

CENTRAL VIRGINIA REGIONAL HOUSING PARTNERSHIP

Strategic Planning Retreat Report

August 30, 2019

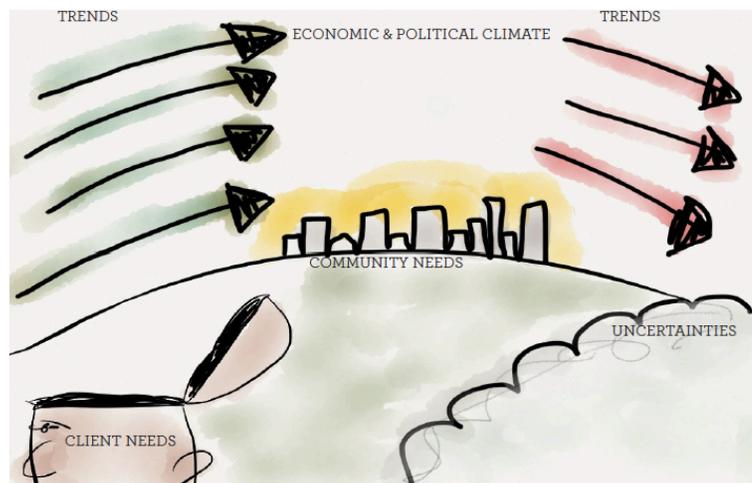
EXPECTATIONS

- Survival
- Short, medium, long-term goals
- Three to six action items
- Alignment/consensus across the region
- What does success look like?
- Sustainability of the partnership
- Partnerships outside of “the partnership”

MAP OF OUR LANDSCAPE

Positive Trends

- Consistency (people showing up)
- Us being here now
- Action-oriented meetings
- Other collaboratives engaging
- Bringing young families back
- Jurisdiction hiring to support the vision
- \$ from City and Albemarle
- Population increase
- Growing # of jobs
- Low unemployment
- Strong RE market
- Awareness of need
- Interconnectivity
- Momentum (post 8/17) – policy, zoning, comp. plan, housing plan



- Community priority
- Data-driven
- CVRHP
- Bias for action
- Motivated players
- Involvement of UVA

Negative Trends

- Costs (process gets in the way)
- Political misalignment
- NIMBY!
- Challenges of reality of young families returning
- Balance of density and growth
- Population increase
- Growing #of jobs
- Lack of housing supply
- Construction costs
- Low employment
- Fewer skilled workers
- Less Federal commitment
- Economic uncertainty
- Wage growth

- Competition in a negative way for resources
- Political tone
- Housing prices increasing

- Zoning – time, process, cost
- Need is now – time to plan
- Construction labor supply

Political/Economic Climate

- \$ from City and Albemarle affecting influencing other jurisdictions
- Political will growing
- \$
- Varying definitions of AFH
- Funding \$
- Dillon's Rule
- City vs county "rules"
- Regulations (+/-)
- Urbanization
- Desire to preserve the "rural culture"
- National issue
- Policy- nascent
- Radiating levels of political commitment
- Economic uncertainty
- Heat and light for good and bad
- Political transition – local, state, & national
- Moving toward cross jurisdictional cooperation
- Local tax balance
- Potential for private capital & public investment
- Low interest rates

Resident Needs

- Citizen activists voices growing
- Access to: safe, quality housing; transportation; jobs
- Wages
- Internet
- 12,000
- Value chain
- Housing ladder
- Agency
- Transit
- Deficit of units
- Wages- livable
- Investment to maintain/repair
- Existing units

Community Needs

- Varying definitions of AFH (needs, priorities)
- Balance density & growth
- Housing
- Transportation/transit
- Infrastructure
- Effective public engagement
- Broadband
- Greater regional coordination
- Need for comprehensive services- housing, transportation, health, jobs
- Quality of life- walkability, access
- Infrastructure- ex. Broadband
- Housing – address segregation
- Income diversity
- Housing for young professionals
- High need for low-income senior solutions

Uncertainties

- \$ is there enough
- Balance density & growth
- Will of unheard voices
- Varying definitions of AFH
- National economy
- UVA Growth
- Future zoning
- Automation of jobs
- Conservation easement/land use
- Climate change
- Economic
- Political
- The will to continue the momentum
- Policy, zoning, comp plans, housing plan
- Recession concerns
- Changing electeds

SIX WORDS

CVRHP exists to collaborate to ensure/influence/inspire access to healthy housing for all

- Develop regional solutions for affordable housing
- To facilitate cooperation within the region
- Ensure healthy housing access for all
- Implement solutions to meet regional needs
- Collaboratively create housing opportunities for all
- Identify solutions to regional housing challenges
- Promote healthy housing options for all
- Grow cooperation between housing stakeholders
- Improve the quality of life
- Promote a vision that ensures awareness and access to healthy housing
- Facilitate regional strategies to address affordability
- Ensure lasting awareness and housing access
- Create safe, affordable, and sustainable housing
- Holistically evaluate and address needs/opportunities
- Close the regional housing gap comprehensively
- Build regional visioning & systemic action
- Align communities reduce barriers to promote housing
- Bring all together
- Resolve regional affordable housing shortage
- Discover high impact affordable housing solutions

IMPACTS

1. There is a more dynamic housing system at all income levels to improve housing situations
 2. All identified zoning & regulatory barriers to healthy housing ecosystem are resolved.
 3. Organic/natural collaboration across jurisdictional lines to create comprehensive solutions
- Reduction of the HNA gap by 50% (6)
 - Qualitatively assessed satisfaction with housing opportunities in their community (2)
 - All identified zoning & regulatory barriers to health housing ecosystem are resolved (14)
 - There are policies in place that support preserving and creating diverse housing options for all (1)
 - Organic/natural collaboration across jurisdictional lines to create comprehensive solutions (6)
 - There is a more dynamic housing system with opportunities at all income levels to improve housing situation (8)
 - A discernable housing ladder of opportunity across the region (9)
 - Alignment between supply and demand for housing (2)
 - Leave a foundation of tools for the future (2)

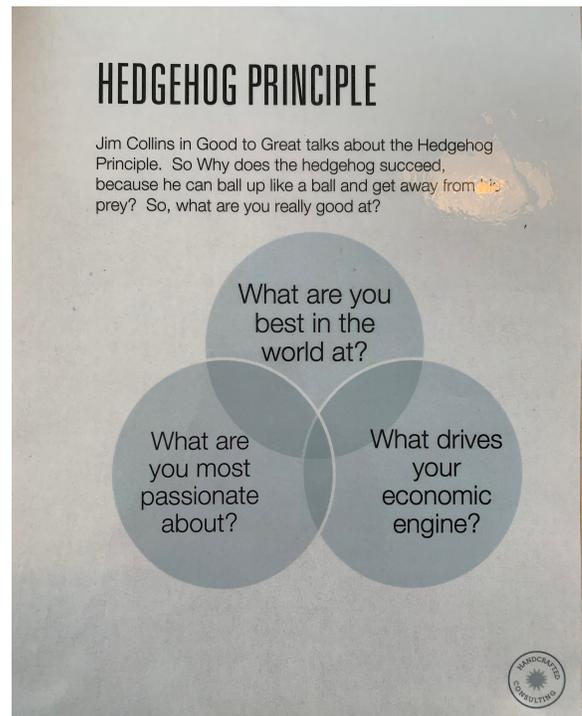
HEDGEHOG

What are you best in the world at?

- Identifying dynamic housing continuum
- Learn, educate, and communication
- Being nimble
- Creating consensus (anti-NIMBYism)
- Convening regional collaboration

What are you most passionate about?

- Regional lens



- Work across political boundaries to solve problems
- Equitable opportunity
- Advocating

- Changing zoning
- Planning policies that hinder affordability

What is your key metric?

- Resolving regulatory measures
- 21-day site plan approvals
- Updated compensation plans and zoning to align supply, demand, and community needs
- Eliminate SUPs for housing
- Each jurisdiction in planning district completes comprehensive update of code, policy, and

- process decrease advantage affordable housing
- Each jurisdiction creates a plan inclusive of all necessary tools such as data collection policy change, funding, etc... to build out ladder
- Establishment of unified and linked vision, policies and funding among the jurisdiction

STAKEHOLDER WHEEL

Stakeholder Wheel 1



Stakeholders	What they expect from you?	What you expect from them?
Citizens	Results	Feedback, Engagement, Flexibility
Elected Officials	Actionable solutions Collaboration	Buy-in
Staff	Support, guidance, coordination	Collaboration, implementation
Private Developers	Eliminate barriers, transparency, consistency	Accountability, efficiency, more productivity
Non-profits	Conversation, inclusion	Accountability, efficiency, more productivity
Employers	Housing to hire more employees, place at the table	Jobs, living wage
Commissions/Boards	Actionable solutions for collaboration	Collaboration Implementation

Stakeholder Wheel 2

Stakeholders	What they expect from you?	What you expect from them?
NPOs	Advocacy solutions, engagement, cohesion, expertise, partners	Engagement, feedback, advance our mission/advocacy
Investors	Viable opportunities Return on investment Recognition	Willingness to take risks Green tape
UVA	Advice of role to place Partnership/collaboration	Acknowledgement of impact Sourcing solutions (land, money, people) Regional lens
Staff	Collaboration Acknowledgement Compliance	Streamlined and consistent Collaboration (internal and external) Carrying load with PCs SMEs Green tape
Appointed Officials	Collaboration Solutions Respect for rules	Carrying "load" with staff Regional lens Green tape
Development Community	Streamlined across region Engagement/part of conversation Recognize profit need	Engagement/participation Patience Realistic expectations
Elected Officials	Collaboration Solutions/direction Respect for boundaries/rules	Flexibility Openness to change Engagement Acknowledgement Regional Lens Investment Green tape
Residents	Solutions Advocacy Health Housing Engagement	Engagement Openness to change Feedback

Stakeholder Wheel 3

Stakeholders	What they expect from you?	What you expect from them?
Residents	Evidence of action Listening and participation Advocacy Product	Participation
UVA	Partnership Inclusion	Research data Land/resources Civic responsibility
Local Gov't	Data and info Convene Partnership Recommendations Comprehensive considerations	Support Action Funding Sustainability
Funders/Banks	Data and info Partnerships	Funding Risk taking Financial Education
Builders - Public	Consensus Partnerships Data and info	Action Demonstrated Impact Creativity Dialogue
Builders - Private	Coordination Partnerships	Action Dialogue Civic Responsibility
Elected Officials	Data and info Guidance	Action Sustainability Prioritize funding

TOP 3 STAKEHOLDERS

Residents
Government Officials (elected, appointed, and staff)
Public/private developers

MOST IMPORTANT

Alignment of Current Comprehensive Plans

- Develop strategic housing plan in both jurisdictions, connected to each other*
- Work on regional level to eliminate comp. plan jurisdiction lines
- Determine regional legal disconnects*
- Build/strengthen relations – regionally and locally
- Determine regional disconnects
- Establish strategy for streamlining comprehensive plans around housing
- Visualize our region without boundaries
- Recommend development of review process/goals to be implemented across jurisdiction
- Set regional goals for housing production (along continuum)
- Revised comprehensive plan, reflective of the vision
- Ensure strategic housing plans mesh and are informed by transformation, food system, etc.. plans
- Develop clear expectations and guidelines for each jurisdiction to play its role*
- Develop 5 year baseline projection of housing study to establish baseline
- Enhance the planning process in rural localities
- Encourage the local government to increase housing development

UVA Collaboration

- Help UVA understand how it can help be part of solutions*
- Work with UVA
- Focus on UVA collaboration
- University planning/action/building more housing units
- Help UVA understand how it can participate in solutions
- Help UVA understand how it can be part of the solution*

Funding

- Facilitate clear funding goals and strategies in both jurisdictions
- Determine funding streams (sustainable) for affordable housing

Solutions

- Research solutions (what have other communities done)
- Research and institute a regional land bank
- Develop a plan for regional housing navigation system

Outreach/Education

- Offer educational events for stakeholders*
- Communicate and educate often with residents

- Create tools to foster internal and external communication of RHCP business
- Determine funding streams (sustainable) for affordable housing
- Offer education opportunities to stakeholders
- Develop a regional housing resource center for residents*
- Implement communication mechanism for public information dissemination
- Educate stakeholders on a systemic analysis of institutional racism (as predicate for the current)
- Develop schedule of community wide housing training/discussion session
- Create a value for community wide engagement a housing affordability issue *
- Educate public to enable truly regional lens

Community Engagement

- Allow end users to chime in regarding their actual needs*
- Reach out to stakeholders
- Get NFPs more noise
- Create buy-in in rural community*
- Host regional meeting in localities on what is work and not working*
- Ensure authentic and robust citizen engagement in planning/visioning process
- Hold regional housing resident information and assistance summit
- Establish trust between partners*
- Engage all regional localities and groups
- Focus on community lens
- Explore opportunities for community financial education*

Regional Planning

- Develop a comprehensive regional housing plan with chapters for each county*
- Facilitate collaboration across jurisdictions to solve housing affordability issues
- Create regionally adopted housing plan*
- Finalize housing plan

Shared Language

- Settle of definition of affordable housing – can be unique to specific regions
- Regional definition of affordable housing – “Healthy housing”

Top 5

1. Education/outreach and community engagement
2. Streamline comprehensive plan (zoning and land use)

3. State Policy/Legislation
4. UVA Collaboration
5. Internal – Developing Key Metrics

GOALS AND PRIORITIES FOR RHP

Education/Outreach and Community Engagement

- Annual summit
- Smaller lunch and learn/discussion groups
- Town halls in localities – to include UVA
- Online information and resources
- Regional housing has to connect needs and providers
- **Website: educational content/regional resources, links to housing stock, how to get involved, link to legislative agenda*******

Address Zoning/Comprehensive Plan Barriers

- Conversation started for regional comp plan *
- **Regional housing chapter to include each comp plan and identify each plan “meshing” with chapter *******
- Strongly encourage/facilitate alignment between each jurisdiction’s zoning and comp plan***
- Comparison/contrasting of comp plan/zoning*
- Identify case studies of effective zoning reform***

Develop Policy Agenda for General Assembly

- RHP legislative priorities (align, overlap, mirror jurisdictional priorities)*****
- Create legislative RHP committee**
- Review state code to identify barriers to affordable housing
- A meeting with out local legislatives ***
- Six jurisdiction elected officials roundtable
- Regional legislators presenting a finalized collaborative agenda for state legislators for next steps

UVA Collaboration

- Mapping of UVA employee residences
- Needs assessment – alignment of UVA needs with housing needs**
- Student advocacy for wage/housing from a working world perspective

- Progress in development AFH/workforce housing on existing UVA land*****
- Best practice research support group*
- Can university land/development/student housing opportunities alleviate expense of housing stock adjacent to UVA**

Internal – Developing Internal Metrics

- Community baseline perception today vs. actual change/improvement in 18 months (XX% of improvement)***
- **Develop clear metrics for each sector of housing via strategic housing plans with**
- **measuring progress over time*******
- Set measurable goals for each RHP strategic initiative ***
- Tracking building permits and the types of homes being built *