



**DATE:** April 24, 2020

**TO:** SARAH COYLE ETRO,  
Project Manager, Unmet Housing Needs  
Strategic Plan

**FROM:** The UHN Discussion Group  
Al Van Huyck, Roy Barnett, Kim Hart,  
Norman Myers, Gem Bingol, Beckwith Bolle,  
Grafton deButts, Judith Meany, Stephen Price,  
and Maura Walsh-Copeland

**SUBJECT:** *Submission of “A Conceptual Framework for Addressing Loudoun’s Unmet Housing Needs,” for Consideration in the Preparation of the Unmet Housing Needs Strategy*

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Our group, formed in October, 2019, brought together individuals with a range of expertise and backgrounds representing a variety of views, with the purpose to learn from each other through discussion. We have been meeting periodically, with each person participating in their individual capacity and not as direct representatives of any organization or interest group.

We are pleased to submit our summary conclusions, recommendations, and suggestions from our efforts to date. The attached package includes:

- UHN Ad-Hoc Group “Input Summary” that contains consensus recommendations and specific suggestions for the primary sections of the UHN Strategic Plan Scope and UHN Strategic Plan Components. Following the summary are the discussion group’s individual inputs, which were created based on responses to a series of question prompts. Before summarizing, the individual inputs were scored, with the results demonstrating a high level of agreement within and between discussion group members.
- In addition we are submitting a report, “*A Conceptual Framework for Addressing Loudoun’s Unmet Housing Needs.*” This report makes suggestions for what elements need to be considered in preparing targets, while recognizing that the final decision on specific targets will be a public policy decision by the Board of Supervisors. It also contains the initiation of mathematical models that could be developed by County staff to consider various policy options.

We have not made any effort to actually write a “Strategy.” Our purpose is to offer you and your Staff a range of ideas and suggestions for your consideration when you are drafting the Loudoun Unmet Housing Needs Strategy. We would be pleased to continue to work on any issues or topics you feel would be helpful in your work.

At the appropriate time, we hope to be useful in promoting a citizen’s perspective on the importance and purpose of the Unmet Housing Needs Strategy to the public and Board of Supervisors.



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## *Ad-Hoc Committee Input Summary*

### **Consensus Recommendations & Specific Suggestions for County Staff Consideration**

**Prepared by the Unmet Housing Needs Discussion Group, in their individual capacities:**

Al Van Huyck	Roy Barnett	Gem Bingol	Beckwith Bolle	Grafton deButts
Kim Hart	Judith Meany	Norman Myers	Stephen Price	Maura Walsh-Copeland

UNMET HOUSING NEEDS STRATEGIC PLAN ELEMENTS	GENERAL CONSENSUS & KEY CONCLUSIONS	SPECIFIC SUGGESTIONS <i>(Do not necessarily represent group consensus)</i>
<b><u>STRATEGIC PLAN SCOPE</u></b>		
<b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).	Unmet Housing Needs are a national issue and Federal and State funding and support are required because local governments can only do so much with limited local resources.	<ol style="list-style-type: none"> <li>1. Loudoun should take the lead in organizing local governments to press the State for increased funding.</li> <li>2. Loudoun should liaison with Northern Virginia local governments to seek common policies and approaches.</li> <li>3. Loudoun should collect the policies and funding programs and levels of surrounding local governments.</li> <li>4. Expand regional partnerships.</li> </ol>
<b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	There are multiple views to consider: <ol style="list-style-type: none"> <li>1. The cost to the County to preserve an existing ADU should not exceed the cost to provide a new ADU;</li> <li>2. The upfront cost of the County purchasing an ADU provides more long- term control;</li> </ol>	<ol style="list-style-type: none"> <li>1. All foreclosures should be bought by County for use as UHNU's.</li> <li>2. A bond issue should be issued to be paid off by sale of ADU units and developer buy-outs.</li> <li>3. Because UHNUs are subsidized units, the County should regulate the ownership and sale of UHNUs in perpetuity;</li> <li>4. The County should allow UHNUs to be released from income limits at the end of the 20- to 30-year compliance period. This allows projects to be updated to meet changing neighborhood needs and allows these older units to become "market rate affordable" units. The market rate sale of ADU's at the end of their control period provides a source of capital for the County's Housing Fund.</li> </ol>
<b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.	Obtaining adequate land upon which to build UHNU's is fundamental to the creation of an effective housing Strategy.	Possible sources of land for UHNU's: <ol style="list-style-type: none"> <li>1. Donation of land could substitute for building the ADU's.</li> <li>2. Seek surplus HOA land.</li> <li>3. Land no longer needed for shopping center, church, civic parking lots, etc.</li> <li>4. LCPS should add extra land for UHNU's on present and future school sites.</li> <li>5. Allow public land dedications to be used for UHNU's as part of the application approval process.</li> <li>6. Consider dedicating County Park Land, where appropriately located and in limited quantity, for high density rental UHNU's.</li> </ol>

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<p><b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the pipeline.</p>	<p>To increase the percentage of UHNU's in already approved but unbuilt residential development projects will require negotiations with each applicant to create a set of individually appropriate incentives. Guiding principles should be established to support the process.</p> <p>Fast tracking applications which provide for ADU's above requirements should be allowed subject to performance standards, architectural design considerations, and consideration of potential community impacts.</p> <p>Only for the purpose of adding more UNHUs, rezone low-density land to higher density.</p> <p>Set guidelines to allow existing proffers to be revised, so as to allow for more UHNUs, without requiring a developer to do a full rezoning application.</p>	<p>Possible incentives:</p> <ol style="list-style-type: none"> <li>1. Waive permit and utility connection fee structure for more UHNU's.</li> <li>2. Provide fast track approval processes for subsequent submissions for development modifications leading to more UHNU's.</li> <li>3. Revise existing proffer packages as incentive to build UHNU's.</li> </ol>
<p><b><u>Strategic Plan Scope B.3</u></b> Strategies for integrating an affordable price continuum of housing in new development.</p>	<p>Discussions with developers and homebuilders are required to understand the market forces which determine the prospective mix of residential units being proposed in an individual application and to create the incentives to encourage additional "missing middle" housing (80% to 120% AMI).</p>	<p>Suggestions for obtaining more "missing middle housing:"</p> <ol style="list-style-type: none"> <li>1. Set range for minimum density requirements in residential development applications.</li> <li>2. Fast track projects which meet "missing middle" criteria</li> <li>3. Applications to the Housing Fund should score more points based on the range of different house types proposed.</li> <li>4. Negotiate with homebuilders to create a wider range of lower cost "pre-cut model home" packages.</li> <li>5. Provide lower interest rate loans for "missing middle" housing.</li> </ol>
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p>Support the continuation and expansion of the housing assistance program for County employees, teachers, first responders as a priority.</p> <p>Recognize that affordable housing for lower paid private sector employees is also a need as there is a connection between economic growth and the availability of employees to find housing within the community.</p> <p>Special needs groups such as homeless persons, abused women, persons with disabilities, and low-income seniors should receive a special priority in the provision of affordable housing.</p> <p>Allowing homeowners in existing communities retrofit their houses to accommodate additional units should be encouraged so long as any negative impacts on the communities are minimized.</p> <p>Rental UHNUs serve many more families over the 30 year life of the unit, therefore the Housing Fund should allocate more of its resources for rental programs.</p>	<ol style="list-style-type: none"> <li>1. Tax incentives should be considered for all businesses that provide housing assistance to their employees.</li> <li>2. Discuss with HOA's and then design a program for retrofitting houses in existing communities which should include a public education component.</li> <li>3. Conduct more detailed analysis of the specific needs of each of the main target groups as part of the "Targeting" Strategy.</li> </ol>

UNMET HOUSING NEEDS STRATEGIC PLAN ELEMENTS	GENERAL CONSENSUS & KEY CONCLUSIONS	SPECIFIC SUGGESTIONS <i>(Do not necessarily represent group consensus)</i>
<b><u>STRATEGIC PLAN COMPONENTS</u></b>		
<b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.	<p>The BOS ultimately must decide if the UHNU’s Strategy should be based on increasing the percentage UHNU’s within the already approved but not yet built and future projects within the guidelines set forth in the Loudoun 2019 Plan. The alternative is to consider at some future date amending the Loudoun 2019 Plan to provide for higher numbers of houses in order to obtain a higher number of Affordable Housing.</p> <p>There is no overall consensus on how to establish housing needs, what the purpose of housing needs estimates are in terms of the Strategy, and how to differentiate housing needs among the various levels of the AMI to set internal targets.</p>	<ol style="list-style-type: none"> <li>1. Loudoun should develop its own methodology for defining “Housing Needs” as the standard formula of all individuals and families paying over 30% of salary being “House Burdened” leads to an over estimation of “General Need” and therefore provides little guidance for setting specific “Action Targets.”</li> </ol>
<b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.	<p>The County and taxpayers should contribute annually to the Housing Fund from the General Fund. In this way it demonstrates the priority of the program and directly increases the number of UHNU’s that can be built in a given year.</p> <p>All existing County housing programs should be evaluated by an outside group with appropriate expertise.</p>	<ol style="list-style-type: none"> <li>1. The relationship between funding and units built should be analyzed through modeling.</li> <li>2. A dedicated source of funding for the Housing Fund is desirable such as a meals tax, real estate transfer taxes, or document recording fees.</li> <li>3. County should review levels of funding for UHNU’s in surrounding local governments.</li> <li>4. Special tax districts a possibility.</li> <li>5. Add an increase in the BPOL tax for UHNU’s</li> <li>6. Consider waiving utility availability fees, lowering parking requirements where feasible, loan guarantees, and buydowns of interest rates for conventional mortgages.</li> </ol>
<b><u>Strategic Plan Components 3</u></b> Short term priorities, assessment process to measure success, and production targets.	<p>The annual affordable housing production target is not a technical issue but a public policy issue to be determined by the Board of Supervisors. In order for the BOS to establish the necessary public policy guidelines, the Housing Strategic Plan must:</p> <ol style="list-style-type: none"> <li>1. Recommend an appropriate amount of funding to be committed each year from the General Fund to the Housing Fund in order to meet the proposed targets in the Strategic Plan;</li> <li>2. Recommend the maximum subsidy, per unit, to be paid out of the Trust Fund;</li> <li>3. Recommend the relative allocation of Housing Funds to rental vs for-sale units;</li> <li>4. Recommend revised density limits allowed by zoning classification; and</li> <li>5. Recommend a target for the amount of land in the County to be used for UHNUs.</li> </ol>	<p>A conceptual framework is submitted separately showing the relationship of these variables on annual UHNU production.</p>
<b><u>Strategic Plan Components 4</u></b> Long Term priorities, assessment process and production targets.	<p>The achievement of a 20 year target depends on the Board of Supervisor’s annual Commitments, but the Strategic Housing Plan should propose a long-term, 20-year, target for needed UHNUs based on reasonable assumptions for future population growth, future job creation, and likely available land.</p> <p>There needs to be an Annual Report to the Board of Supervisors on the 20 year affordable housing target which should monitor the implementation of the program and make recommendations as needed.</p>	<p>A conceptual framework for establishing long range targets is also submitted, along with an estimate of the total funding required to implement a 20 year program to build 10,000 affordable housing units.</p>



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## Ad-Hoc Committee Input Summary: [Al Van Huyck](#)

**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<p><b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).</p>	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	<p>It is a national issue, as well as a State and Local issue. Loudoun should take the lead to participate in a Northern Virginia Government’s liaison group to coordinate efforts, learn from each other, and jointly seek increases in State funding.</p>	<p>The Strategy should specifically recognize that the Federal and State Government’s must increase funding and program support as local government’s alone cannot correct this shortfall in affordable housing.</p>
<p><b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.</p>	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	<p>It is essential that the County understand the trade offs in purpose and the public cost to the taxpayers between purchase ADU’s and Rental ADU’s. This includes the Counties lost income from waiver of Capital Impact Fees, subsidized interest rates, and foregone taxes. A detail cost/benefit analysis should be undertaken among alternative housing unit solutions so full costs and benefits are available when setting priorities.</p>	<p>This study should be done professionally either by the County Finance Staff or by an outside consultant such as Tischler/Bice. Even a rough analysis indicates that rental ADU’s are likely to provide more Units per dollars spent than Purchase Units as well as provide more families per unit with assistance over the life of the Unit.</p>
<p><b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	<p>Provision of land is critical. Among the possible approaches are:</p> <ol style="list-style-type: none"> <li>Allow land bays to be contributed by the developer instead of ADU’s.</li> <li>Allow “Civic Space” as required by Zoning be allocated to ADU’s.</li> <li>Allow where appropriate developers to reduce surplus parking areas for ADU’s in existing shopping centers.</li> <li>Encourage LCPS to purchase larger land areas (as acreage costs lower per acre) for dedication of surplus land for ADU’s.</li> </ol>	<p>Any incentive for obtaining land from a private developer should be carefully calibrated and should not result in “bonus density” which is more costly to the County in the long run. All environmental regulations should be observed as compromised environmental sites will also compromise the ADU’s quality and negatively impact the occupants.</p>
<p><b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	<ol style="list-style-type: none"> <li>Each zoning district should be examined for its potential to host rental or purchase ADU’s without compromising the overall intent of the zone, but lowering Loudoun’s zoning standards per se is counter productive as it will only result in lower quality developments which in turn will result in more rapid deterioration of neighborhoods over the life time of the project.</li> <li>The ultimate cost to the ADU is largely driven by the cost of land and the cost of finance over the mortgage term. Construction costs vary with size of the unit but only marginally by trading low quality construction for standard quality.</li> <li>A special rapid review priority should only be used if the Staff has sufficient time and resources to make the same careful review if on the usual review time schedule.</li> </ol>	<p>Concurrently with the UHN Strategy the County is undertaking a far reaching overall of the Zoning Ordinance. It is essential that the Strategy when developed can be implemented through the new Zoning Regulations. Early coordination is therefore essential between the two initiatives.</p>

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<p><b><u>Strategic Plan Scope B.3</u></b> Strategies for integrating an affordable price continuum of housing in new development.</p>	<ul style="list-style-type: none"> <li>• How do we get more units, affordable to the missing middle, into more new developments?</li> <li>• Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>	<p>The ability for existing home owners to provide rental accommodation within their homes should be fully explored, but regulations must be carefully drawn to avoid the possible negative impacts such as unsightly additions, entrance ways, overcrowding street parking.</p> <p>Home building is a private sector activity in the County as it should be, but this means that market forces dedicate the price point of sale of the houses with the incentive to build as high up the price curve as units will sell. Given that land is so expensive it may be possible to force lower cost houses by requiring higher minimum densities.</p>	<p>There is a new HOA group formed which should be consulted on what is acceptable. It is important to have HOA buy-in especially as many HOA's at present restrict this option.</p> <p>Part of the problem is that most home builders are different from the developers who obtain the zoning approvals and layout the infrastructure. The home builders tend to bring their standard "Pre-cut Model Homes" in on a truck. Somehow getting homebuilders to have lower price point "models" might help.</p>
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>• Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>• The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>• Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with "housing cost burdened" families?</li> </ul>	<ol style="list-style-type: none"> <li>1. See Recommendation and Comments above in Strategic Plan Scope B-3 for first point.</li> <li>2. It is clearly in the public interest to have a robust program of housing assistance for public sector staff (County, Schools, First Responders) and therefore deserving of a higher priority in funding. The program should be loan based with minimal interest, but designed to be used for either rental or purchase housing.</li> <li>3. The priority of the Strategy should be on rental housing because if it more cost effective per unit, supports future upward mobility of the tenants as their incomes rise, requires less land area per unit provided (which is a major constraint), and allows the program to reach down to a lower levels of the AMI formula.</li> <li>4. Special Needs groups should not have to compete for funding with the overall affordable housing program. The County must prioritize these groups and be sure that there is adequate funding to meet the demand. Therefore, separate funding and projects should be included within the overall County budget.</li> </ol>	<p>All taxpayers benefit when the public sector can recruit a higher caliber employee from a larger pool of candidates and there is a likely gain in "productivity" from employees living closer to their workstations. The linkage of the public interest to affordable housing of private sector employees is a presumption that the overall economy of the County will benefit and therefore there will be an increase in tax receipts, but it is unlikely that cause and effect can be justified.</p> <p>The current programs and facilities already in place should be reviewed to ensure that they are adequate for the demand.</p>
<p><b><u>STRATEGIC PLAN COMPONENTS</u></b></p>			
<p><b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>• What is the best way to define UHNs so as to best address the "PUBLIC INTEREST?"</li> <li>• The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<ol style="list-style-type: none"> <li>1. It is essential that the UHN Strategy be compatible with the Loudoun 2019 Plan's spatial policies and the overall finance and budget situation. Therefore, the objective of the Strategy must be to ensure that a greater percentage of the existing projected housing increase over the next 20 years be allocated to affordable housing.</li> <li>2. As with all elements of County development the UHN Strategy must reflect the public interest which means that regardless of perceived "Need" the Strategy should be based on funding and policies that are balanced with all the other objectives and costs in developing the County and maintaining the quality of life of the residents.</li> <li>3. This is precisely why the Strategy must be balanced with all other development elements</li> </ol>	<p>A Strategy that is out of balance with overall Loudoun 2019 Plan strategies and beyond finance and budget reality will fail. Therefore a strategy based on meeting "Need" at scale is likely to end up misallocating available funds and resources and causing problems else where in the development process.</p> <p>The UHN Strategy should analyze the mix of housing projected in the Loudoun 2019 Plan which shifts the balance of future housing construction substantially toward mixed use projects with more apartment units and SFD or SFA.</p>
<p><b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Should General Fund tax dollars be dedicated to UHNs?</li> <li>• If so, what is the appropriate level of funding?</li> <li>• Should there be a dedicated source of funding? If so, from what source?</li> <li>• Should the business community be asked to contribute financially as they will be a major</li> </ul>	<ol style="list-style-type: none"> <li>1. Yes, if UHN's are a top priority of the BOS then it should be reflected in the General Fund budget.</li> <li>2. A review of surrounding jurisdictions level of funding should be considered, but essentially it should be recognized that the Loudoun funding is a prerequisite for State and Federal funding an a model should be developed to show the relationship of alternative levels of funding tied to levels of ADU's created so that an appropriate level of funding can be established.</li> </ol>	<p>Land and Finance at scale are the only elements that can significantly affect the level of affordable housing in the County. Therefore, the eventual short and long term targets for constructing affordable housing must tie into the expectation of available land and finance.</p>

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
	<p>beneficiary of successful UHNs program? If so, how?</p> <ul style="list-style-type: none"> <li>UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>	<ol style="list-style-type: none"> <li>It is always good to have a secure source of funding, but maybe difficult to set up. Idea 1: Again bring up the meals tax as a potential source of funding.</li> <li>Idea 2: Add a dedicated 1 or 2% to the BPOL tax so that local business which will benefit from an expanded affordable housing program contribute to it.</li> <li>No. Local governments cannot meet the demand alone.</li> <li>The general view seems to be that our current ADU program falls far short of what it should be. There is a need for an outside evaluator to conduct a review of present practice.</li> <li>The UHN Strategy must be clear in its outline of potential sources of finance and requirements for accessing it. As part of this analysis is to identify any specific regulations or requirements for accessing funds and how the County can meet them.</li> </ol>	<p>While the individual efforts of the local NGO's are welcome participants such as Habitat for Humanity and others, their combined efforts can have little effect on the scale needed (however, they play a vital role in underlining the issues).</p> <p>It can be assumed that the private for profit and non-profit enterprises will respond at scale when the elements of a successful County program are established.</p>
<p><b><u>Strategic Plan Components 3</u></b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<p>It should be possible to project short term targets based on a model which would assess land availability and County financial contribution related to State and Federal finance availability and the overall level of housing development in the County and its pipeline. Aspirational targets set on wishful thinking will prove to be meaningless.</p>	<p>One of the goals of the Strategy will be to provide clear guidelines and certainty for potential private profit and non-profit developers to see the market potential and risks clearly. This will encourage their participation over the years.</p>
<p><b><u>Strategic Plan Components 4</u></b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for addressing long-term goals?</li> <li>Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<p>Frankly, long term targets will be highly speculative as the overall economy, housing market conditions, changes in the overall County Plans, and future budget environment all will impact outcomes for affordable housing. Rather than numerical targets a more useful approach would be to assess the future in terms of the potential impact of the various elements on the future of affordable housing.</p>	<p>The reality is that the mix of housing in Loudoun will be changing and the potential for affordable housing will be declining unless new County planning policies are put in place.</p>



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## *Ad-Hoc Committee Input Summary: [Roy Barnett](#)*

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Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	Housing affordability is both a local and regional issue. The Northern Virginia counties should coordinate efforts to provide a unified strategy. One county should not carry all the burden.	
<b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	Loudoun County should be expanding an amount financial through a bond issuance with repayments supportable by the revenue received through the sale of existing ADUs.  The cost to preserve a for-sale ADU far exceeds the value of maintaining rental affordable housing units. Rental units turn over on average once every three years versus for-sale units that are held by owners for more than 15 years.	
<b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.	<b>Requirements</b> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>		
<b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline	<b>Requirements</b> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	Zoning standards directly correlate with housing affordability – not production of UHNU dwelling units. We do need land use regulations that accommodate the construction of UHNUs – not NIMYism. Further, we need a permit and utility connection fee structure that is waived for the construction of UHNUs and affordable dwellings.  The faster we are able to obtain approvals and construct UHNUs and affordable dwellings the sooner we can address local needs.	
<b><u>Strategic Plan Scope B.3</u></b> Strategies for integrating an affordable	<ul style="list-style-type: none"> <li>How do we get more units, affordable to the missing middle, into more new developments?</li> </ul>	Designation of more land parcels to be set aside for such use.	

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
price continuum of housing in new development.	<ul style="list-style-type: none"> <li>Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>	Land is the foundation for all housing. The more land held by the County for such use – the more land available for lease to private sector developers for construction of UHNUs and affordable dwellings.	
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with “housing cost burdened” families?</li> </ul>	<ul style="list-style-type: none"> <li>Recognition that commercial growth does not occur without a place for the workforce to sleep at night. You can not have one without the other. Existing neighborhoods with existing infrastructure is much easier to retrofit then new ‘greenfield’ development.</li> <li>All employment sectors need to be served for economic growth.</li> <li>Rental should be the highest priority because it can address the needs of many more individuals and families.</li> <li>Tax credit programs already recognize the co-existent of these demographics.</li> </ul>	
<b><u>STRATEGIC PLAN COMPONENTS</u></b>			
<p><b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<ul style="list-style-type: none"> <li>The recently adopted 2019 Loudoun County General Plan already overstates the densities achievable with development plans meeting all the standards for given Place Types. For example a Place Type may have a planned density of 3-5 dwelling units per acre but, once all standards are addressed, will most likely end up less than 4 dwelling units per acre. Any excess density should be reserved for UHNU and affordable developments.</li> <li>UHNUs should be defined as housing serving 50% to 100% of AMI while affordable housing should be for households at 0% to 50% of AMI.</li> <li>Housing construction does not correlate to low-paid jobs. Trade workers are now earning between \$40k and \$90k.</li> </ul>	
<p><b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Should General Fund tax dollars be dedicated to UHNs?</li> <li>If so, what is the appropriate level of funding?</li> <li>Should there be a dedicated source of funding? If so, from what source?</li> <li>Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul>	<ul style="list-style-type: none"> <li>In lieu of General Funds, I believe the County should look at a bond offering that is supportable through revenue received from the sale of expired ADUs.</li> <li>The level of funding should be easily calculated based on debt service supported by sale of expiring ADUs using last five years as a gauge.</li> <li>Yes – Without beds for employees to sleep in you can not have employees.</li> <li>Housing diversity requires recognition at all levels – federal, state, and local</li> </ul>	

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>	<ul style="list-style-type: none"> <li>A good source of how other municipalities around the world are trying to address housing diversity and affordability are the various reports found at the following web site: <a href="http://www.100resilientcities.org/strategies/">http://www.100resilientcities.org/strategies/</a></li> <li>Private affordable housing developers and owners are well aware of the existing funding sources.</li> </ul>	
<p><b><u>Strategic Plan Components 3</u></b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<ul style="list-style-type: none"> <li>Immediate recognition that land for the construction of UHNUs and affordable housing is a much better County investment than requiring construction of a few units through zoning requirements.</li> </ul>	
<p><b><u>Strategic Plan Components 4</u></b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for addressing long-term goals?</li> <li>Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<ul style="list-style-type: none"> <li>Create a continuing funding stream for affordable and UHN housing.</li> <li>No. The needs are exponential in nature and need to be addressed sooner than later.</li> </ul>	

# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## Ad-Hoc Committee Input Summary: [Kim Hart](#)



**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<p><b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).</p>	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	<p>Contact the Housing Office in all Northern VA jurisdictions, obtain their affordable housing preservation strategies, and assess their appropriateness for use in Loudoun County.</p>	
<p><b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.</p>	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	<p>For all publicly supported affordable units, the amount of Housing Funds used for preservation of any such unit should not exceed the amount of funding necessary per unit to secure a new or rehabilitated unit by winning funding from a state or federal funding source.</p>	
<p><b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	<p>Encourage Project Managers for all Loudoun County building projects, including especially schools and fire stations, to assess opportunities for ADUs/AHUs to be incorporated into the project.</p>	
<p><b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	<p>Carefully review and report on all 18,000 MF units estimated to be in the “Pipeline” of approved developments. Report how many are already designated to be ADUs. Provide the names of all projects with more than 100 MF units in the project.</p> <p>Work with current Loudoun County developers to assess and refine incentives for them to convert more already approved market rate units to ADUs or AHUs.</p> <p>As has been done for high priority projects like data centers, obtain “Fast Track” authority for projects which provide at least twice as many ADUs/AHUs as would be required under the ADU ordinance.</p>	

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
<p><b><u>Strategic Plan Scope B.3</u></b> Strategies for integrating an affordable price continuum of housing in new development.</p>	<ul style="list-style-type: none"> <li>• How do we get more units, affordable to the missing middle, into more new developments?</li> <li>• Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>	<p>Criteria used to assess applications to the Housing Fund should assign added points for projects offering a wide range of rents affordable to multiple AMI categories.</p>	
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>• Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>• The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>• Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with “housing cost burdened” families?</li> </ul>	<p>Because affordable rental units turn over much more frequently than owned affordable units, rental units help many more families per County dollar spent. For this reason, at least 2/3 of County Housing Funds should be used to support affordable rental projects.</p> <p>Design and implement a public relations program, sponsored by the Housing Office, to acknowledge and present to the public outstanding AHUs/ADUs in an effort to dispel NIMBY responses to proposed ADU/AHU building programs.</p>	
<p><b><u>STRATEGIC PLAN COMPONENTS</u></b></p>			
<p><b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>• What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>• The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<p>It is essential for the County to quantify more precisely the magnitude of Unmet Housing Needs in the County. Do whatever studies are necessary, in addition to the GMU study, to arrive at both annual targets and a 20-year target that are acceptable to the Board of Supervisors. Break down this unmet housing need by categories of AMI.</p> <p>Allow Loudoun 2019 Comprehensive Plan density limits to be exceeded by up to 20%, but ONLY for extra or “bonus” AHUs/ADUs (above the number or units required by the ADU ordinance).</p>	
<p><b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Should General Fund tax dollars be dedicated to UHNs?</li> <li>• If so, what is the appropriate level of funding?</li> <li>• Should there be a dedicated source of funding? If so, from what source?</li> <li>• Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>• UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual</li> </ul>	<p>Recommend a level of Local Tax Funding (LTF) into the Housing Fund of the County Budget annually that, when leveraged by state and federal funding, will achieve the target annual production rate for ADUs/AHUs from the Strategic Plan.</p> <p>Contact and interview all neighboring jurisdictions to assess the level of funding support, provided per affordable housing unit, out of Local Tax Funding. Balance this with funding required to support winning VHDA LIHTC applications, in setting guidelines for funding from the Loudoun Housing Fund.</p>	

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
	<p>jurisdiction solve the UHNs demand with essentially local resources?</p> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>		
<p><b><u>Strategic Plan Components 3</u></b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<p>It is essential for the County to quantify more precisely the magnitude of Unmet Housing Needs in the County. Do whatever studies are necessary, in addition to the GMU study, to arrive at both annual and a 20-year target that are acceptable to the Board of Supervisors. Break down this need by categories of AMI.</p> <p>Until better defined by future studies, the annual goal for Loudoun County should be to deliver 300 combined ADUs/AHUs at and below 60% AMI.</p> <p>To sustain the delivery of 300 UHN units per year, Loudoun County should provide no less than \$15 million of Local Tax Funding to the Housing Fund line item of each Annual Budget.</p>	
<p><b><u>Strategic Plan Components 4</u></b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for addressing long-term goals?</li> <li>Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<p>Based on the GMU and Urban Institute studies, and until additional studies can be completed, the 20-year target for Loudoun County should be to deliver 6,000 combined ADUs/AHUs at and below 60% AMI.</p>	



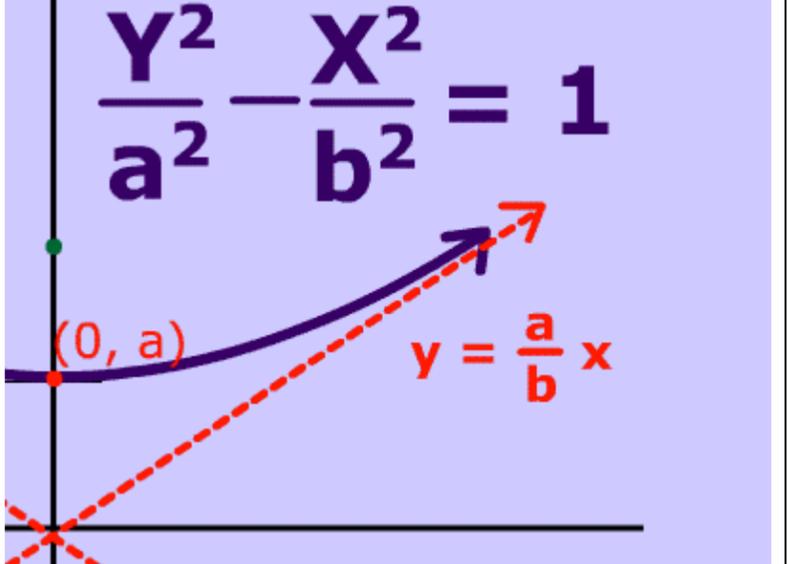
# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## *Ad-Hoc Committee Input Summary: [Norm Myers](#)*

**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	Loudoun, Northern Virginia as well as national problem.	The free market will continue to develop housing based on the highest and best use: legally permissible, physically possible, financially feasible, and maximally productive. Neither new construction, revitalization, redevelopment, or upgrading of underutilized projects is adequate to provide the H&B Use. Without government regulations and subsidies, below average housing does not provide sufficient profit incentive
<b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	Existing ADUs should be preserved for 30%-40% of AMI households. The cost of new ones can be revenue neutral, being implicitly spread over the general public. By providing subsidized utility availability frees, land leases, lower parking requirements, and eliminating proffers, the cost of a housing unit can be lowered significantly. The cost of housing would thusly be subsidized by the community that utilizes the services.	ADUs should be retained in the system and /or use the proceeds for the Housing Fund.
<b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.	<b>Requirements</b> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	Explore excess HOA land and underutilized County owned land, continue to require mixed ADUs with rezoning projects (residential as well as commercial / industrial), extend the limits of control to perpetuity, monitor income of eligible purchasers, provide provision for donation of land for more affordable housing units as part of the proffer process. Provide regulations for agricultural worker housing for rural economic uses.	Excess HOA land could provide additional land for housing; limit occupants to maintenance and service provides for the community. Providing the excess land and ADUs to government or not-for-profit organizations lowers cost of housing and provide opportunities to seek federal & state government assistance as well as charitable for organizations.
<b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline	<b>Requirements</b> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	It is not possible to provide an adequate supply of more affordable housing through new development alone. Lowering zoning standards and increasing density without the corresponding subsidies noted above cannot make up for the deficiency in the ratio of affordable homes to total homes provided.	It is mathematically impossible to provide adequate supply of unmet housing through new development at feasible costs. The community needs to support unmet housing needs within its own boundaries in order to achieve the greater good, i.e., more availability of services, lowering commuting times thus increasing productivity and quality of life of the workers as well as the employers, and support integration of economic strata.

<p><b>Strategic Plan Scope B.3</b> Strategies for integrating an affordable price continuum of housing in new development.</p>	<ul style="list-style-type: none"> <li>• How do we get more units, affordable to the missing middle, into more new developments?</li> <li>• Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>	<p>Using a multifaceted approach as outlined above will provide a continuum of economically affordable housing to all income levels. Subsidizing interest rates for buyers is another potential tool.</p>	<p>Renters would typically be in the HOA projects, government land, and proffered land bays from rezoning. The ADU program would provide for the below median income level, e.g., the government related workforce.</p>
<p><b>Strategic Plan Scope C.1</b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>• Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>• The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>• Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with “housing cost burdened” families?</li> </ul>	<p>Priorities would not have to exist so long as government workers are paid at equitable rates. If they are below equitable rates, then they could be a higher priority. Income alone cannot be the criteria for renters. Credit score, cash on hand, and family income are all factors that are considered. These factors must be evaluated and monitored during the occupancy period and reevaluated. In order to support family units, it may be appropriate to provide for subsidies to families with special needs members.</p>	<p>It is of benefit to the community to be integrated with the people that provide them with services. There could be credit issues that prevent some higher wage earners to qualify for loans. Special needs funding should not be supplanted by housing subsidies, it is probably not appropriate for the current residents of group homes.</p>
<p><b><u>STRATEGIC PLAN COMPONENTS</u></b></p>			
<p><b>Strategic Plan Components 1</b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>• What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>• The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<p>Policies need to be reviewed on an ongoing basis as well as revaluations of public interest needs. Metrics such as “available homes to homes sold ratios,” median household incomes, and average prices and absorption rates of houses, provide information for making adjustments to the program.</p>	<p><i>“You could not step twice into the same river twice; for other waters are ever flowing on to you.”</i> —Heraclitus of Ephesus The market provides indices for evaluation with such metrics as “available homes to homes sold ratios,” as a moving average. As this ratio decreases, there is more need to subsidies, and vice versa. Such other metrics include statistics from the Realtor’s multiple listing system, companies that provide new subdivision tracking, and the pipeline supply by the County.</p>

<p><b>Strategic Plan Components 2</b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Should General Fund tax dollars be dedicated to UHNs?</li> <li>• If so, what is the appropriate level of funding?</li> <li>• Should there be a dedicated source of funding? If so, from what source?</li> <li>• Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>• UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>• Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>	<p>Funding is required to maintain oversight, coordination, and monitoring of the program. Any support available from other government sources needs to be considered and integrated into the program, especially low interest loans, loan guarantees, and matching funds. Adjustments may be made to take full advantage of such opportunities. Any money available from other government sources could be used to offset the cost of forfeited proffers and donation of land. Other support available from government sources needs to be considered, such as waiving utility availability fees, reduced parking where feasible, low interest loans, and loan guarantees.</p> <p>Not at this time. They may participate through volunteering their time and expertise and supporting charitable organizations.</p> <p>Loudoun County has the resources at this time because of the income level being the highest in the nation. If we can't do it alone, then nobody can.</p> <p>Outside review is necessary, but all outside sources and reviewers need to be taken with a grain of salt, e.g., the George Mason study, Envision.</p> <p>Currently such programs include CRAs, FHA, they all depend on the politics and time.</p>	<p>The subsidy programs noted above do not have direct costs that need County funding per se, but through subsidies and legislation. Funding would be required to maintain oversight, coordination, and monitoring. However, provisions need to be made to allow for direct funding if necessary or deemed advantageous based on matching funds that might be available. With the measures provided above, the business community, charities, and other not-for-profit organizations would participate on a voluntary basis. Other support available from government sources needs to be considered, such as waiving utility availability fees, reduced parking where feasible, low interest loans, and loan guarantees.</p> <p>There is no substitute for the “boots on the ground” approach.</p>
<p><b>Strategic Plan Components 3</b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>• What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<p>Program metrics would include a comparison of the number of housing units provided or in the pipeline compared with prior years. In addition, we would compare Loudoun's new units with the DC Metropolitan area's unmet housing goal as a percentage based on population ratios.</p>	<p>It would be a source of pride to meet and exceed our allocation for the region. The goal seems attainable. We have the land and resources that other jurisdictions don't have, we are still relatively rural and undeveloped with no high-rise projects. Redevelopment opportunities exist in underutilized shopping centers, large tracts of HOA land, the RPA, and demand for rezoning for commercial, industrial, and residential.</p>
<p><b>Strategic Plan Components 4</b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>• What should be the methodology for addressing long-term goals?</li> <li>• Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<p>Dividing the need by 20 does not provide an accurate result. As an example, the methodology should be thusly: Population growth forecast through 2040 approximates a hyperbolic curve, approaching an asymptote of approximately 500,000 people. (time is the x-axis and population on the y-axis on the graph to the right). Accordingly, more units will be needed as population grows with time. In addition, planning is behind the curve, so it is not realistic to assume the supply can be linear. Based on my sample calculations, a realistic supply (playing catchup over 20 years and starting in 2021) would be approximately 4% of the total for years 1 - 4, 5% for years 5 - 8, 6% for years 9 - 11, 7% years 12 - 13, 8% years 14 - 15, 9% years 16, 10% years 17- 18 and 11% in year 19. This methodology takes into account the approximately 20% growth over the next 20 years as well as taking into account a realistic ability to make up for the deficiency.</p> <p><a href="https://www.loudoun.gov/DocumentCenter/View/9661/Demographic-Forecast-Series---PDF?bidId=">https://www.loudoun.gov/DocumentCenter/View/9661/Demographic-Forecast-Series---PDF?bidId=</a></p>	



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## Ad-Hoc Committee Input Summary: [Gem Bingol](#)

**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<p><b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).</p>	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	<p>This is a regional, national and worldwide issue.</p> <p><a href="#">Assessing Loudoun's standing on a scale of state and national rankings</a> for both homeownership and rental rates (on affordability basis) is critical.</p> <p>Locally the strategy referenced in the Comp Plan to have affordable housing by design could be handled by requiring a certain percentage of units to be smaller than what's been and being built in the market—for SFD, SFA, Apartment/Condo, to cover both rental and sales markets.</p> <p>Expanding existing regional partnerships is beneficial.</p> <p>One question: Is there a legal way to prevent sale of affordable SFD units to publicly traded large companies that hold SFD rental properties? If so, that should be done.</p>	<p>Smaller units are not necessarily less expensive, but the diversity of size should help enable greater affordability.</p> <p>One problem in the rental market has been that rental properties have been swept up by large firms that are strictly concerned with bottom line and investor returns and little concern for the impact on renters.</p> <p>If any bailouts of the housing industry occur, they must come with strict guidelines on size and affordability of products going forward.</p> <p><a href="#">This article</a> describes the downsides of Wall Street owned SFD rental real estate and how it has affected the affordable housing market.</p>
<p><b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.</p>	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	<p>Consider <a href="#">a shared equity homeownership program</a>. The ideas below are ways that the county can start where it is, with other approaches to be added.</p> <p>Consider that the County ADU ordinance be restructured so that a public housing authority can purchase the units on the front end or back end:</p> <ul style="list-style-type: none"> <li>Rental units will be repurchased by the county/public housing authority (PHA) (with funds set up through a housing trust fund)</li> <li>Any foreclosures will be repurchased by the county (as above)</li> <li>Units purchased by homeowners may not be rented out (enforced through periodic inspections) to provide more control over ADU program in the long-term</li> </ul> <p>The period of time that units not purchased by a PHA stay in the ADU program will be extended at least to 30 years, better to 99 years/perpetuity, with first right of refusal for the county/PHA.</p>	<p>Upfront purchase of affordable units provides more long-term control over ADUs. (<a href="#">See Montgomery Cty, MD Housing Opportunities Commission</a> and <a href="#">here</a>)</p>
<p><b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> </ul>	<p>Onsite land donation to the County should be part of all development application considerations to be managed by a public housing authority or public/private partnership. Consider developer-built construction as an option in the overall package to then also be managed by the public housing authority or public/private partnership.</p>	<p>Land and/or units owned from the outset by a housing authority or public/private partnership seem to result in longer-term affordability and greater control over fluctuating market pricing and conditions.</p>

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
	<ul style="list-style-type: none"> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	Incentives including bonus density, fee waivers, expedited processing should be allowed.	Utilizing the services of construction experts to provide the housing could provide multiple benefits if well-managed.
<p><b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	<p>Consider completing a comprehensive cost/benefit analysis to understand all of the ramifications and impacts; include criteria that provide bonus points for community co-benefits and negative points for negative impacts on other critical community goals.</p> <ul style="list-style-type: none"> <li>Use online resources to help identify the pros and cons and results from other communities. (see resource list at the end)</li> </ul>	<p>The specific regulations that would be loosened matter a lot in making a judgement. It's hard to analyze without a complete cost/benefit analysis. Taking all community impacts into consideration strengthens the value of such analysis.</p> <p>There are multiple online resources that describe and analyze the scope of tactics and strategies that other jurisdictions have used. Assume that Sarah's staff is aware and using these resources. We should also be aware and using them.</p> <p>There is no reason to reinvent the wheel.</p> <p>These resources are relevant to many of strategic plan elements.</p>
<p><b><u>Strategic Plan Scope B.3</u></b> Strategies for integrating an affordable price continuum of housing in new development.</p>	<ul style="list-style-type: none"> <li>How do we get more units, affordable to the missing middle, into more new developments?</li> <li>Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>	Consider keeping rental formulas for affordable housing in-line with apartment sizes, so that rents for smaller units are truly more affordable.	
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>The provision of a unit of rental housing at affordable rates is substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with "housing cost burdened" families?</li> </ul>	<p>Helpful considerations:</p> <ul style="list-style-type: none"> <li>HOAs need to be actively engaged in considering regulations that allow accessory units in their communities so as not to block the benefits to both those who could provide the space, and those who need it.</li> <li>The county has an obligation to its employees, but it should be completely separate from the provision of affordable housing, and take the form of a financial employee benefit for those who are looking to reside in-county. Towns should consider the same as some require employees to live locally.</li> <li>It is more important to provide rental housing than affordable units for purchase, however both are needed. <ul style="list-style-type: none"> <li>It is critical to ensure that homeowner-owned ADU units not pass out of the affordable housing market, and stay available to others for purchase as affordable units.</li> </ul> </li> <li>Aren't special needs families generally in the lowest AMI bracket? I would think (don't know) that the requirements for that bracket would be different and more inclusive of a variety of needs.</li> </ul>	<ul style="list-style-type: none"> <li>The community has expressed a desire for more affordable housing. Work proactively with HOAs to find workable solutions and strategies so they are part of the solution instead of a roadblock.</li> </ul>

<b><u>STRATEGIC PLAN COMPONENTS</u></b>			
<p><b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>• What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>• The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<ul style="list-style-type: none"> <li>• Keep currently planned projections—this helps with questions #1 and #3. Also consider <a href="#">linkage fees</a>.</li> <li>• Have a county program to provide assistance for public employees</li> </ul>	<p>A greater percentage of our housing should be affordable, not an opening up of an unsustainable rate of growth. Loudoun’s growth rate (in percentages and absolute numbers) has exceeded the rest of the DC metropolitan region over the last twenty years, and the unsustainability is a burden that has and will continue to be carried by taxpayers.</p> <p>Since affordable housing should be available regardless of employer, then the way to deal with the needs of public employees is through a county-developed assistance program specifically for employees.</p>
<p><b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Should General Fund tax dollars be dedicated to UHNs?</li> <li>• If so, what is the appropriate level of funding?</li> <li>• Should there be a dedicated source of funding? If so, from what source?</li> <li>• Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>• UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>• Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>	<p><b>Funding</b> <a href="#">Create a dedicated Housing Trust Fund</a> going forward. General Fund dollars can be allocated, but in general, dedicated sources of funding should be identified, so as to limit the likelihood to protect from major funding vacillation.</p> <p>Dedicated sources of funding that should be considered include:</p> <ul style="list-style-type: none"> <li>• Real estate transfer taxes</li> <li>• Document recording fees</li> <li>• Short-term rental fees (paid by renter)</li> <li>• <a href="#">Linkage fees</a></li> <li>• Initial funding through a general fund appropriation and general obligation bond</li> </ul> <p>Federal funding is critical for an ongoing solution to affordable housing.</p> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• There is no one single answer to ensuring affordable housing. Evaluate the ADU program for improvement, and cost efficiencies and update as one tool.</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>• There are private investment companies that focus strictly or partially on the affordable housing sector of the market that could be consulted/involved in funding for affordable housing. <ul style="list-style-type: none"> <li>○ <a href="http://www.cbre.us/real-estate-services/real-estate-industries/affordable-housing">http://www.cbre.us/real-estate-services/real-estate-industries/affordable-housing</a></li> <li>○ <a href="https://www.multifamily.loans/">https://www.multifamily.loans/</a></li> <li>○ <a href="https://bostoncapital.com/for-investors/affordable-housing/">https://bostoncapital.com/for-investors/affordable-housing/</a></li> <li>○ <a href="https://www.fool.com/millionacres/real-estate-market/articles/affordable-housing-crisis-and-opportunity-it-presents-real-estate-investors/">https://www.fool.com/millionacres/real-estate-market/articles/affordable-housing-crisis-and-opportunity-it-presents-real-estate-investors/</a></li> </ul> </li> </ul>	<p><b>Funding</b> A dedicated housing trust fund seems to offer the most flexibility and reliability for ensuring that funds are focused, dedicated and protected.</p> <p><b>Policy</b> Every resource points to the needs for a multi-layered, multi-tactical approach, depending on the local needs and conditions.</p> <p><b>Requirements</b> Clearly there are many federal loan and assistance programs that provide the foundation for layering on other assistance/funding programs. (The professionals are more aware of the Federal programs than me).</p> <p>The caution in the private investment world is to avoid the problems generated by the Wall Street approach to single family detached rental real estate management.</p>
<p><b><u>Strategic Plan Components 3</u></b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>• What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<p>Considerations:</p> <ul style="list-style-type: none"> <li>• Determine and create the local infrastructure Housing Trust Fund and local need to have a comprehensive program <ul style="list-style-type: none"> <li>○ Create a housing council to help guide the short term priorities and building targets</li> <li>○ Determine best partnership arrangements to support county-owned or public/private partnerships of affordable housing.</li> </ul> </li> </ul>	

<p><b>Strategic Plan Components 4</b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>• What should be the methodology for addressing long-term goals?</li> <li>• Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<p>Considerations:</p> <ul style="list-style-type: none"> <li>• Create an overall framework for accomplishing long term goals with annual targets upfront. In first 5 years, have yearly re-assessments then bi-annual reports for the balance of the long-term strategy.</li> </ul>	<p>See resource list below.</p>
<p><b>Resources</b></p>	<ul style="list-style-type: none"> <li>• What resources have you found or used that are helpful for achieving the county’s goals?</li> </ul>	<p>Helpful websites which you may also consult if you haven’t already:</p> <p><a href="https://groundedsolutions.org/">https://groundedsolutions.org/</a>  <a href="https://www.naco.org/resources/featured/affordable-housing-toolkit-counties">https://www.naco.org/resources/featured/affordable-housing-toolkit-counties</a>  <a href="https://www.housingfinance.com/management-operations/top-50-affordable-housing-owners-of-2018_o">https://www.housingfinance.com/management-operations/top-50-affordable-housing-owners-of-2018_o</a>  <a href="https://www.curbed.com/2017/7/25/16020648/affordable-housing-apartment-urban-development">https://www.curbed.com/2017/7/25/16020648/affordable-housing-apartment-urban-development</a>  <a href="https://www.planetizen.com/node/85106/evaluating-affordable-housing-development-strategies">https://www.planetizen.com/node/85106/evaluating-affordable-housing-development-strategies</a>  <a href="https://www.handhousing.org/">https://www.handhousing.org/</a>  <a href="https://citiesspeak.org/2018/03/01/5-local-housing-affordability-strategies-that-work/">https://citiesspeak.org/2018/03/01/5-local-housing-affordability-strategies-that-work/</a></p>	



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## *Ad-Hoc Committee Input Summary* [Beckwith Bolle](#)

**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<p><b>Strategic Plan Scope A.1</b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).</p>	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	<p>Affordable housing is a National Issue. The affordability of housing in Northern VA specifically has become exacerbated in the last ten years at a growth span far greater than many other areas of the country (with the exception of San Francisco and a few other major cities)</p>	
<p><b>Strategic Plan Scope A.2</b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.</p>	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	<p>Too much time, effort and funding has been wasted supporting “owned” ADU units that don’t turn over for fifteen years then go to the open market. The county should be focused on rental units which have a greater turnover rate, and encourage people to work for the “next step” up which is hopefully homeownership. Cost/Benefit analysis should be done on rentals for our area. There are plenty (Arlington, Alexandria, etc that have already done this).</p> <p>** Why are ADUs not sold at Market Rate????</p>	<p>**Also: why does the county think they understand the value of an ADU unit once it is ready to be sold, revitalized, etc.? I have never understood why they don’t use the experts (Realtors) to help with that aspect. Hard to tell how much money they have left on the table. A study/cost benefit analysis is vital before this program should move forward.</p>
<p><b>Strategic Plan Scope B.1</b> Identification of available land including public and civic sites for new development and reinvestment.</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	<ol style="list-style-type: none"> <li>Revitalization areas (Unused commercial pad sites, old strip malls, parking pads)</li> <li>Rezoning - absolutely necessary to make this happen</li> <li>Regulations - incentivizing developers. This can happen in several ways: proffer reductions, land donation, relief in cost of development of each ADU, relief of regulations, just to name a few</li> <li>Allowing VHDA (to name one) to help with financing and incentives</li> </ol>	

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
<p><b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline</p>	<p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>• Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>• Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	<p>Across the region, the response on why we lack affordable housing has been “regulations and zoning”. We have to listen to the needs of the developers as well.</p> <ol style="list-style-type: none"> <li>1. Public Private Partnerships</li> <li>2. Put out ROIs for affordable housing development projects</li> <li>3. Fast Track any project that is willing to work within the guidelines for the affordable housing concerns</li> <li>4. Use organizations such as VHDA who offer financing incentives and can close these deals</li> <li>5. Yes, the end cost will go down if the process is streamlined, there are incentives, and it is being done in Arlington.</li> </ol>	<p>Developers are and should not be considered “the enemy”, they have the knowledge, the intelligence and the ability to make this happen. They should not be asked to do anything “free” but considered a partner to make this happen and the response would be much greater.</p>
<p><b><u>Strategic Plan Scope B.3</u></b> Strategies for integrating an affordable price continuum of housing in new development.</p>	<ul style="list-style-type: none"> <li>• How do we get more units, affordable to the missing middle, into more new developments?</li> <li>• Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>	<p>Affordable Housing has always focused on the needs of the ones who need it the most. Fair and I don’t want that to change. BUT...there is a missing middle that is not addressed at all. We need a study on the housing needs of the “Missing Middle” to prove the impact of those who cannot afford to live here and move out of the area.</p>	<p>We are known in the region for educating the rest of the country because we send our kids to get incredible educations then they don’t come back home because they can’t afford to live here. SAD</p>
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>• Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>• The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>• Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with “housing cost burdened” families?</li> </ul>	<ol style="list-style-type: none"> <li>1. Public Relations (First and foremost)</li> <li>2. Education of the NIMBYS that revitalization is good.</li> <li>3. Yes, there should be grants/ housing assistance for public sector staff to purchase</li> <li>4. Tax incentives for organizations/companies that give housing assistance to their employees</li> <li>5. There needs to be a balance between rental and purchase housing options, currently that is way out of balance.</li> </ol>	
<p><b><u>STRATEGIC PLAN COMPONENTS</u></b></p>			

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<p><b>Strategic Plan Components 1</b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>• What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>• The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<p>The County Plan needs to be significantly more precise with unmet housing needs.</p> <p>Studies are currently being done in our region and they are worried and addressing it in Arlington, Alexandria, Fairfax. We are just behind the curve. I see this as a perfect opportunity to not catch up but try to flatten the curve (slightly late to the game but still not lost!) and be prepared when these issues become our new reality and its too late.</p>	
<p><b>Strategic Plan Components 2</b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• Should General Fund tax dollars be dedicated to UHNs?</li> <li>• If so, what is the appropriate level of funding?</li> <li>• Should there be a dedicated source of funding? If so, from what source?</li> <li>• Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>• UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul> <p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>• Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>	<p>The Housing Trust Fund needs to have funds earmarked for the counties to use for affordable housing.</p> <p>Grantors Tax: Why is this used for Transportation? It is a housing tax and should be used for that. (Please don't laugh, I know it is not going to happen, BUT...like the idea anyway!)</p> <p>Broad based funding Special Tax Districts</p> <p>Request funding from the State Housing Funds with percentages (County will pay a percentage, state pays a percentage, etc)</p> <p>The ADU Program especially is ineffective and needs to be rewritten or scrapped until such time as the county knows the needs of the targeted AMI groups, available housing both rental and purchase.</p>	
<p><b>Strategic Plan Components 3</b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>• What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<p>STUDIES by economists without an agenda that understand who lives in the homes, the incomes, their ages, etc. If we have solid information, the BOS needs to take action and have a plan that creates housing. Go up.</p>	
<p><b>Strategic Plan Components 4</b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>• What should be the methodology for addressing long-term goals?</li> <li>• Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<p>Based on studies that have already been done, we would need to build close to 6,000 units in the next 20 years. I don't think that can be divided out annually nor should it. We need to look at a longer term plan unless we end up with a pot of money that we need to spend in order to cover the lack of housing each year.</p>	



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## *Ad-Hoc Committee Input Summary: Judith Meany*

**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	Reach out to ALL adjacent county jurisdictions (VA, MD, WVA) and Regional entities involved in housing and economic development.  Inventory for all “affordable” units—built and unbuilt, as well as existing private versus produced with a portion of public funding.	UHN is both a Regional issue and likely National. However, with respect to Loudoun, it is at minimum a TRI-STATE issue—jobs are tri-state and so is housing.
<b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>	Units should be taken out of private investment category. Purchasers should be fairly compensated to capture market appreciation for those who have the means to move into market rate housing. A County designated entity should be a co-owner of the property.	ADUs are effectively subsidized units from the beginning so the County should regulate their sale and ownership in perpetuity.
<b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.	<b>Requirements</b> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	All categories of land ownership by the public sector should be examined to determine if there may be a few excess acres of land on school sites, public facilities. Private land dedicated to HOA’s may also be a source of land albeit, financial and community negotiation may be challenging.	An acre of land could yield 20-25 attached/MF units therefore 2-3 acres could produce 50+ affordable units. Dedicated funding from the County budget could provide a portion of funding. Shifting responsibility for building the units may not have any added value. What may be expected to be gained by developers selling land rather than producing units?
<b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline	<b>Requirements</b> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	Streamline the ADU process with increased density and lower regulatory barriers. Unit types such as TH and MF could be architecturally standardized so the approval process is significantly shortened.	The two primary factors that can reduce the actual cost of housing production—increase density and lower regulatory barriers. Many aspects of the public approval process add time and excessive design standards which simply raise the real cost of housing production. Prioritized Unmet Housing Needs should be separated from the For Sale process not competitive. Every delay in the approval process adds cost to the development project that is then passed onto buyers. Inflation is but one small reason why the price of housing has escalated over the past 30 years well above the ratio of income to housing costs.
<b><u>Strategic Plan Scope B.3</u></b>	<ul style="list-style-type: none"> <li>How do we get more units, affordable to the missing middle, into more new developments?</li> </ul>	Increase Zoning Density, new architectural design guidelines that produce smaller SF housing and FAST TRACK the approval process.	The hidden costs of the development process from acquisition to final delivery have significantly expanded in scope and time and

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
Strategies for integrating an affordable price continuum of housing in new development.	<ul style="list-style-type: none"> <li>Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>		these greatly increase the cost of the final product. For instance, legal expertise involvement has exponentially expanded and it is costly.
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with “housing cost burdened” families?</li> </ul>		Although I do not have precise numerical goals, public policy must strive to be equitable and fair to all. With respect to the cost of housing production, the production of housing begins with the land costs.
<b><u>STRATEGIC PLAN COMPONENTS</u></b>			
<p><b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	The Board should review yearly the status of UMH and revise the Loudoun Plan as appropriate.	We should focus our efforts on existing residents of Loudoun County. There should probably be a minimum residency requirement of 2-3 years before a person is eligible to participate in the program. Again there needs to be a coordinated inter-jurisdictional approach to the assessment of housing needs.
<p><b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Should General Fund tax dollars be dedicated to UHNs?</li> <li>If so, what is the appropriate level of funding?</li> <li>Should there be a dedicated source of funding? If so, from what source?</li> <li>Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul>		The research may already be available but first we need basic answers: What is the size of the Unmet Housing in Northern VA, in METRO Washington and in the TRI-State region abutting Loudoun? Then what is a realistic goal with respect to the % of Unmet Housing Need in Loudoun that should be addressed with New Housing and Existing Housing Units? UHN should never be a single jurisdiction issue and will never be properly addressed unless it is multi-jurisdictional as well as multi-dimensional –public and private sector.

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>		
<p><b><u>Strategic Plan Components 3</u></b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>		
<p><b><u>Strategic Plan Components 4</u></b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for addressing long-term goals?</li> <li>Can a 20-year need be equally divided into 20 annual goals?</li> </ul>		



# LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN

## *Ad-Hoc Committee Input Summary: [Steve Price, esq.](#)*

**INSTRUCTIONS:** The left column provides the Unmet Housing Needs Strategic Plan statements of Plan Scope and Plan Components from the Staff 9/19/2019 work plan to the Board of Supervisors. Please review the Focusing Questions in column two, and provide YOUR draft recommendations to respond. Provide additional comments or explanations for your recommendations if applicable. Recommendations will be discussed within the Ad-Hoc committee after received from all members, for consideration for submission to County Staff.

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
<b><u>STRATEGIC PLAN SCOPE</u></b>			
<b><u>Strategic Plan Scope A.1</u></b> Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>	Pursue policies to address the unmet housing needs on both a regional and county level.	It is a Northern Virginia Regional Issue which means that our ability to address the issue in a meaningful way is limited. However, that should not be an excuse for failing to do what we can—Loudoun is a part of the region and we do have the ability to influence events here, so we should do what we can to solve a regional problem..
<b><u>Strategic Plan Scope A.2</u></b> Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>		I am not knowledgeable about this and therefore have no opinion.
<b><u>Strategic Plan Scope B.1</u></b> Identification of available land including public and civic sites for new development and reinvestment.	<b>Requirements</b> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>	<ul style="list-style-type: none"> <li>Zoning and FSM regulations should be rewritten to allow a portion of developments to be built with smaller lot sizes, smaller square footages and fewer amenities, all of which would reduce the cost of building sites and render such sites more appropriate for lower priced housing.</li> </ul>	Developers should possibly be given incentives to donate land for ADUs
<b><u>Strategic Plan Scope B.2</u></b> Strategies to encourage rezoning and repositioning the housing pipeline	<b>Requirements</b> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>	<ul style="list-style-type: none"> <li>See 1<sup>st</sup> point in B.1 above.</li> <li>Time is money with development projects so reducing the time to obtain project approvals will reduce their cost.</li> </ul>	We should take advice from the building community as well as people like Judy Meany.
<b><u>Strategic Plan Scope B.3</u></b>	<ul style="list-style-type: none"> <li>How do we get more units, affordable to the missing middle, into more new developments?</li> </ul>	See B.1 above. Anything that reduces the cost of capital and needed labor and materials will reduce the cost of housing that is built.	

<b>Unmet Housing Needs Strategic Plan Elements</b>	<b>FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)</b>	<b>DRAFT RECOMMENDATIONS</b>	<b>COMMENTS / (Explanation)</b>
Strategies for integrating an affordable price continuum of housing in new development.	<ul style="list-style-type: none"> <li>Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>		
<p><b><u>Strategic Plan Scope C.1</u></b> Strategies to help people gain access to housing they can afford (both rental and homeownership).</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> <li>Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> <li>The provision of a unit of rental housing at affordable rates in substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> <li>Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with “housing cost burdened” families?</li> </ul>	<ul style="list-style-type: none"> <li>We need to make the case that providing housing for more (if not all) of our workers is good for business, reduces congestion of the roads and addresses our social responsibility to see that progress is made in the provision of good housing for everyone.</li> <li>Special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, should be combined with “housing cost burdened” families. To the extent we categorize people and seek to create separate programs for e.g. poverty level elderly, disabled, homeless, and abused families; it invites the creation of a massive bureaucracy.</li> </ul>	I think that the notion of controlling the balance between rental and owner-occupied housing presupposes more control over the housing market than we have.
<b><u>STRATEGIC PLAN COMPONENTS</u></b>			
<p><b><u>Strategic Plan Components 1</u></b> Identification of existing and future housing needs.</p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> <li>What is the best way to define UHNs so as to best address the “PUBLIC INTEREST?”</li> <li>The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>I am open to persuasion that future UHNs should be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, versus housing scale and location be opened again for review.</li> <li>Ideally, everyone working in Loudoun should be able to afford living here. (That’s probably unattainable but we should try.)</li> <li>“How can we break this cycle or modify it?” is a good question and probably unanswerable.</li> </ul>
<p><b><u>Strategic Plan Components 2</u></b> Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.</p>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Should General Fund tax dollars should be dedicated to UHNs?</li> <li>If so, what is the appropriate level of funding?</li> <li>Should there be a dedicated source of funding? If so, from what source?</li> <li>Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?</li> <li>UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?</li> </ul>	<ul style="list-style-type: none"> <li>The business community pays taxes like everyone else.</li> <li>The requirement that ADUs be blended into the rest of a development so they are not apparent is misguided, because it increases the cost of ADUs and therefore reduces their availability.</li> </ul>	<ul style="list-style-type: none"> <li>If we’re serious about the issue, “yes,” General Fund tax dollars should be dedicated to UHNs.</li> <li>If so, what is the appropriate level of funding? No opinion.</li> <li>Should there be a dedicated source of funding? If so, from what source? No.</li> <li>Loudoun as an individual jurisdiction can’t solve the problem, but we can make it better.</li> </ul>

Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)	DRAFT RECOMMENDATIONS	COMMENTS / (Explanation)
	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?</li> </ul> <p><b>Requirements</b></p> <ul style="list-style-type: none"> <li>Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?</li> </ul>		
<p><b>Strategic Plan Components 3</b> Short term priorities, assessment process to measure success, and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for establishing short-term priorities (1-5 years)?</li> </ul>	<ul style="list-style-type: none"> <li>Discussion and then a vote.</li> </ul>	
<p><b>Strategic Plan Components 4</b> Long Term priorities, assessment process and production targets.</p>	<ul style="list-style-type: none"> <li>What should be the methodology for addressing long-term goals?</li> <li>Can a 20-year need be equally divided into 20 annual goals?</li> </ul>	<ul style="list-style-type: none"> <li>Discussion and then a vote, with a review every several years to measure progress and evaluate the success of the various policies.</li> </ul>	<p>It is unlikely that a 20-year need can be equally divided into 20 annual goals. There will be a lot of upfront work to establish policies which will only pay off in future years.</p>

LOUDOUN COUNTY UNMET HOUSING NEEDS STRATEGIC PLAN										
Ad-Hoc Committee Input Summary -- SCORING										
SCORING:										
The following scoring of Ad-Hoc Member's input demonstrates the level of consensus for each other's recommendations and comments.										
2 = Agree, generally in favor										
1 = Disagree, generally not in favor										
0 = No comment, no opinion										
Unmet Housing Needs Strategic Plan Elements	FOCUSING QUESTIONS (Prepared by Al Van Huyck/Kim Hart)									
<u>STRATEGIC PLAN SCOPE</u>										
<b>Strategic Plan Scope A.1</b>										
Strategies for preserving market affordable or naturally occurring affordable housing that includes single-family detached and attached, townhouses, apartments (both rental and homeownership).	<ul style="list-style-type: none"> <li>Is Affordable Housing a Loudoun County issue or is it a Northern Virginia Regional Issue?</li> </ul>									
# Inputs scored	8									
TOTAL	63.2	8	8	7.2	6	0	10	8	8	8
Avg Input Score	2.0	2	2	1.8	2		2	2	2	2
<b>Strategic Plan Scope A.2</b>										
Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	<ul style="list-style-type: none"> <li>How much should the County spend to preserve an ADU? Is there an upper limit?</li> </ul>									
# Inputs scored	7									
TOTAL	50	6	6	7	6	0	8	7	10	0
Avg Input Score	1.9	2	2	1.75	2		2	1.75	2	
Strategies for preserving publicly supported affordable such as Low-Income Housing Tax Credit apartments and Affordable Dwelling Units.	<ul style="list-style-type: none"> <li>How much does it cost to preserve a for-sale unit vs a rental unit?</li> </ul>									
# Inputs scored	4									
TOTAL	19	6	6	3	4	0	0	0	0	0
Avg Input Score	1.5	2	2	1.5	2		0			
<b>Strategic Plan Scope B.1</b>										
Identification of available land including public and civic sites for new development and reinvestment.	<b>Requirements</b> <ul style="list-style-type: none"> <li>Obtaining adequate land upon which to build is the critical input. How can land be obtained through public and private initiatives?</li> </ul>									
# Inputs scored	7									
TOTAL	54.3	10	0	7	6	0	8	7	9.3	7
Avg Input Score	1.6	2	0	1.75	2		2	1.75	1.9	1.75
Strategies for encouraging affordable housing development.	<ul style="list-style-type: none"> <li>Should developers be given incentives to donate land for ADUs instead of providing ADUs? Other ideas?</li> </ul>									
# Inputs scored	6									
TOTAL	23	3	0	6	4	0	0	2	4	4
Avg Input Score	1.6	1.5		2	2		0	2	2	2
<b>Strategic Plan Scope B.2</b>										
Strategies to encourage rezoning and repositioning the housing pipeline	<b>Requirements</b> <ul style="list-style-type: none"> <li>Many Strategies call for loosening zoning and other regulations to allow for more affordable housing. What are the actual gains from lowering zoning standards? What impact do the zoning standards have on the cost of the completed housing units?</li> </ul>									
# Inputs scored	8									
TOTAL	40.5	7	6	4	2	0	4	5.5	6	6
Avg Input Score	1.9	1.75	2	2	2		2	1.8	2	2
Strategies for encouraging affordable housing development.	<ul style="list-style-type: none"> <li>Many Strategies call for prioritizing UHNs projects over other development applications in the County Review Process. It is already being done for economic development projects. Is it fair to other applications? Does it in fact significantly reduce the cost of the built units?</li> </ul>									
# Inputs scored	8									
TOTAL	37	3	6	2	6	0	4	6	4	6
Avg Input Score	1.9375	1.5	2	2	2		2	2	2	2
<b>Strategic Plan Scope B.3</b>										
Strategies for integrating an affordable price continuum of housing in new development.	<ul style="list-style-type: none"> <li>How do we get more units, affordable to the missing middle, into more new developments?</li> </ul>									
# Inputs scored	8									
TOTAL	51.5	10	8	4	4	0	8	5.5	6	6
Avg Input Score	2.0	2	2	2	2		2	1.8	2	2

Unmet Housing Needs	FOCUSING QUESTIONS										
Strategic Plan Elements	(Prepared by Al Van Huyck/Kim Hart)										
	<ul style="list-style-type: none"> <li>Generally, how do we get more new market rate affordable units (both for sale and rental).</li> </ul>										
	# Inputs scored	6									
	TOTAL	17	5	4	2	2	0	2	0	2	0
	Avg Input Score	1.9	1.7	2	2	2		2		2	
<b>Strategic Plan Scope C.1</b>	<b>Policy</b>										
Strategies to help people gain access to housing they can afford (both rental and homeownership).	<ul style="list-style-type: none"> <li>What are the obligations to existing residents and communities regarding their preferences regarding affordable housing to be retrofitted into their neighborhoods?</li> </ul>										
	# Inputs scored	7									
	TOTAL	48	6	8	6	6	0	8	0	6	8
	Avg Input Score	1.75	2	2	2	2		2	0	2	2
	<ul style="list-style-type: none"> <li>Should housing assistance for qualifying Public Sector Staff be a higher priority than for private sector employees?</li> </ul>										
	# Inputs scored	7									
	TOTAL	41	3	8	8	6	0	4	0	8	4
	Avg Input Score	1.9	1.5	2	2	2		2		2	2
	<ul style="list-style-type: none"> <li>The provision of a unit of rental housing at affordable rates is substantially lower than providing a unit for purchase. What should the balance be between rental and purchase housing options?</li> </ul>										
	# Inputs scored	7									
	TOTAL	37.5	6	8	5.5	6	0	4	0	4	4
	Avg Input Score	2.0	2	2	1.8	2		2		2	2
	<ul style="list-style-type: none"> <li>Should special need groups (poverty level elderly, disabled, homeless, and abused families), which have separate funding and programs with specific sources of fund, be combined with "housing cost burdened" families?</li> </ul>										
	# Inputs scored	6									
	TOTAL	20	4	4	2	4	0	0	0	2	4
	Avg Input Score	2	2	2	2	2				2	2
<b>STRATEGIC PLAN COMPONENTS</b>											
<b>Strategic Plan Components 1</b>	<b>Policy</b>										
Identification of existing and future housing needs.	<ul style="list-style-type: none"> <li>Are future UHNs to be accommodated within the currently planned projections for new housing in the Loudoun 2019 Plan, or should this housing scale and location be opened again for review?</li> </ul>										
	# Inputs scored	8									
	TOTAL	54	10	8	4	6	0	10	6	8	2
	Avg Input Score	2	2	2	2	2		2	2	2	2
	<ul style="list-style-type: none"> <li>What is the best way to define UHNs so as to best address the "PUBLIC INTEREST?"</li> </ul>										
	# Inputs scored	7									
	TOTAL	23	2	4	5	4	0	2	4	2	0
	Avg Input Score	1.9	2	1.3	1.7	2		2	2	2	
	<ul style="list-style-type: none"> <li>The more housing constructed the more low-paid jobs are created and therefore the more Affordable Housing needed. How can we break this cycle or modify it?</li> </ul>										
	# Inputs scored	4									
	TOTAL	10	2	4	0	2	0	0	0	2	0
	Avg Input Score	2	2	2		2				2	
<b>Strategic Plan Components 2</b>	<b>Funding</b>										
Key strategies including an assessment of existing programs and resources, opportunities for enhancement; and new programs and initiatives.	<ul style="list-style-type: none"> <li>Should General Fund tax dollars be dedicated to UHNs?</li> </ul>										
	# Inputs scored	7									
	TOTAL	40	8	6	6	6	0	6	0	4	4
	Avg Input Score	1.7	2	2	2	2		2	0	2	1.3
	<ul style="list-style-type: none"> <li>If so, what is the appropriate level of funding?</li> </ul>										
	# Inputs scored	6									
	TOTAL	22.5	5.5	5	2	4	0	4	2	0	0
	Avg Input Score	1.9	1.8	1.7	2	2		2	2		

Unmet Housing Needs	FOCUSING QUESTIONS											
Strategic Plan Elements	(Prepared by Al Van Huyck/Kim Hart)											
	• Should there be a dedicated source of funding? If so, from what source?											
	# Inputs scored	7										
	TOTAL	29	3	7	3	4	0	6	0	5	1	
	Avg Input Score	1.6	1.5	1.75	1.5	2		2		1.7	1	
	• Should the business community be asked to contribute financially as they will be a major beneficiary of successful UHNs program? If so, how?											
	# Inputs scored	4										
	TOTAL	21	7	6	0	2	0	0	0	6	0	
	Avg Input Score	1.2	1.75	2	0	2				1.5	0	
	• UHNs are a serious National and Virginia issue, yet National funding has been seriously cut back and State funding is limited. Can an individual jurisdiction solve the UHNs demand with essentially local resources?											
	# Inputs scored	5										
	TOTAL	26	4	8	5	4	0	0	0	5	0	
	Avg Input Score	1.5	2	2	1.7	2				1.25	0	
	<b>Policy</b>											
	• The existing housing programs of the county including the ADU program should be evaluated by outside experts. How well do these programs serve their target groups? How cost efficient are they? Can they be implemented at a scale relevant to the demand?											
	# Inputs scored	5										
	TOTAL	22	4	6	2	2	0	0	0	8	0	
	Avg Input Score	1.4	2	2	2	2			0	2	0	
	<b>Requirements</b>											
	• Access to low-interest finance for construction and mortgage loans is equally important. What are the sources of potential finance from the County, State, Federal and private sources?											
	# Inputs scored	6										
	TOTAL	24	6	4	4	4	0	2	0	4	0	
	Avg Input Score	1.5	2	2	2	2		2	0	2	0	
	<b>Strategic Plan Components 3</b>											
Short term priorities, assessment process to measure success, and production targets.	• What should be the methodology for establishing short-term priorities (1-5 years)?											
	# Inputs scored	7										
	TOTAL	41	8	4	4	6	0	4	0	8	7	
	Avg Input Score	1.7	2	2	2	2		2	0	2	1.75	
	<b>Strategic Plan Components 4</b>											
Long Term priorities, assessment process and production targets.	• What should be the methodology for addressing long-term goals?											
	# Inputs scored	7										
	TOTAL	42	3	8	6	6	0	4	0	8	7	
	Avg Input Score	1.6	1	2	2	2		2	0	2	1.75	
	• Can a 20-year need be equally divided into 20 annual goals?											
	# Inputs scored	6										
	TOTAL	20	2	2	2	4	0	0	0	6	4	
	Avg Input Score	2	2	2	2	2				2	2	
	<b>Resources</b>											
	• What resources have you found or used that are helpful for achieving the county's goals?											
	TOTAL	4	0	0	2	0	0	2	0	0	0	
	Avg Input Score	2			2			2				