Developer Housing Contribution Work Group

In addition to the HMP Advisory Committee, the HMP process also including a Developer Housing Contribution Work Group (DHCWG) to revisit contributions for housing during the development process The DHCWG held a total of seven meetings from April 2011 and January 2013. The final DHCWG Report is attached for Council receipt.

The DHCWG first focused on the voluntary contribution formula that has been in place since 2005. It should be noted that Virginia law limits local government powers to require mandatory developer contributions of affordable housing, hence the voluntary contribution model practice. The City's consultant, RKG Associates, presented an economic model that could help to determine the value of a project based on a number of variables acknowledging that not all projects in Alexandria were alike and that a formula based on geographic location in the City may be more appropriate. However, the development community was uncomfortable with such an approach and the next several meetings focused on a review of the current tiered formula and bonus density programs.

The DHCWG reviewed the current policies of Alexandria and the surrounding communities of Fairfax County and Arlington, VA. The group examined the similarities and differences of these local jurisdictions including development type, current and past zoning decisions, and future growth. Based on these discussions the group decided that the current tiered formula that was in place was still appropriate with an adjustment to recognize past and future inflation and the growth in profitability in rental housing development. The table below represents the tiered formula recommended by the group.

Development Category	2005 $/sf Rates	2013 Proposed $/sf Rates*
Non-Residential	$1.50	$1.82
Tier 1 Residential		
For-Sale	$2.00	$2.43
Rental	$1.50	$2.43
Tier 2 Residential	$4.00	$4.85
*The formula will be adjusted annually by the percentage change in the CPI Housing All Urban (CPI-U) Consumers for the Washington-Baltimore Metropolitan Area.		

The next several DHCWG meetings focused on the City's bonus density program. The group reviewed a formula proposed by Staff that would have would have treated a portion of the additional density gained through rezoning as bonus density for the purposes of affordable housing. However, the group declined to recommend such a formula and instead recommended several actions to improve the current bonus density provisions under Section 7-700 of the City's Zoning Ordinance as described below.

DHCWG recommended changes to Section 7-700:

1. Allow the affordable units created through the bonus density process to be located off-site if mutually agreed upon by the City and the Applicant.
2. Allow the City to accept a cash contribution in lieu of affordable units if mutually agreed upon by the City and the Applicant.
3. Allow an applicant to receive more than 20% additional density if authorized within the relevant small area plan.
4. Require that the number of affordable housing units to be provided in return for additional height or density created by the use of Section 7-700 be equal to one-third of the units made possible by the additional square footage, unless the City and the Applicant mutually agree to a different number of units in order to address a stated City objective (e.g., a particular configuration of unit sizes).

C. Draft Housing Master Plan Comments

The Draft HMP was released in November of 2012 for public review and comment. Community input on the Draft HMP was received in writing and through City hosted town hall meetings in January and February. The meetings were well attended and several comments were received. The City's revised HMP includes a number of changes to address the questions and concerns received during the public comment period. Below is a summary of the substantive changes made to the Draft Housing Master Plan in response to feedback and recommendations received from the public, the Housing Master Plan Advisory Group other stakeholders, and City leadership[3]:

Targets

A new appendix (Appendix 9) has been added to set forth targets for various types of housing units, expressed in terms of the numbers of units to be achieved through FY 2025. Currently, annually directly available funds to the City of $4.4 million can produce or preserve about 152 units of affordable/workforce housing per year. Appendix 9 illustrates three different target production scenarios above the current base case funding level.

"Housing for all"

In order to emphasize the Housing Master Plan's focus on housing for persons of all ages, incomes, and abilities, revisions have been made to the Introduction and Executive Summary sections to highlight the Plan's "housing for all" theme, which includes but extends beyond the concept of affordable housing.

New Market Tax Credits

The discussion of Federal New Market Tax Credits in both the Funding and Tools sections has been expanded, including additional research which confirms that the potential use of this resource is likely to be extremely limited in the City as it applicable only in areas with a preponderance of very low income households and/or where private investment is unlikely.

More regional tools and partnerships

A number of examples of existing regional partnerships in which the City participates are detailed in the staff's responses in the public comment section of the Appendix.

[3] A comprehensive list detailing all of the public comments received, as well as staff's responses to those comments, is included in the Appendix.

Links between the availability of affordable housing with improved (mental and physical) health and well-being.

Goal 7 to "Enhance public awareness of the benefits of healthy, well-designed, and energy-efficient housing that fosters the well-being of Alexandria residents" was added to the Housing Master Plan, along with related strategies ranging from promoting smoke-free air policies to assessing and addressing environmental issues (e.g., interior air quality) that may be triggers for various health issues.

Additional homeownership strategy

Goal 3 (Homeownership) was modified to add bonus density and developer set-aside units as additional strategies.

Technical corrections

Technical non-policy corrections were made in various places in the document.

III. ZONING TEXT AMENDMENTS

The HMP identifies a number of tools to assist with the creation of new affordable housing units. To begin implementation of the HMP, two zoning text changes pertaining to bonus density for affordable housing and renovation of existing buildings for affordable housing are recommended.

A. Amendment to Section 7-700 of the City's Zoning Ordinance

Issue

Section 7-700 of the City's zoning allows a density increase of up to 20 percent or a height increase of 25 feet in exchange for onsite affordable housing units. The DHCWG made several recommendations to amend this policy to further the City's affordable housing goals. Specifically, the DHCWG recommended that the percentage of the bonus that is provided in exchange for additional density/height be standardized at one-third. In addition, a recommendation was made to allow the affordable housing requirement to be satisfied by off-site affordable units or a cash payment to the Housing Trust Fund if agreed upon by both the City and the developer/applicant. The HMP has recommended that these changes be incorporated into Section 7-700 of the zoning ordinance to standardize a formula for the use of bonus density and allow for additional flexibility with regard to the manner in which the contribution will be captured when mutually agreed upon.

Staff Analysis

Staff recommends that the changes described above be made to the Section 7-700 of the zoning ordinance. The recommendation to specify the amount of affordable housing to be provided in bonus density situations is simply the codification of a practice that has been successfully implemented since 2005 based on the recommendations of a previous work group. The recommended changes to allow alternative forms of housing contributions provide useful flexibility for situations in which the City's affordable housing needs might be better served by units in another location due to costs, preservation opportunities, or other factors. Finally, staff recommends that Section 7-700 be amended to allow a bonus of greater than 20 percent when allowed in the underlying small area plan. This will allow additional density to be planned for and discussed during the master planning process and possibly offer a mechanism for an applicant to receive additional density if appropriate.

B. Amendment to Section 8-200(F)(4) General Parking Regulations

Issue

Section 8-200(F)(4)requires buildings that are "significantly altered" through renovation to meet current parking code requirements. Section 8-200(F)(4) defines significantly altered as any building that undergoes "the reconstruction, remodeling or rehabilitation of, or other physical changes to, a structure or building, or a portion thereof, over any two-year period, whether or not involving any supporting members of the structure or building and whether altering interior or exterior components of the structure or building, which involves expenditures amounting to 33 1/3 percent or more of the market value of the structure or building." The HMP recommends that this portion of the zoning code be amended to exclude projects that have a deed restriction for affordable housing, making them exempt from this provision.

Staff Analysis

The provision in Section 8-200(F)(4) that requires buildings that have been significantly altered to provide current levels of parking was a method enacted in 1987 of ensuring that projects that were converting from rental units to condominiums be subject to the City's review. However, one of the unintended consequences of this provision has been that the renovation of older buildings that are deficient by current parking standards requires a Special Use Permit for a "parking reduction" simply to retain the current parking even when, as is generally the case with affordable housing renovations, the number of units is not being increased. The time and expense of applying for and working through the approval process for the parking reduction must be absorbed by the entity attempting to renovate the building. Staff is proposing that any renovation costs that are associated with the preservation of affordable units (and supported with a deed restriction) be excluded from the cost calculations described in the definition of "significantly altered." The required building permit process will still afford City staff an opportunity to review the parking situation and address any concerns.

IV. STAFF RECOMENDATION

Staff recommends approval of the amendments to create the Housing Master Plan. Staff also recommends the text amendments to Section 7-700 and Section 8-200(F)(4) of the Zoning Ordinance.

Attachments: 1. Housing Master Plan
2. Housing Master Plan at a Glance
3. Proposed Text Changes
4. Developer Housing Contribution Work Group Report

RESOLUTION NO. **MPA 2013-0005**

WHEREAS, under the Provisions of Section 9.05 of the City Charter, the Planning Commission may adopt amendments to the Master Plan of the City of Alexandria and submit to the City Council such revisions in said plans as changing conditions may make necessary; and

WHEREAS, the Office of Housing has brought forward an amendment to the Master Plan for the adoption of the Housing Master Plan as a chapter; and

WHEREAS, the Department of Planning and Zoning has analyzed the proposed revision and presented its recommendations to the Planning Commission; and

WHEREAS, a duly advertised public hearing on the proposed amendment was held on December 3, 2013 with all public testimony and written comment considered; and

WHEREAS, the Planning Commission finds that:

1. The proposed amendment is necessary and desirable to guide and accomplish the coordinated, adjusted and harmonious development of the City; and

2. The proposed amendment is generally consistent with the overall goals and objectives of the Master Plan; and

3. The proposed amendment shows the Planning Commission's long-range recommendations for the general development of the City; and

4. Based on the foregoing findings and all other facts and circumstances of which the Planning Commission may properly take notice in making and adopting a master plan for the City of Alexandria, adoption of the amendment to the Master Plan will, in accordance with present and probable future needs and resources, best promote the health, safety, morals, order, convenience, prosperity and general welfare of the residents of the City;

NOW, THEREFORE, BE IT RESOLVED by the Planning Commission of the City of Alexandria that:

1. The following amendment is hereby adopted in its entirety as a chapter of the Master Plan of the City of Alexandria, Virginia in accordance with Section 9.05 of the Charter of the City of Alexandria, Virginia:

Addition of the Housing Master Plan as amended

2. This resolution shall be signed by the Chairman of the Planning Commission and attested by its secretary, and a true copy of this resolution forwarded and certified to the City Council.

ADOPTED the **3rd day of December, 2013.**

John H. Komoroske

John Komoroske, Chairman
Alexandria Planning Commission

ATTEST: Faroll Hamer, Secretary /s/

Office of Housing
November 2013

Revised Draft Housing Master Plan At a Glance

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*

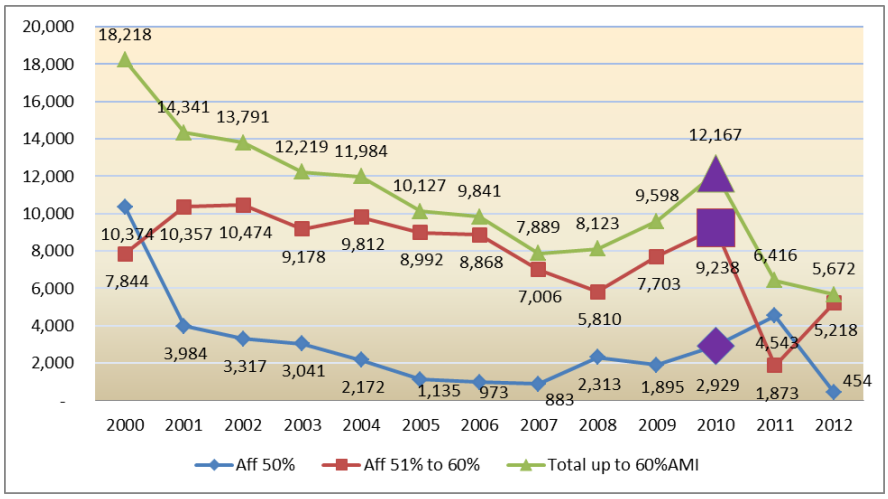
Why does Alexandria need to plan for affordable housing?

1. Housing costs have risen faster than incomes.

From 2000 to 2011:

- The U.S. Department of Housing and Urban Development (HUD)-determined median income for the Washington Metropolitan area increased by **28%**, from $82,800 to $106,100
- The average rent for a two-bedroom unit in Alexandria increased by **71%**, from $1,034 to $1,765
- The average assessed value of residential property increased by **135%**, from $191,341 to $449,411:
  - Single family units: 137%, from $260,907 to $617,826
  - Condominium units: 149%, from $106,875 to $266,481

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. As of June 2012, there were 7,895 households on the HCV waiting list and 7,796 on the public housing waiting list.

- 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 (2010)

Rental (2 persons at 60% AMI - $49,680)

- Paralegal
- Mental Health Worker
- Head Custodian
- Police Telecommunications Officer

Ownership (3 persons at 80% AMI -$55,920)

- Music Teacher
- Fire Fighter
- Electrician
- Licensed Practical Nurse (LPN)

WORKFORCE (2010)

Rental (2 persons at 80% AMI - $66,240)

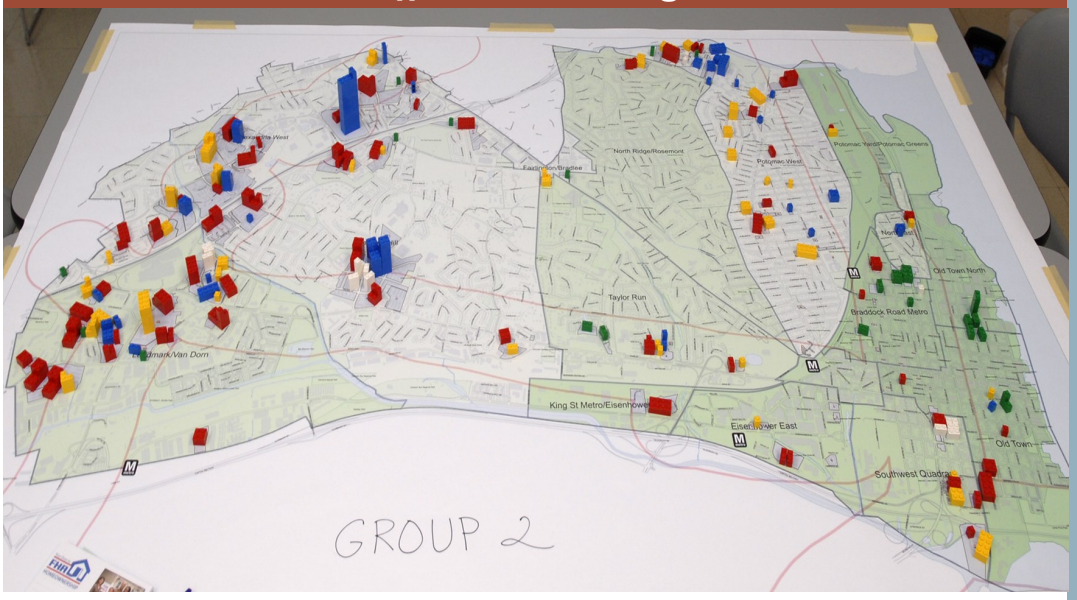
- Teacher
- Accountant
- Librarian
- Branch Manager

Ownership (3 persons at 120% AMI - $111,780)

- 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.

Green = public housing and public housing replacement
White = affordable to households at 30% AMI
Blue = affordable to households at 31% - 50% AMI
Yellow = affordable to households at 51% - 60% AMI
Red = 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 Draft 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.

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

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.

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 Provide rehabilitation assistance to existing multifamily properties and encourage new affordable multifamily properties to improve housing conditions, including energy efficiency and indoor air quality.
7.2 Promote comprehensive smoke-free air policies within all assisted housing units in the City and encourage the owners of assisted housing to offer residents access to effective smoking cessation services.
7.3 Assist owners of multifamily properties in educating residents of 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 to assist homeowners in improving the quality of their immediate living environment.

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		
Maximizing 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	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

The Revised Draft is now going through the final approval process, consisting of:

- Planning Commission Public Hearing
- City Council Public Hearing
- Final City Council Action

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

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

ATTACHMENT #3

Proposed Text Changes

Sec. 7-700 Allowance for increases in floor area ratio, density and height and reductions in required off-street parking as incentive for provision of low- and moderate-income housing.

7-701 Definitions.

For the purposes of this section 7-700, low- and moderate-income housing units shall be determined in accordance with regulations which are issued by the city manager and approved by the city council and which reflect the following guidelines.

(A) Low- and moderate-income rental units are rental units for which the combined cost of rent and utilities does not exceed 30 percent of the maximum income limits used by the United Sates Department of Housing and Urban Development for its section 8 and Housing Voucher programs, as adjusted for family size and corresponding number of bedrooms, and which are occupied by persons or households whose gross income does not exceed the limits applicable to the section 8 program.

(B) Low- and moderate-income sales units are units with sales prices for which a person or household whose gross annual income is at or below the median income for the Washington, D.C., Metropolitan Statistical Area, adjusted for family size, could qualify using the lending criteria applied by the Virginia Housing Development Authority in its single-family mortgage assistance program and which are occupied by persons or households whose gross annual income is at or below such median income level.

7-702 When increases and reductions may be allowed.

Increases in allowable floor area ratio, density and height and reductions in required off-street parking may be allowed for a building which contains one or more dwelling units or a project which includes one or more such buildings through a special use permit when:

(A) The applicant for the special use permit commits to providing low and moderate income sales or rental housing units in conjunction with the building

or project which is the subject of the permit application **in compliance with the following:**

1. **Number of units required: The number of units required shall be equivalent to one third (1/3) of the increase achieved by the bonus approved under this section 7-700. Equivalency can be established with a different number of units if the size (square footage or number of bedrooms) of the units provided achieves an equivalent contribution as determined by the Director of Housing and approved with this SUP.**
2. **Location of Units: The units may be provided within the building or project which is the subject of the permit application, or with the consent of the applicant and the Director of Housing and the Director of Planning and Zoning and approval of this Special Use Permit, the units may be provided:**
   - **i. at an off-site location provided that:**
     1. **a specific plan for the off-site location is approved with this SUP; and**
     2. **the off-site location meets all zoning requirements to include the units; or**
   - **ii. by a cash contribution to the City of Alexandria Housing Trust Fund in an amount equivalent to the value of the units that would have been provided on-site, or.**
   - **iii. A combination of i and ii above if the total contribution is equal to the value of the units that would have been provided on site.**

(B) The applicant for the special use permit agrees and provides sufficient assurance, by way of contract, deed or other recorded instrument acceptable to the city attorney, that the low-and/or moderate-income housing units to be provided will remain in these categories for the period of time specified in the special use permit.

(C) City council determines that the building or project which is subject to the special use permit, with the increase in allowable floor area ratio, density and height and the reduction in required off-street parking, meets the standards for the issuance of a special use permit set forth in section 11-500

7-703 Limits on increases which may be allowed.

(A) Floor area ratio and density may not be increased pursuant to this section 7-700 by more than 20 percent of the floor area ratio and density otherwise permitted by this ordinance, **unless a greater percentage increase is specifically designated in a Small Area Plan chapter of the Master Plan.** The increase permitted under this section 7-700 is exclusive of any other floor area ratio and density increases allowable under any other section of this ordinance.

(B) Height may not be increased pursuant to this section by more than 25 feet beyond the height otherwise permitted by this ordinance; provided, however, that no building located in any zone or height district where the maximum allowable height is 50 feet or less may be allowed to exceed such height limits.

Sec. 8-200 General parking regulations.

*****

(F)Prior existing buildings and structures.

(1) Notwithstanding the provisions of section 8-100 and except as provided in section 8-200(F)(3) below, no off-street parking need be provided for land actually in use on June 25, 1963, for structures or buildings partially or fully constructed as of that date, or for structures or buildings for which a final site plan had been approved or a building permit had been applied for on that date, except as follows:

(a) If any such land has been changed in use or any such structure or building has been changed in use, enlarged, significantly enlarged or significantly altered between June 23, 1963, and January 27, 1987, the parking requirements of this Article XIII shall apply only to such change in use, enlargement or alteration; and

(b) If any such land has been changed in use or any such structure or building has been changed in use, enlarged, significantly enlarged or significantly altered after January 27, 1987, the parking requirements of this Article XIII shall apply to all the land and to the entire structure or building upon completion of the change in use, significant enlargement or significant

alteration, and such requirements shall apply only to the enlargement of the structure or building upon its completion, unless, as of January 27, 1987, a construction or alteration permit has been applied for and reasonably soon thereafter construction activity has commenced and continues to be diligently pursued, or unless a special use permit is obtained under section 7-700 or section 11-500 which authorizes the change in use, enlargement, significant enlargement or significant alteration with the provision of less off-street parking than is required.

(2) Notwithstanding the provisions of section 8-100 above and except as provided in section 8-200(F)(3) below, any change in use in land which had been placed in use between June 23, 1963, and January 27, 1987, and any change in use, enlargement, significant enlargement or significant alteration of a structure or building which had been constructed between those dates shall be governed by the provisions of sections 8-200(F)(1)(a) and (b).

(3) The provisions of this section 8-200(F) shall not apply to the enlargement, significant enlargement or significant alteration of single-family, two-family or row or townhouse dwellings.

(4) For purposes of this section 8-200(F), the following definitions shall apply:

(a) "Significantly altered" and "significant alteration" shall mean the reconstruction, remodeling or rehabilitation of, or other physical changes to, a structure or building, or a portion thereof, over any two-year period, whether or not involving any supporting members of the structure or building and whether altering interior or exterior components of the structure or building, which involves expenditures amounting to 331/3 percent or more of the market value of the structure or building, or portion thereof, at the time of the application for an alteration permit. **The cost of the remodeling or rehabilitation of units that serve households at or below sixty percent (60%) Area Median Income (AMI) for thirty (30) years or more shall be exempt from the calculation of expenditures pursuant to this section.**

(b) "Enlarged" and "enlargement" shall mean an addition to a structure or building which increases its floor area by less than 20 percent. In the case of uses whose parking requirements are determined by a factor other than floor area (e.g., dwelling units, seats, patient beds), these terms shall mean

any action which increases this factor by less than 20 percent, whether or not accompanied by an increase in floor area.

(c) "Significantly enlarged" and "significant enlargement" shall mean an addition, or additions over any two-year period, to a structure or building which increases its floor area by 20 percent or more. In the case of uses whose parking requirements are determined by a factor other than floor area, these terms shall mean any action, or actions over the two-year period, which increases this factor by 20 percent or more, whether or not accompanied by an increase in floor area.

(5) No single-family, two-family or townhouse dwelling shall be deemed a noncomplying use or structure because it failed to provide two required parking spaces on June 24, 1992, if the dwelling did provide one required parking space on that date.

ATTACHMENT #4

REPORT OF THE DEVELOPER HOUSING CONTRIBUTION WORK GROUP OCTOBER 2013

Background

The Developer Housing Contribution Work Group (DHCWG) was convened in 2011 based on a recommendation within the final report of the Affordable Housing Initiatives Work Group (AHIWG). The AHIWG Report recommended creation of a new work group to study and refine the current affordable housing contribution process that has been in use since 2005 based on the recommendation of a prior group. A list of members that were included in the DHCWG is provided in Attachment I. The process provided an opportunity for the development community along with the public to participate and provide feedback on the discussion and it was important to ensure an open dialog to create buy-in for successful implementation. Multiple meetings were held with the Developer Housing Contribution Work Group between April 2011 and January 2013.

Meetings and Process

The DHCWG held a total of seven meetings from April 2011 and January 2013. After an introductory meeting, the second meeting of the DHCWG included a presentation by the City's consultant for the Housing Master Plan, RKG Associates. The consultant presented an economic model that could help to determine the value of a project based on a number of variables reflecting that not all projects in Alexandria were alike and taking into account the geographic location of the project in the City. However, the group ultimately chose not to use this approach as a basis for its recommendations.

The group then focused on a review of the current tiered formula and bonus density programs in the City. At the next two meetings, the DHCWG reviewed the current policies of Alexandria and the surrounding communities of Fairfax County and Arlington, VA. The group examined the similarities and differences of these local jurisdictions including development type, current and past zoning decisions, and future growth. Based on these discussions the group decided that the current tiered formula that was in place was still appropriate for the City with an adjustment to recognize past and future inflation and the growth in profitability in rental housing development.

The next several meetings focused on the City's bonus density program. The group recommended several actions to improve the current bonus density provisions under Section 7-700 of the City's Zoning Ordinance (described below). However, the group declined to approve a proposed new bonus density formula that would have treated a portion of the additional density gained through rezoning as bonus density for the purposes of affordable

housing. The vast majority of the group disagreed with the proposed approach, and considered it more appropriate that the public benefits provided in connection with a rezoning continue to be determined on a project-specific basis, taking into account the specific priorities that may be associated with that development. The group further suggested that the issue of affordable housing in this context be addressed by a policy statement in the Housing Master Plan, and subsequently approved such a statement.

DHCWG Recommendations

The DHCWG made several recommendations to help improve the City's affordable housing programs:

1. Maintain the City's current tiered voluntary contribution formula with updates to the contribution rates to account for inflation from 2005 – 2013. The formula should be updated annually to reflect inflation. The Group also recommends that the Tier 1 rental residential rate be increased to be on par with the for-sale residential rate. (The new voluntary contribution rates are provided in Attachment II)

2. Amend Section 7-700 of the City of Alexandria Zoning Code to reflect the following changes:
    a. Allow the affordable units created through the bonus density process to be located off-site if mutually agreed upon by the City and the Applicant.
    b. Allow the City to accept a cash contribution in lieu of affordable units if mutually agreed upon by the City and the Applicant.
    c. Allow an applicant to receive more than 20% additional density if authorized within the relevant small area plan and underlying zoning.
    d. Require that the number of affordable housing units to be provided in return for additional height or density created by the use of Section 7-700 be equal to one-third of the units made possible by the additional square footage, unless the City and the Applicant mutually agree to a different number of units in order to address a stated City objective (e.g., a particular configuration of unit sizes).

3. Create a single document that can be provided to the development community describing both the voluntary contributions guidelines and the bonus density provisions that are used in the City of Alexandria. The DHCWG recommended that this document include examples describing the manner in which the voluntary formula would be calculated for various developments.

Attachments

I. Developer Work Group Membership
II. Voluntary Contribution Formula

Attachment I

HOUSING CONTRIBUTION WORK GROUP 2011

	Name	Affiliation
For-profit Market Rate Developers (2)	Kai Reynolds	The JBG Companies
	Bob Youngentob	EYA
For-profit Affordable/Assisted Housing Developers (2)	John Freeman	Chesapeake Management Group, Inc.
	Gregory Slang	Kettler Development
Non-profit Housing Developers (2)	Daniel Abramson	Alexandria Housing Development Corporation
	Shelley Murphy	Wesley Housing Development Corporation
Commercial/Mixed-Use Developer (1)	Michael McGuire	Tall Cedars Development Co.
Building Industry Groups (3)	Shaun Pharr	Apartment and Office Building Association (AOBA)
	Tom Regnell	NAIOP
	Carlos Cecchi	NVBIA
Development Attorneys (2)	Catharine Puskar	Walsh, Colucci, Lubeley, Emrich & Walsh, PC
	Jonathan Rak	McGuire Woods
Development Finance Professional (1)	Michael Scheurer	Virginia Housing Development Authority (VHDA)
Planning Commission (1)	Eric Wagner	Planning Commission
	Mary Lyman	Planning Commission
Affordable Housing Advisory Committee (1)	Rick Liu	Affordable Housing Advisory Committee (AHAC)
Chamber of Commerce (1)	Theresa Eversole	Society of Human Resource Management (SHRM)
Alexandria Economic Development Partnership (1)	Duane Gautier	Alexandria Economic Development Partnership (AEDP)
At-Large (2)	Stan Vosper	City Resident
	Joyce Woodson	City Resident

Attachment II

Voluntary Contribution Formula for Affordable Housing

Development Category	2005 $/Sq. Ft. Rates	2013 Proposed $/Sq. Ft. Rates*
Non-Residential	$1.50	$1.82
Tier 1 Residential		
For-Sale	$2.00	$2.43
Rental	$1.50	$2.43
Tier 2 Residential	$4.00	$4.85
*The formula will be adjusted annually by the CPI Housing All Urban Consumers for the Washington-Baltimore Metropolitan Area.		

PC Docket Item #: 10 & 11
Project: Housing Master Plan

PlanComm

From: M Krocker <michellekrocker@gmail.com>
Sent: Monday, December 02, 2013 11:13 AM
To: PlanComm
Subject: Recommendations for Housing Master Plan Hearing Dec 3
Attachments: HMP Priorities and RecommendationsSept2013.docx

Planning Commissioners:

On behalf of our partner organizations, I have attached a list of recommendations for the Housing Master Plan developed by a workgroup of nonprofit developers and human service providers who serve low and moderate income households in the City.

These recommendations were sent to members of City Council prior to their work session on the HMP in October, and we offer them for your consideration as testimony for the hearing tomorrow, Dec 3.

Thank you.

--
Michelle

Michelle Krocker | Executive Director | Northern Virginia Affordable Housing Alliance

www.nvaha.org

To: **Members of the Alexandria City Council**

Re: **Draft Housing Master Plan – Priorities and Recommendations**

Date: **September, 2013**

We applaud City Council for recognizing the critical importance of housing affordability through this housing master plan process. The draft plan includes a well-documented analysis of gaps in the continuum of housing for low and moderate income residents of Alexandria. However, to realize the Plan's objectives, significant additional investments will be needed for affordable housing production and preservation, as well as affordable homeownership. The City should also consider all the design, land use and regulatory tools at its disposal to advance these housing objectives.

As you discuss the draft Housing Master Plan (HMP), we ask that you consider the priorities and recommendations listed below. These recommendations were developed through a collaborative process involving nonprofit housing developers, human service providers and members of City advisory bodies, and they seek to address the unmet housing needs of low and moderate income families served by these organizations.

We recommend the following overarching goals for the HMP:

- Adopt an annual goal of a minimum of 100 newly committed, affordable homes and conduct an annual review to monitor progress, make adjustments, note gaps and determine best practices. This number should not include affordable housing that has been proffered prior to the adoption of the HMP;
- Appropriate a minimum of $3 million of new, local revenue annually. This allocation is essential to leveraging private dollars and achieving the goals and objectives of the Housing Master Plan;
- Accelerate the timeline to implement recommendations where a substantial amount of progress has been made to accomplish the task identified. Recommendations for specific items are described below and summarized in a chart at the end of this memorandum;
- Improve coordination and collaboration among city agencies at the onset of a proposed development involving housing, specifically with the Department of Planning and Zoning, the Office of Housing, Department of Community and Human Services and Alexandria Redevelopment and Housing Authority to ensure the maximum opportunity to secure affordable units;
- Consider the housing needs of our workforce engaged in occupations earning between 40 – 60 percent of area median income who provide critical services to all who live in Alexandria;
- Continue the commitment contained in Resolution 830 – we support this long-standing commitment to maintaining a minimum of 1,150 units of publicly assisted housing which generally serve a lower income level than most private/non-profit affordable housing are able to without deep subsidy programs. Since it is unlikely that there will be a future

increase in funding for deep subsidy programs (like vouchers) and more likely to be a decline, the City's commitment to public housing is critical to serving families at less than 30% of AMI.

The following are recommendations identified in the HMP which we believe deserve higher priority, and for which an expedited implementation schedule should be considered.

Programmatic Tools

- Public Land for Affordable Housing. We support this recommendation and ask that within the first year, an updated inventory of City-owned land be published and a task force created to propose criteria and create preferences for development. We urge criteria that give preference to development that supports affordable housing versus a sale of land to maximize profits. In addition, we urge the City to adopt a policy that gives consideration to the development of affordable housing units in conjunction with new capital projects where appropriate.

- Predevelopment Funds. We endorse the recommendation for administrative approval for predevelopment funding to be increased to the greater of $50,000 per project or $5,000 per unit, and ask that acquisition be included as an eligible use. Predevelopment funding for projects that do not go beyond the feasibility phase should be forgiven. For projects that move forward, pre-development funding should be repaid at closing. We ask that this recommendation be adopted without further delay.

- Voluntary Developer Contribution. We endorse this recommendation that proposes updated formulas and the provision to index fees to inflation, and ask that it be adopted without further delay.

Zoning Tools

- Additional Density in Exchange for Affordable Housing. We support the recommendation to amend Section 7-700 of the Zoning Ordinance, and urge the City to establish guidelines for contributions that are commensurate with the substantial costs of developing affordable units. Since it is usually preferable to secure affordable units onsite, we ask that further analysis formulate guidelines that provide greater specificity for any housing requirements to include:
    - minimum of 33 percent of affordable units included with bonus density;
    - minimum of 40 year committed affordability period for units.

- Parking Requirements for Substantial Rehabilitation Projects. We support the recommended policy to exclude the rehabilitation cost of affordable multifamily units serving households at or below 60% of area median income for a period of not less than 30 years, from the rehabilitation cost used in the calculation that determines whether compliance with the current parking standards is triggered. This action would provide a significant reduction in development costs and shorten the development review process for City staff.

Additionally, all site plan review for preservation projects should be examined with the goal of expediting processes and minimizing red tape. This could reduce both time and expense for City staff and the developer and result in the delivery of affordable units for families sooner.

If implemented in a timely fashion, the tools listed in the HMP, paired with meaningful financial investments, will make significant progress in addressing the deficit of affordable housing units in Alexandria. Although other tools mentioned in the plan, including tax increment financing, loan consortiums and land trusts are good ideas worth exploring, we respectfully urge that staff priority should be given to the recommendations identified in this memorandum.

Safe, decent affordable housing is the foundation upon which families build stability and prosperity and communities thrive. Housing creates an environment where children can excel in school and adults possess the security and stability to reach their potential. Housing opportunities within our community for all segments of our workforce support the economic development and vitality of our City. We thank City Council and City staff for their considerable investment of time and resources to develop the Housing Master Plan, and we pledge our support as community based organizations to the realization of its housing goals.

Sincerely,

Northern Virginia Affordable Housing Alliance, Michelle Krocker, Executive Director
Wesley Housing Development Corporation, Shelley Murphy, President and CEO
Habitat for Humanity of Northern Virginia, Rev. Jon Smoot, Executive Director and Mr. Scott Fredericks, Chairman of the Board
Arlington-Alexandria Coalition for the Homeless, Michael J. O'Rourke, Executive Director
Rebuilding Together Alexandria, Katherine Dixon, Executive Director
Governing Board of the Partnership to Prevent and End Homelessness, Pam Michell and Lissette Bishins, co-chairs
AHC, Inc., Walter Webdale, President and CEO
ALIVE!, Ken Naser, Executive Director and Ellen Brown, President
Community Lodgings, Bonnie Baxley, Executive Director
K.I. Services, Inc., Yvonne Williams, Executive Director
Friends of Guest House, Kari Galloway, Executive Director
Alexandria Housing Development Corporation, Carol Jackson, Executive Director
Alexandria NAACP, LaDonna Sanders, President
New Hope Housing, Pam Michell, Executive Director
Carpenter's Shelter, Lissette Bishins, Executive Director
Economic Opportunities Commission, Dipti Pidikiti-Smith, Chair

Summary Chart of Recommendations

Programmatic Tools	Less than 1 Year	1-3 Years	Required Action
Maximum Public Land for Affordable Housing	X		Publish city-owned inventory, form task force to review and establish criteria for development
Predevelopment Funds	X		Include acquisition as an eligible use, repayment of all funds at closing
Voluntary Developer Contribution	X		Adopt recommendation as stated in HMP
Zoning Tools			
Additional Density in Exchange for Affordable Housing		X	Adopt recommendation to amend ordinance, establish meaningful cash contributions, require a min of 33% affordable units with bonus density, and require a min 40 yr committed affordable time period.
Parking Requirement for Substantial Rehabilitation	X		Adopt recommendation to amend ordinance