

# Implementation Strategy

## Years 2021-2023

Needs	Strategies	Units	3-year Funding Needed	City's 3-year Contribution
Individuals and families experiencing homelessness	Emergency shelter/housing units	250	\$9,000,000	\$3,000,000
	Permanent Supportive Housing units	100	\$30,000,000	\$3,000,000
Special needs	Special needs housing units	150	\$45,000,000	\$4,500,000
	Mixed-income multi-family housing units	200	\$30,000,000	\$4,286,000
Development of affordable rental units	Affordable rental housing units	1,000	\$200,000,000	\$10,000,000
	Single-family attached and detached	200	\$50,000,000	
Development of affordable homeownership units	Two-family homeownership unit + rental (\$350,000/UT)	100	\$35,000,000	\$1,750,000
	Rehabs for senior homeowners	60	\$3,900,000	\$1,950,000
Retention of existing units to stop displacement	Rental Rehab Loan program	25	\$1,625,000	\$812,500
	Homeowner Rehab program	60	\$3,900,000	\$1,950,000
	New manufactured housing for mobile home parks	15	\$1,017,000	\$508,500
<b>Three-Year Totals</b>		<b>2,160</b>	<b>\$409,442,000</b>	<b>\$31,757,000</b>
Policy, legislation	Create dedicated revenue source for AHTF. <i>Accomplished</i>			
	Amend the Zoning Ordinance to allow shelters and group homes by-right. <i>Accomplished</i>			
	Create a new Tax Rebate program for new construction multi-family mixed-income			
	Amend the Zoning Ordinance to permit churches to offer emergency shelter year-round. <i>Accomplished</i>			
	Create an innovative, social enterprise "Lodging Lab" to develop more efficient ways to build affordable housing			
	Amend the Zoning Ordinance to allow accessory dwelling units in all residential zoning districts			
	Encourage two-family unit development to allow buyers to lease the additional unit and reduce housing costs			
	Reform the City's Blight program to allow the City to quickly acquire vacant blighted lots and buildings and then provide the land/building to affordable nonprofit organizations to rehab or build new affordable housing			
Lobby for and get approved Inclusionary Zoning for the Commonwealth of Virginia and adopt a local ordinance				

*Assumes an emergency shelter/housing unit is an average cost of \$36,000; city's leverage \$1: \$3*

*Assumes a one-bedroom unit of supportive housing is an average cost of \$300,000; city's leverage \$1: \$10*

*Assumes a two-bedroom mixed-income rental units is an average cost of \$150,000; city's leverage \$1: \$7 through Tax Rebate*

*Assumes a two-bedroom affordable rental unit is an average cost of \$200,000; city's leverage \$1: \$20*

*Assumes a three-bedroom/two bath single family unit is an average cost of \$250,000; city's leverage \$1: \$20*

*Assumes the average cost to rehab an existing 1,000 SF, two bedroom and two bath home is \$65,000; city's leverage \$1: \$2*

*Assumes the average cost for new manufactured housing is \$67,800, three bedrooms/2 bath, city's leverage \$1: \$2*

## Years 2024-2026

Needs	Strategies	Units	3-year Funding Needed	City's 3-year Contribution
Special needs	Permanent Supportive Housing units	100	\$30,000,000	\$3,000,000
	Special needs housing units	150	\$45,000,000	\$4,500,000
Development of affordable rental units	Mixed-income multi-family housing units	400	\$60,000,000	\$8,572,000
	Affordable rental housing units	2,000	\$400,000,000	\$20,000,000
Development of affordable homeownership units	Single-family attached and detached	400	\$100,000,000	\$5,000,000
	Two-family homeownership unit + rental	300	\$105,000,000	\$5,250,000
Retention of existing units to stop displacement	Rehabs for senior homeowners	60	\$3,900,000	\$1,950,000
	Rental Rehab Loan program	35	\$2,275,000	\$1,137,500
	Homeowner Rehab program	60	\$3,900,000	\$1,950,000
	New manufactured housing for mobile home parks	35	\$2,373,000	\$1,186,500
<b>Three-Year Totals</b>		<b>3,540</b>	<b>\$752,448,000</b>	<b>\$62,546,000</b>

*Assumes an emergency shelter/housing unit is an average cost of \$36,000; city's leverage \$1: \$3*

*Assumes a one-bedroom unit of supportive housing is an average cost of \$300,000; city's leverage \$1: \$10*

*Assumes a two-bedroom mixed-income rental units is an average cost of \$150,000; city's leverage \$1: \$7 through Tax Rebate*

*Assumes a two-bedroom affordable rental unit is an average cost of \$200,000; city's leverage \$1: \$20*

*Assumes a three-bedroom/two bath single family unit is an average cost of \$250,000; city's leverage \$1: \$20*

*Assumes the average cost to rehab an existing 1,000 SF, two bedroom and two bath home is \$65,000; city's leverage \$1: \$2*

*Assumes the average cost for new manufactured housing is \$67,800, three bedrooms/2 bath, city's leverage \$1: \$2*

## Years 2027-2030

Needs	Strategies	Units	3-year Funding Needed	City's 3-year Contribution
Special needs	Permanent Supportive Housing units	100	\$30,000,000	\$3,000,000
	Special needs housing units	200	\$60,000,000	\$6,000,000
Development of affordable rental units	Mixed-income multi-family housing units	400	\$60,000,000	\$8,572,000
	Affordable rental housing units	2,500	\$500,000,000	\$25,000,000
Development of affordable homeownership units	Single-family attached and detached	600	\$150,000,000	\$7,500,000
	Two-family homeownership unit + rental	400	\$140,000,000	\$7,000,000
Retention of existing units to stop displacement	Rehabs for senior homeowners	80	\$5,200,000	\$2,600,000
	Rental Rehab Loan program	40	\$2,600,000	\$1,300,000
	Homeowner Rehab program	80	\$5,200,000	\$2,600,000
	New manufactured housing for mobile home parks	50	\$3,390,000	\$1,695,000
<b>Three-Year Totals</b>		<b>4,450</b>	<b>\$956,390,000</b>	<b>\$65,267,000</b>

*Assumes an emergency shelter/housing unit is an average cost of \$36,000; city's leverage \$1: \$3*

*Assumes a one-bedroom unit of supportive housing is an average cost of \$300,000; city's leverage \$1: \$10*

*Assumes a two-bedroom mixed-income rental units is an average cost of \$150,000; city's leverage \$1: \$7 through Tax Rebate*

*Assumes a two-bedroom affordable rental unit is an average cost of \$200,000; city's leverage \$1: \$20*

*Assumes a three-bedroom/two bath single family unit is an average cost of \$250,000; city's leverage \$1: \$20*

*Assumes the average cost to rehab an existing 1,000 SF, two bedroom and two bath home is \$65,000; city's leverage \$1: \$2*

*Assumes the average cost for new manufactured housing is \$67,800, three bedrooms/2 bath, city's leverage \$1: \$2*