

**BOARD OF SUPERVISORS
TRANSPORTATION AND LAND USE COMMITTEE
INFORMATION ITEM**

SUBJECT: Unmet Housing Needs Strategic Plan: FY 2022 Annual and 3rd and 4th Quarter FY 2022 Update

ELECTION DISTRICT(S): Countywide

CRITICAL ACTION DATE: At the pleasure of the Committee

STAFF CONTACTS: Brian Reagan, Housing and Community Development
Valmarie Turner, County Administration

PURPOSE: To provide the Transportation and Land Use Committee (TLUC) with a Fiscal Year (FY) 2022 annual report and update on the third and fourth quarters of FY 2022 Unmet Housing Needs Strategic Plan (UHNSP) implementation activities and progress toward achieving annual housing targets.

BACKGROUND: On September 8, 2021, the Board of Supervisors (Board) adopted (7-0-2: Buffington and Kershner absent) the UHNSP.¹ The purpose of the UHNSP is to define how the County will address unmet housing needs in a strategic and systematic way over the short and long-term. Unmet housing needs are defined by the *Loudoun County 2019 General Plan* (2019 GP) as “the lack of housing options for households earning up to 100% of the Area Median Income (AMI)” (2019 GP, p. 4-3).² The UHNSP focuses on adding new strategies and programs to enhance the County’s approach to addressing the unmet housing needs of households along this housing continuum.³

The UHNSP is designed to be implemented over five years and includes annual attainable housing goals over a 20-year horizon. Overall, the UHNSP includes 133 key action items that focus on establishing new methods, programs, and policies and enhancing existing programs to address the County’s unmet housing needs. Seventy-six of the 133 key actions are prioritized in the one-to-two year, or short-term timeframe. The first-year implementation plan includes 61 key actions. The Board directed staff to provide quarterly updates regarding UHNSP implementation progress

¹ [September 8, 2021, Item 12a TLUC Adoption of Unmet Housing Needs Strategic Plan.](#)

² In 2021, 100% AMI was \$129,000 for a family of four. The current 2022 100% AMI is \$142,300.

³ [Loudoun County Unmet Housing Needs Strategic Plan, Adopted September 8, 2022.](#)

to TLUC.⁴ The first quarterly report was provided to TLUC on February 16, 2022.⁵ This item is the second report provided to TLUC.

UPDATES:

A. Significant Actions: Since the adoption of the UHNSP in September 2021, the Board and staff have taken many significant and important steps in plan implementation. Attachment 1 includes a progress update for each key action in the UHNSP Year One Implementation Matrix. The following provides information about critical Board actions since February 16, 2022, when the first quarterly update was delivered to TLUC.

1. On March 1, 2022, the Board approved the conveyance of up to 6 acres of the Arcola School site to a nonprofit entity for the renovation of the National Register-listed Arcola School with 10 affordable apartments, and to add a new affordable multi-family rental apartment building with 64 new affordable rental units, as well as a community meeting room.⁶ Eight of the units will serve households up to 30% AMI, 16 of the units will serve households up to 50% AMI, and 50 will serve households up to 60% AMI. The proposal also includes the construction, at no cost to the County, of public recreational and parking facilities, a public recycling facility and 2 bus stops as well as the development of approximately 226 units of for sale single family detached, single family attached, and multi-family housing units on the privately owned 20-acre parcel located across Stone Springs Boulevard from the school. Affordable Dwelling Units (ADUs) will be provided in accordance with Article 7 of the Zoning Ordinance. (UHNSP Strategy 2.1: Use public land and facilities for housing.)
2. On March 9, 2022, the Board adopted amendments to Chapter 1460 of the Codified Ordinances of Loudoun County pursuant to Va. Code §15.2-958 to support the creation of the Rental Housing Acquisition and Preservation (RHAP) Loan Program, which will assist multifamily affordable housing developers in acquiring existing affordable rental units in the County to preserve and extend rental affordability⁷ (UHNSP Strategy 4.2: Evaluate and develop recommendations for new programs and services that support and preserve affordable rental units including the establishment of a rental unit acquisition and preservation loan program.)
3. On March 15, 2022, the Board approved a loan up to \$4.75 million to Winn Development LLC for the purchase and preservation of the Sommerset Senior Apartments, an existing 102-unit apartment property, to preserve it as affordable

⁴ [September 8, 2021, Item 12a TLUC Adoption of Unmet Housing Needs Strategic Plan.](#)

⁵ [February 16, 2022, TLUC Meeting Item 1 Unmet Housing Needs Strategic Plan Quarterly Report.](#)

⁶ [March 1, 2022, Item 8 Board Business Meeting-Conveyance of Loudoun County Real Property: Portion of Arcola School Site](#)

⁷ [March 9, 2022, Item 3 Board Public Hearing-Amendments to Chapter 1460 of the Codified Ordinances of Loudoun County to Establish the Rental Housing Acquisition and Preservation Loan Program](#)

- housing with long term affordability commitments.⁸ The Board directed that the loan be executed with funds available from the newly created RHAP Loan Program under the RHAP Loan Program Guidelines approved by the Board on January 18, 2022. (UHNSP Strategy 4.2: Evaluate and develop recommendations for new programs and services that support and preserve affordable rental units including the establishment of a rental unit acquisition and preservation loan program.)
4. On March 31, 2022, the County Administrator established the independent Department of Housing and Community Development (DHCD). (UHNSP Strategy 1: Establish a coordinated, collaborative, and integrated housing network.)
 5. On April 5, 2022, the Board adopted the Fiscal Year (FY) 2023 Budget allocating the equivalent of half-penny of real property tax revenue for affordable housing needs starting in FY 2023. Over \$6 million in funds are made available through the budget from a combination of Proffers and local tax funding. The Board also allocated FY 2023 Budget funding for staff positions to implement the UHNSP. (UHNSP Strategy 3.9.A: Dedicate general funds to housing programs and services...to support more and larger loans and incorporate the UHNSP into the annual budget process for prioritization with other County needs and available resources and Strategy 3.2: Evaluate/allocate housing cash proffers.)
 6. On April 19, 2022, the Board approved the allocation of \$12 million in American Rescue Plan Act (ARPA) funding to develop and preserve affordable housing through new construction and acquisition loans; to partner with property-owners to reduce rents; for capital improvement funding for existing attainable rental housing and manufactured home communities; and to implement the provision of temporary financial counseling services to support households that are currently renting.⁹ (UHNSP Strategy 4.2.F: Evaluate and develop recommendations for new programs and services that support and preserve affordable rental units and 4.2.G: and partner with financial planning and credit counseling programs to offer programs to homeowners and renters to improve financial literacy.)
 7. On May 17, 2022, the Board approved refinements and technical revisions to the Affordable Multi-Family Housing Loan Program guidelines. The Program assists affordable multi-family housing developers in producing affordable rental units and is funded from the County of Loudoun Housing Trust. (UHNSP Strategy 4.1: Evaluate and improve existing programs and revise the Affordable Multi-family Loan Program Guidelines.)

⁸ [March 15, 2022, Item 16g Board Business Meeting-Finance/Government Operations and Economic Development Committee Report: Requested Increase to Winn Development Acquisition Loan Proposal](#)

⁹ [April 19, 2022, Item 14g Board Business Meeting-Finance/Government Operations and Economic Development Committee Report: ARPA Updates and FY 2023 Funding Recommendations](#)

8. On June 7, 2022, the Board endorsed revisions to Suburban Policy Area Action 2.1.I, Quality Development Action 7.1.H, and the Design Characteristics of the Suburban Compact Neighborhood Place Type policies of the 2019 GP to include housing units that address unmet housing needs that exceed the applicable ADU requirements of the Zoning Ordinance. The Board directed staff to prepare a project plan to incorporate the recommended revisions into a future Comprehensive Plan Amendment. (UHNSP Strategy 5.2: Adopt clarifying policy for mixed-income housing in the transition and suburban compact neighborhoods land use designation.)
9. On June 21, 2022, the Board approved the termination of the Belmont Ridge Trust.¹⁰ This Trust was established to assist households with moderate incomes to purchase homes in the Belmont Ridge development through soft second mortgages payable to the Board as trustee. Cash proceeds received because of the payoff of the second mortgages could only be used to provide new second mortgages to assist with purchasing homes in Belmont Ridge. Due to the increase in sales price and subsequent increases in homeowner association fees at Belmont Ridge, fewer and fewer households with moderate incomes were able to afford homes there. Consequently, the funds kept accumulating in the Trust because of payoffs of the original second mortgages and no new second mortgages were being issued. Section 6 of the Trust states that the Trust may terminate in thirty years (October 6, 2022) if the Board acts to affirmatively terminate it. The funds, \$760,498.83, from the termination of the Trust will be used to establish a soft second home purchase program or shared equity home purchase program, as approved by the Board, to assist qualifying households with incomes from 70 percent to 100 percent of the Area Median Income (AMI) with their home-purchase. (UHNSP, Strategy 3.1: Access the Belmont Ridge Affordable Housing Trust.)

B. Progress on Annual Attainable Housing Goals: The UHNSP defines “attainable housing provided annually” as “any housing for sale or rent entering the marketplace each year affordable to families with incomes at or below 100% AMI. Such housing can be directly provided through Affordable Dwelling Unit (ADU)/Affordable Market Purchase Program Unit (AMPPU)/Affordable Housing Unit (AHU) new development or indirectly provided through policy changes enabling more accessory dwelling units, commercial innovation leading to market-rate units made affordable through innovative design, units made affordable through initiatives such as rental/down payment/monthly payment assistance programs, etc. with the goal that 20 percent (8,190) of forecasted new homes (40,950) as projected based on the land use policies included in the 2019 Comprehensive Plan will be attainable housing.” (UHNSP, pp. 18 to 19). Table 1 below illustrates the proposed annual attainable housing goals through 2040, as outlined in the UHNSP:

¹⁰ [June 21, 2022, Item 13b Board Business Meeting-Finance/Government Operations and Economic Development Committee Report: Termination of the Belmont Ridge Trust Fund](#)

Table 1. Proposed Annual Attainable Housing Goals

Year	Annual Goal (New Units)	Year	Annual Goal (New Units)
2021	250 (200)	2031	1000 (500)
2022	500 (350)	2032	1000 (500)
2023	500 (350)	2033	1000 (500)
2024	500 (350)	2034	1000 (500)
2025	500 (350)	2035	1000 (350)
2026	750 (500)	2036	1000 (350)
2027	750 (500)	2037	1000 (350)
2028	750 (500)	2038	1000 (350)
2029	750 (500)	2039	1000 (350)
2030	750 (500)	2040	1000 (350)
		Total	16,000 (8,200)

The 2021 attainable housing goal is a calendar year goal and included a total of 250 attainable housing units with 200 units provided through new construction and 50 units provided by assisting households to access housing.

Since the beginning of FY 2021, attainable housing opportunities have been provided through programs such as the ADU program, proffered rental Unmet Housing Needs Units (UHNUs), and through assistance programs that provide access such as the State Rental Assistance Program (SRAP), the Housing Choice Voucher (HCV) Program, down payment assistance, and Virginia Housing mortgage allocations. Tables 2 and 3 below provides the total number of new units added, and units added through access for FY 2021 and FY 2022. Data for FY 2021 is also provided to serve as a baseline for FY 2022. Table 4 provides the total units provided through the 3rd and 4th quarters of FY 2022.

Table 2. Total Number of New Units Added and Units Added Through Access in FY 2021

FY 2021 Goal Total (New Units)	Actual Attainable Housing Opportunity Provided	Category: Access or New Unit	Area Median Income (AMI) Supported
	17	Access	<30%
	66	Access	30% to <50%
	33	Access	30% to <70%
	154	New Units	30% to <70%
	22	Access	70% to <100%
250 (200)	292 (154)		

In FY 2021, 154 new attainable units were added to the supply and 138 access opportunities for securing housing were provided.

Table 3. Total Number of New Units Added and Units Added Through Access in FY 2022

FY 2022 Goal Total (New Units)	Actual Attainable Housing Opportunity Provided	Category: Access or New Unit	Area Median Income (AMI) Supported
	14	Access	<30%
	87	Access	30% to <50%
	11	Access	30% to <70%
	55	New Units	30% to <70%
	14	Access	70% to <100%
500 (350)	181 (55)		

In FY 2022, 55 new attainable units were added to the supply and 126 access opportunities for securing housing were provided.

Table 4. Total Number of New Units Added and Units Added Through Access in 3rd and 4th Quarters of FY 2022

		Attainable Housing Opportunity Provided			
FY 2022 Goal Total (New Units)	2022 Total to Date	Q3 (Jan 1 to 3/31/2022)	Q4 (April 1 to 6/30/2022)	Category: Access or New Unit	Area Median Income (AMI) Supported
	14	3	3	Access	<30%
	87	24	13	Access	30% to <50%
	11	6	2	Access	30% to <70%
	55	19	14	New Units	30% to <70%
	14	4	3	Access	70% to <100%
500 (350)	181 (55)				

During the 3rd and 4th quarters of FY 2022, 33 new attainable units were added to the supply and 58 access opportunities for securing housing were provided.

In the next quarter, staff anticipates adding 200 new units and access to additional units with the following projects:

- Leasing of the Loudoun View Senior Living apartments located at 21394 Mount Sterling Terrace, Sterling, Virginia 20164, funded with the assistance of a County loan that will provide 98 new apartments. Of the 98 units, 10 will serve households who earn up to 30% AMI, 24 will serve households who earn up to 50% AMI, and 64 will serve households who earn up to 60% AMI.
- Acquisition of Sommerset Senior Apartments located at 22355 Providence Village Drive, Sterling Virginia 20164, an existing 102-unit apartment complex, with the assistance of a proposed County loan. These units will serve households who earn up to 60% AMI.
- Access opportunities through the HCV program for at least 21 households with a voucher actively looking for a place to rent and the rent assistance provided through ARPA funding.

ISSUES: There are no issues associated with this Information Item.

FISCAL IMPACT: There is no fiscal impact associated with the delivery of the quarterly report. Individual key actions may have fiscal impacts which are provided in detail when they are presented to the Board for consideration. Some elements of the UHNSP, particularly those associated with Objective 3 (Viable Funding Options), have fiscal impacts that are described in greater detail within the UHNSP. Starting with the FY 2023 Adopted Budget, the annual budget allocates the equivalent of half-penny of real property tax revenue for affordable housing needs. As part of the budget process, the Department will prepare annual spending plans for this dedicated source of local tax funding.

ATTACHMENT:

1. Updated UHNSP Year One Implementation Matrix Update (July 18, 2022)

UHNSP YEAR ONE IMPLEMENTATION MATRIX UPDATE

7/18/2022 updates show in italicized, green text.

Objective 1: Establish a coordinated, collaborative, and integrated housing network.		Anticipated Timeframe	Primary Department	Progress
Strategy 1.1: Identify the service and program gaps within the housing continuum and support households in improving housing stability and affordability.				
Key Actions	A. Create a housing journey map with consumers, service providers, and County agencies to create a framework for program process and revision.	9 to 12 months	Consultant/ <i>Department of Housing & Community Development (DHCD)</i>	<i>Consultant funding approved 1/4/2022 Board meeting.</i>
	C. Review current program application materials to streamline the application process and requirements.	9 to 12 months	Consultant/ <i>DHCD</i>	<i>Consultant funding approved 1/4/2022 Board meeting. Draft scope prepared.</i>
	D. Develop service delivery partnerships with Permanent Supportive Housing providers and increase funding for supportive services.	9 to 12 months	Consultant/ <i>DHCD</i>	<i>Consultant funding approved 1/4/2022 Board meeting. Staff from DFS, MHSADS, and DHCD will collaborate on scope and project implementation.</i>
	F. Initiate a community awareness campaign to raise awareness of County housing programs and initiatives.	On-going	<i>DHCD</i>	<i>Activities to date: Consultant recommendations for Community Awareness Campaign completed. Housing Brochure completed. In conjunction with OMAGI completed</i>

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 1: Establish a coordinated, collaborative, and integrated housing network.		Anticipated Timeframe	Primary Department	Progress
				<p><i>Affordable Housing Story Map¹.</i> <i>In conjunction with DED, housing search information provided to Hospitality Sector employers.</i> <i>2022 Apartment Guide published.²</i> <i>Data Dashboard development using PowerBi initiated with DIT.</i> <i>Participating jurisdiction in Northern Virginia Virtual Housing Expo.³</i> <i>Staff informing the Community Foundation's "Workforce Housing Now" campaign.</i> <i>UHNSP Executive Summary brochure completed.</i></p>
Strategy 1.2: Cultivate partnerships and build relationships				
Key Actions	A. Convene regular meetings, outreach events, and establish continuous conversations with the business community, landlords, non-profits, affordable housing developers, state and local agencies, County departments and staff, renters, and black, indigenous and people of color to discuss ideas, issues, processes, and opportunities for collaboration.	On-going	<i>DHCD</i>	<p><i>Meetings include:</i> <i>8/17/2021: Loudoun Restaurant Owners Association</i></p>

¹ www.loudoun.gov/affordablehousingstorymap

² www.loudoun.gov/apartmentguide

³ www.novahousingexpo.org

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 1: Establish a coordinated, collaborative, and integrated housing network.	Anticipated Timeframe	Primary Department	Progress
			<p>9/16/2021: SPARC Training for Mortgage Companies & Realtors⁴</p> <p>10/25/201: Sterling Rotary Club</p> <p>10/4/2021: Loudoun Community Cabinet</p> <p>10/26/2021: Virginia Department of Housing and Community Development</p> <p>10/27/2021: Dulles Area Association of Realtor’s Equity Committee</p> <p>10/5/2021: Fair Housing Stakeholders Group</p> <p>10/6/2021: Public Forum: Regional Analysis of Impediments to Fair Housing Choice</p> <p>11/16/2021: HCV households’ workshop with Cooperative Extension</p> <p>Participating Member: Loudoun Human Services Network. Regional Housing Equity Plan⁵</p>

⁴ www.loudoun.gov/sparc

⁵ www.mwcog.org/community/planning-areas/housing-and-homelessness/fair-housing

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 1: Establish a coordinated, collaborative, and integrated housing network.	Anticipated Timeframe	Primary Department	Progress
			<p><i>Washington Metro CoG Housing Director Committee.</i></p> <p><i>VH Northern Virginia Liaison Advisory Committee.</i></p> <p><i>Fail Forward Cohort⁶ Government Alliance on Race and Equity (GARE)⁷</i></p> <p><i>Regional Committee for Eviction Prevention and Community Stability.</i></p> <p><i>Interdepartmental Human Services Team.</i></p> <p><i>Multiple and varied Fair Housing and Homeownership Month webinars provided.</i></p> <p><i>Presentation to both the Chamber and DAAR government affairs committees on UHNSP implementation.</i></p> <p><i>Multiple meetings with New Virginia Majority, Legal Services of Northern Virginia, and tenants of several apartment complexes to discuss issues and ideas for addressing them.</i></p> <p><i>Multifamily Affordable Housing Developers</i></p>

⁶ www.centreforpublicimpact.org/north-america/government-innovation/fail-forward-in-local-government

⁷ www.racialequityalliance.org

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 1: Establish a coordinated, collaborative, and integrated housing network.	Anticipated Timeframe	Primary Department	Progress
			<i>Focus Group to discuss program refinements.</i>
C. Partner with the County’s incorporated towns to share housing data, assist with analysis and collaboratively develop their housing strategies.	24 to 36 months	Consultant/ <i>DHCD</i>	<i>Feasibility of segregating UHNSP base-line studies coordinated with Virginia Center for Housing Research at Virginia Tech.</i>
G. Connect developers and lenders to leverage County funds tied to projects.	On-going	<i>DHCD</i>	<p><i>Activities to date: 12/14/2021; Awarded \$10 million in REACH Virginia funding to reduce loan requests from Housing Trust. May 5, 2022, meeting with Leesburg staff to discuss UHNSP implementation opportunities within the Town.</i></p> <p><i>Meetings with financial partners include: 8/31/2021: Virginia Community Capital. 10/12/2021: DC LISC & Capital Impact Partner. 11/18/2021: Washington Housing Conservancy. 12/21/2022: Amazon’s Housing Equity Fund.</i></p>

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 1: Establish a coordinated, collaborative, and integrated housing network.		Anticipated Timeframe	Primary Department	Progress
				<i>Multiple coordination meetings with Virginia Housing staff.</i>
Strategy 1.3: Develop an affordable housing delivery system within County government.				
Key Actions	A. Complete an organization-wide systems map to define the County’s housing network—the positions, process, infrastructure, data, funding, and policy in an integrated, enterprise view using a tool to identify opportunities, efficiencies, and impediments.	9 to 12 months	Consultant/ <i>DHCD</i>	<i>Consultant funding approved 1/4/2022 Board meeting.</i>
	B. Develop a coordinated, interdepartmental budget and funding plan for UHNSP implementation.	6 months	<i>DHCD</i>	<i>10/12/2021 FGOEDC Budget Development staff report. 1/4/2022 Fund Balance Allocation. 2/9/2022 Board Strategic Initiatives Draft Budget. Budget adopted 4/5/2022 with equivalent of ½ cent allocated to housing programs and funding allocated to cross-departmental UHNSP implementation team.</i>
	C. Create a singular interdepartmental housing coordinator as a new FTE position.	9 months	<i>DHCD</i>	<i>1/4/2022 Board approved. Position advertisement closed and currently preparing for candidate interviews.</i>
	D. Establish an interdepartmental housing matrix team to collaborate on the use of public land, establish internal coordination processes, review specific land development applications, identify housing opportunities, and funding.	6 months	<i>DHCD</i>	<i>Funding allocated in the 2023 Budget for cross-departmental UHNSP implementation team. Interdepartmental Housing Coordinator and UHNSP</i>

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 1: Establish a coordinated, collaborative, and integrated housing network.		Anticipated Timeframe	Primary Department	Progress
				<i>Implementation Project Manager positions advertisement closed and preparing for candidate interviews.</i>
Strategy 1.4 Evaluate, review, and update UHNSP initiatives to maintain relevance and usability.				
Key Actions	B. Review UHNSP implementation and monitor achievements quarterly.	Every 4 months & On-going	<i>DHCD</i>	<i>First Quarterly Report to TLUC 2/16/2022. CY 2021 Annual and 1st and 2nd Quarter CY 2022 Update to TLUC 7/18/2022.</i>
	C. Produce and distribute an annual affordable housing progress report.	12 months	<i>DHCD</i>	<i>Staff currently preparing Housing Primer Update for distribution this summer. CY 2021 Annual targets provided in 7/18/2022 TLUC information item.</i>
	E. Maintain community and stakeholder awareness of housing initiatives and issues.	On-going	<i>DHCD</i>	
	G. Maintain inventory of existing housing units to include age, quality, affordability, water/sewer issues, and other factors.	On-going	<i>DHCD</i>	<i>Baseline data developed for UHNSP to include extensive map and data bases.</i>

Objective 2: Secure land resources needed to address unmet housing needs.		Anticipated Timeframe	Primary Department	Progress
Strategy 2.1 Use public land and facilities for housing.⁸				
Key Actions	A. Maintain a centralized inventory of publicly owned land and facilities and work with appropriate County agencies to collect this information.	On-going	<i>DHCD</i>	<i>Mapping resource available here.</i>
	B. Establish a policy requiring surplus or underutilized land/buildings to first be considered for affordable or mixed income housing before disposition.	3 months	<i>DHCD</i>	

⁸ The Board is currently considering two unsolicited proposals for the conveyance of public property for the development of attainable housing.

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 2: Secure land resources needed to address unmet housing needs.		Anticipated Timeframe	Primary Department	Progress
	C. Establish specific criteria to determine when public land will be made available for use for affordable housing development.	6 months	DHCD	
	D. Evaluate available parcels based on standard criteria such as barriers to development, zoning, scale of housing that can be supported, property value, locational attributes and access to employment centers and transit.	9 to 12 months	DHCD	
	E. Establish priorities for income levels to be served.	6 months	DHCD	
	F. Establish an interdepartmental coordination team to review potential sites and make recommendations. (The team will review sites and determine which sites to recommend for sale or donation for affordable housing. This senior level staff review team, at the direction of the County Administrator, could include County Administration; Finance and Budget; Housing; Building and Development; General Services; Planning and Zoning; Parks, Recreation and Community Services; Libraries; Mapping; and Transportation and Capital Infrastructure).	3 months	DHCD	<i>Funding allocated in the 2023 Budget for cross-departmental UHNSP implementation team. Interdepartmental Housing Coordinator and UHNSP Implementation Project Manager positions advertisement closed and preparing for candidate interviews.</i>
	I. Develop a public process for considering proposals for use of public land to include: <ul style="list-style-type: none"> a. Application format and required application materials. b. Criteria for deciding between competing proposals and to consider alternative uses. c. Interdepartmental review team lead by Housing. 	12 months	DHCD	
Strategy 2.2: Establish a land bank.				
Key Actions	C. Evaluate the purchase of underutilized commercial space for housing (such as vacant office buildings or shopping centers).	12 months	DHCD	
Strategy 2.4: Consider the use of road abandonment and associated right of way conveyance requests to address unmet housing needs.				
Key Actions	D. Pursue the donation of land for affordable housing purposes.	On-going	Planning and Zoning	<i>The County has been actively considering adaptive reuse of County-owned land for potential affordable housing project partnerships. The Board approved the conveyance of part</i>

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 2: Secure land resources needed to address unmet housing needs.		Anticipated Timeframe	Primary Department	Progress
				<i>of the Arcola School site and is currently considering conveyance of a decommissioned park and ride lot.</i>
Strategy 2.5: Enact other policies to support affordable housing as a valuable public use.				
Key Actions	A. As part of the Zoning Ordinance Rewrite, broaden the Zoning Ordinance definition of public use for future applications to include uses deemed essential for public purposes such as housing at affordable prices for the workforce to enable more land to be available for affordable housing and to address the public need for diverse housing options where deemed appropriate.	6 months	Planning and Zoning	<i>Draft ZO Rewrite Chapter 3 – Uses is still being drafted, including new potential definitions for "civic" or "public" use.</i>
	B. Adopt a policy that requires public agencies to identify surplus or underutilized public land or buildings to the internal public land team to consider affordable housing uses in conformance with the 2019 General Plan.	3 months	DHCD	
	C. Obtain land through proffer negotiations and specifically state that land dedicated to the County for a public use may also be used for affordable housing or co-location of affordable housing on public use sites where appropriate.	On-going	Planning and Zoning	<i>Provision of unmet housing needs units is a consistent part of proffer negotiations.</i>
	D. Seek land dedications for affordable housing when reviewing rezoning proposals within the parameters allowed under Virginia State Code and the Zoning Ordinance.	On-going	Planning and Zoning	<i>Provision of unmet housing needs units is a consistent part of proffer negotiations.</i>
	E. Include Housing when changes to capital facilities impact fees are considered by the Fiscal Impact Committee.	On-going	Finance and Budget	<i>Planned for upcoming FIC meeting discussion.</i>
Objective 3: Obtain viable funding sources.		Anticipated Timeframe	Primary Department	Progress
Strategy 3.1: Access the Belmont Ridge Affordable Housing Trust.				
Key Actions	A. Move to dissolve the Belmont Ridge Affordable Housing Trust by 2021.	6 months	County Attorney	<i>On June 21, 2022, the Board approved the dissolution of the Belmont Ridge Trust.</i>
	B. Develop parameters and program materials for use of funding.	6 months	DHCD	
	C. Outsource and/or build capacity for program implementation.	9 months	DHCD	<i>The Board approved several FTEs in both</i>

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 3: Obtain viable funding sources.		Anticipated Timeframe	Primary Department	Progress
Strategy 3.1: Access the Belmont Ridge Affordable Housing Trust.				
				<i>Fund Balance and FY 2023 budget discussions to increase staff capacity. An Interdepartmental Housing Coordinator, UHNSP Implementation Project Manager, Community Development Project Manager, Housing Analyst/Accountant, Assistant Director are currently in active recruitment.</i>
Strategy 3.2: Evaluate/allocate housing cash proffers.				
Key Actions	A. Review each proffer commitment to determine how it can be used.	9 months	Planning and Zoning	<i>10/25/2021: Proffer evaluation initiated.</i>
	B. Appropriate, through Board action, the proffered funds from the rezoning project to the housing program.	9 months	Planning and Zoning	<i>10/25/2021: Proffer evaluation initiated.</i>
Strategy 3.3: Update unmet housing needs cash proffer formula.				
Key Actions	A. Review/revise the cash contribution formula.	6 months	Planning and Zoning	
	B. Adopt a policy guiding cash contributions.	6 months	Planning and Zoning	
Strategy 3.9: Dedicate general funds to housing programs and services, including (but not limited to) the Housing Trust to support more and larger loans.				
Key Actions	A. Incorporate the Unmet Housing Needs Strategic Plan into the annual budget process for prioritization with other County needs and available resources.	On-going	<i>DHCD</i>	<i>2/9/2022 Board Strategic Initiatives Draft Budget. 4/5/2022 Board adopted the FY 2023 Budget and allocated the equivalent of ½ cent of the tax rate in general funds for the</i>

UHNSP SHORT-TERM IMPLEMENTATION MATRIX

Objective 3: Obtain viable funding sources.		Anticipated Timeframe	Primary Department	Progress
Strategy 3.1: Access the Belmont Ridge Affordable Housing Trust.				
				<i>first time toward housing programs and pledged the incorporation of UHNSP implementation into future budget discussions.</i>
	B. Engage the Board of Supervisors in discussions about potential dedication of annual revenues during the budget process or as part of the annual fund balance process.	On-going	Finance and Budget	<i>10/12/2021 FGOEDC Meeting Budget Development. 2/9/2022 Board Strategic Initiatives Draft Budget. 4/5/2022 Board adopted the FY 2023 Budget and allocated the equivalent of 1/2 cent of the tax rate in general funds for the first time toward housing programs and pledged the incorporation of UHNSP implementation into future budget discussions.</i>
	C. Identify optimal funding level to provide adequate support to the Multi-Family Affordable Housing Loan Program	9 months	<i>DHCD</i>	

Objective 4: Provide incentives, establish priorities, and increase access to affordable housing.		Anticipated Timeframe	Primary Department	Progress
Strategy 4.1: Evaluate and improve existing programs.				
Key Actions	A. Examine the land development approval process and consider methods for expediting applications that support affordable housing when those applications meet certain criteria.	9 to 12 months	Building and Development	<i>Process initiated by engaging with stakeholders on</i>

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Objective 4: Provide incentives, establish priorities, and increase access to affordable housing.		Anticipated Timeframe	Primary Department	Progress
Strategy 4.1: Evaluate and improve existing programs.				
				<i>ADU/AHU projects and reviewing lessons learned from other expedited review applications.</i>
	B. Evaluate the potential of offsetting land development and permitting fees for certain affordable housing projects.	9 to 12 months	Building and Development	<i>B&D is working with Housing and the County Attorney's Office on the development and implementation of an Affordable Housing Fee Waiver Ordinance. Staff proposed Fee Waiver Ordinance considered by the Board at 7/5/2022 meeting.</i>
	D. Require formal project kick-off meetings for affordable housing projects in the land development process.	6 months	Building and Development	<i>Process initiated with review of several avenues of communication, in addition to a kick-off meeting, that could be used to relay timely information about a project as part of our examination of the land development approval process.</i>
	F. Develop and adopt a policy to reduce parking requirements for 100 percent affordable housing developments.	9 to 12 months	Planning and Zoning	<i>Draft ZO Rewrite Chapter 5.5 – Parking includes parking reductions for affordable housing developments.</i>

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Objective 4: Provide incentives, establish priorities, and increase access to affordable housing.		Anticipated Timeframe	Primary Department	Progress
Strategy 4.1: Evaluate and improve existing programs.				
	C. Maintain/enhance the inventory of market affordable rental units to consider for acquisition/preservation. Include information about subsidies; rent restrictions; when the subsidies expire; location; quality; and management capability.	On-going	DHCD	Data base developed as part of UHNSP and regularly updated. See Attachments A & B.
Strategy 4.3: Improve housing stability and access to homeownership and rental housing.				
Key Actions to Increase Access to Home-ownership	A. Evaluate and develop recommendations for new programs and services that support homeownership.	9 to 12 months	DHCD	
	E. Facilitate the use of federal and Virginia Housing mortgage and other programs.	6 months	DHCD	\$10 million allocated in low-interest SPARC mortgage money from Virginia Housing for 2022.
	F. Partner with financial planning and credit counseling programs to offer programs to homeowners to improve financial literacy.	6 to 9 months	DHCD	Multiple meetings with HUD-certified Housing Counseling agencies and Northern Virginia legal Services. These agencies participated in Fair Housing and Homeownership Month activities. The Board appropriated ARPA funding to initiate housing and financial counseling program for renters and homeowners which is under development.
	G. Explore options for establishing public sector employee incentives in addition to the Public Employee Grant program.	9 to 12 months	DHCD	
	B. Regularly meet with renters, renter advocates, and landlords to devise a local rental housing protocol to address issues such as rent increase notices, tenancy termination, and installment payments for deposits and fees.	On-going	DHCD	Participating jurisdiction: Regional Committee for Eviction Prevention and Community Stability.

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Objective 4: Provide incentives, establish priorities, and increase access to affordable housing.		Anticipated Timeframe	Primary Department	Progress
Strategy 4.1: Evaluate and improve existing programs.				
				<i>A Tenants Work Group has been formed and is meeting monthly. Letter sent to landlords surveying for interest in the formation of similar Landlord Work Group.</i>
	D. Pursue federal and state rent subsidy vouchers.	On-going	<i>DHCD</i>	<i>FY 22 SRAP allocation increased by 16 vouchers.</i>
	G. Partner with financial planning and credit counseling programs to offer programs to renters to improve financial literacy.	6 to 9 months	<i>DHCD</i>	<i>Multiple meetings with HUD-certified Housing Counseling agencies and Northern Virginia legal Services. These agencies participated in Fair Housing and Homeownership Month activities. The Board appropriated ARPA funding to initiate housing and financial counseling program for renters and homeowners which is under development.</i>

Objective 5: Implement policy changes to support affordable housing production and preservation.		Anticipated Timeframe	Primary Department	Progress
Key Actions	A. Maintain the inventory of the County's stock of affordable housing.	On-going	<i>DHCD</i>	<i>Provided as attachment to the February 16, 2022, TLUC Information item.</i>
	C. Develop a no net loss policy for the Board's consideration.	6 months	<i>DHCD</i>	

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Objective 5: Implement policy changes to support affordable housing production and preservation.		Anticipated Timeframe	Primary Department	Progress
Strategy 5.2: Adopt clarifying policy for mixed-income housing in the transition and suburban compact neighborhoods land use designation.				
Key Actions	A. Adopt a policy interpretation in the review of land development applications.	6 months	Planning and Zoning	<i>TLUC is actively revising criteria for utilizing Suburban Compact Neighborhood place type when land is designated Suburban Mixed Use. The criteria include required targets for provision of attainable units. TLUC recommendations have been considered by the Board which directed a work plan for a future CPAM to consider amending current land use policy.</i>
Strategy 5.3: Remove regulatory barriers to affordability in the zoning ordinance and consider barriers during the zoning ordinance rewrite project.				
Key Actions	A. Review Zoning Ordinance regulations with the intent of removing barriers to and increasing affordability.	6 months	Planning and Zoning	<i>Included in the ZO Rewrite Code Audit.</i>
	B. Adopt a Resolution of Intent to Amend the Zoning Ordinance with a stated purpose of removing barriers to and increasing affordable housing.	6 months	Planning and Zoning	<i>The overarching ZO Rewrite ROIA was endorsed by the Board in November 2021. It included language to align the ZO with the 2019 GP, which supports removing barriers to affordable housing construction.</i>
	C. Ensure housing affordability is incorporated into all aspects of the Zoning Ordinance Rewrite process.	6 months	Planning and Zoning	<i>Draft ZO Rewrite Chapter 8 Attainable Housing is under development and will include additional</i>

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Objective 5: Implement policy changes to support affordable housing production and preservation.		Anticipated Timeframe	Primary Department	Progress
				<i>language to implement the UHNSP.</i>
Strategy 5.4: Support affordable housing located near transit centers and in the urban policy area.				
Key Actions	A. Use density bonuses as an incentive to attract affordable housing.	6 months	Planning and Zoning	<i>DPZ continues to rely on state code authorizing density bonuses for projects that provide specified minimum percentages of ADUs. Initiation of work group to devise strategies and implementation options in transit centers.</i>
	B. Use other incentives to attract affordable housing in the UPA such as building height increases, setback reductions, lot coverage increases, technical study waivers, buffer modifications, and parking reductions.	6 months	Planning and Zoning	<i>Actively working with developers that propose affordable housing in the UPA to support these types of modifications.</i>
	C. Adopt a specific policy that identifies the value of and desire for affordable housing to be in transit centers and the UPA.	6 months	DHCD	
	E. Prioritize funds for new rental units in communities that connect with transit, jobs, and services.	6 months	DHCD	