RRRC Regional Housing Study Background

The Rappahannock-Rapidan Regional Commission (RRRC) has identified the need for a regional housing study based on requests received from member local governments related to the need for detailed housing data for use in long-range housing policy planning for their localities and the greater region. The RRRC proposes a regional housing study comprised of two primary focus areas:

1) Local & Regional Housing Data Collection and Analysis and

2) Analysis of Policies, Strategies, and Practices for Local & Regional Implementation

Capacity within the local governments in the region for conducting housing data and policy analysis varies and the first task will provide detailed data for the region's five counties and eight towns for use in long-range planning and policy making decisions. Likewise, the patterns of development within the Rappahannock-Rapidan region vary greatly and there is a recognition that each locality has unique opportunities that will impact potential implementation strategies and housing policies.

ATTACHMENT A

Scope of Services

"We", "Us" and "Our" shall refer to the Consultant, "You" and "Your" shall refer to the Client.

The following scope of work outlines our plan to complete the Regional Housing Study for the Rappahannock-Rapidan region.

1. PROJECT KICK-OFF MEETING (SITE VISIT #1)

Our work will begin with a project kick-off meeting with RRRC, the Regional Housing Stakeholder Workgroup, local government representatives, and other stakeholders as appropriate. During the meeting, we will discuss our approach to the project and make any modifications needed. We will also discuss information needs, timeline, and process. More specifically, during this session we will:

- Understand nuances with project background and review specifics of the project approach;
- Discuss expectations and desires surrounding stakeholder and community engagement;
- Develop a list of key stakeholders and partners for qualitative data collection;
- Explore the current system of housing and infrastructure development in the region and organizational capacity;
- Discuss shared goals for the project and possible barriers to achieving those goals; and
- Agree upon project management protocols.

This meeting will establish the working relationship we will have with your team. Camoin 310 will hold regular project management calls throughout the engagement to maintain the project schedule; we have found these project management calls are vital to ensure you are up-to-date on the project's progress. To streamline the focus of the calls, we will ask that RRRC designate representatives to be on the bi-weekly project management phone calls. We encourage the client to reach out to us with any questions or updates throughout the project between these calls.

RESULT | *This step will help develop the foundation for a smooth working relationship. It will be clear what is happening when, whom to contact, and when to expect work products.*

2. BASELINE DEMOGRAPHIC, ECONOMIC, & HOUSING SUPPLY ANALYSIS

To help set the framework for the housing analysis, we will develop a demographic and socioeconomic profile of the county and region that will be used for reference throughout the study. The demographic profile will provide data points on existing and projected trends such as: population distribution by age and income, number of households, median age, race, and ethnicity. We will also compile information on labor market size and commuter trends (inflow-outflow), as well as educational attainment and unemployment trends. This information helps set the foundation for identifying how these trends may impact future housing needs.

The Housing Supply Analysis will document the current housing supply and how that supply has changed over the past five to ten years. The inventory will look at the type of housing, quality, cost and affordability, vacancy, seasonality, and other key attributes. The inventory will specifically include the following:

- Owner- vs. renter-occupied housing supply;
- Affordability of housing supply;
- Age of housing stock;
- Single-family vs. multifamily housing;
- Vacancy trends;
- Home prices and rental rates;
- Building permits and housing development pipeline analysis;
- Continuum of care needs (e.g. active adult, independent, assisted living, memory care, nursing home);
- Year-round vs. seasonal housing; and
- Home-sharing and short-term rentals (e.g. Airbnb, Homeaway, VRBO).

Data will be collected for the region as a whole, each of the five counties individually, and each of the eight towns (as possible based on data availability). Results will be presented in a way that allows for individual communities to utilize the results.

RESULT | *This analysis creates a baseline of information that will inform the housing analysis. We will synthesize key findings from data collection into an easily readable executive summary report that presents major themes from the analysis. Supporting documents will be included as appendices. We will devote a project management call to collecting feedback on the report and subsequently updating as necessary.*

3. HOUSING BARRIER/GAP ANALYSIS

The housing barrier/gap analysis will take into consideration the projected socioeconomic changes and population growth compared to the existing supply to identify housing "gaps" and housing needed to fill those gaps in the future. This analysis will estimate how many housing units will be needed overall, and by income/cost range, housing type, age-group, etc. This analysis will also examine the need to replace existing housing stock that will become obsolete over the next ten to twenty years. The key components of the demand analysis include the following:

- Market-rate and affordable housing needs;
- Replacement housing demand (obsolete housing);
- Housing preferences (unit type, bedrooms, amenities, etc.);
- Seasonal vs. year-round housing needs;
- Workforce housing needs; and
- Special populations housing needs (students, senior, etc.).

RESULT | *This analysis will quantify the number and type of housing units that are needed at various price points. The analysis will first be conducted at the regional level, with the units then apportioned to the region's counties and towns based on current and projected demographic trends.*

4. STAKEHOLDER INTERVIEWS/FOCUS GROUPS (SITE VISIT #2)

As part of our engagement focus of this project, and to supplement our data analysis, we will travel to the region and conduct up to twenty (20) individual or group interviews over the course of 2 to 3 days. Interviewees will include project stakeholders such as Project Workgroup members, municipal staff, county

administrators, local real estate/housing experts, and major employers. In these interviews, we aim to understand the capacity for taking on additional housing strategies, current efforts underway, as well as previous housing projects that have both succeeded and not. In addition, we seek to understand how market conditions affect access to housing and employers' ability to attract and retain workers, as well as issues such as public infrastructure/service capacity. We will look to RRRC and/or local staff to establish contact and arrange the scheduling of these interviews at a mutually agreed-upon time and place. Those that cannot be scheduled during this trip will be conducted over the phone.

RESULT | *Interview findings will be aggregated to protect the confidentiality of the interviewees. Findings will be included in the final report as supplements to the data analysis.*

5. LOCAL CODE/ORDINANCE AUDITS

Camoin will conduct desktop audits of up to 7 local development codes. These codes will be selected in conjunction with RRRC and may be codes for counties, towns, or other jurisdictions. The purpose of these audits is to understand current regulations around housing provision and development and assess how these regulations may encourage or restrict the types of housing that are needed in the region's communities based on the results of the Housing Barrier/Gap Analysis (Task 3). This information will be used to craft appropriate housing strategy and policy recommendations. For each code, Camoin 310 will review the housing-related portion(s) in detail and note how existing code may present barriers for needed housing development and recommendations for revision.

RESULT | *The local code/ordinance audits will provide concrete recommendations on how codes could be modified to achieve the amount and type of housing that is needed in the subject communities and greater region.*

6. HOUSING POLICY & STRATEGY DEVELOPMENT

Developing housing strategies requires a holistic approach encompassing not only building and site availability and private sector investments, but also quality of life amenities and sustainable business practices (among other considerations). Using the information collected in the preceding steps, Camoin will begin to populate a list of housing strategies to accommodate existing and future housing demand in the RRRC region. Recognizing local constraints to achieving housing goals, we will recommend concrete action steps and a framework with which staff at various levels of government can make decisions.

Based on all work completed, we will provide recommendations for addressing current housing problems and ensuring that future housing needs are met. Recommendations will be tied to specific findings of the previous steps and will incorporate lessons learned from work completed and research conducted in comparable communities. Recommendations may cover strategies such as:

- Public-private partnerships;
- Public-nonprofit partnerships;
- Zoning and regulatory strategies;
- Revolving loan programs;
- Developer incentives;
- Homeownership incentives;
- Infrastructure and streetscape projects; and
- Programs for maintenance of older housing.

To the extent possible, recommendations will be specific to the region's various jurisdictions. Jurisdictions will likely be grouped based on similarities among the types housing issues they face.

RESULT | *Recommendations on best practices for achieving the types of housing quantified in the housing barrier/gap analysis. These recommendations will be presented in a format, such as a matrix, that shows how the various recommendations apply to each of the region's jurisdictions.*

7. DRAFT & FINAL REPORTS

Camoin 310 will compile the results of all work completed into a Draft Report. The body of the report will include the results of the analysis as well as recommendations for policies and strategies. Appended to the report will be supporting data analysis, the local code/ordinance audits, and other material. The Draft Report will include an executive summary written for a non-technical audience, which can be used as a standalone document for media and/or informational purposes. The Committee will review the Draft Report and provide comments. Camoin will address all comments and issue a Final Report.

RESULT | *Final written report incorporating all analysis and recommendations from the various elements of the project.*

8. REGIONAL HOUSING FORUM & PRESENTATIONS (SITE VISIT #3)

Camoin 310 will present findings in person at up to two events, as requested by the client. These may include a regional housing forum, a meeting of the RRRC Board, or another event. Camoin will prepare a PowerPoint slide deck that summarizes the results of the study at a level of detail suited to the format and length of each presentation. The slide deck(s) will be made available to the client for circulation to stakeholders after each presentation.

RESULT | *Camoin will participate in two presentations and make available PowerPoint slide decks as appropriate for each.*