

City of Charlotte

Neighborhood Equity & Stabilization Commission

Wednesday, June 14, 2023
5:30 p.m. – 7:00 p.m.

NEST Commission Members:

Angela Ambrose
Nadia Anderson
Melissa Gaston
Mitch Gibson

Kim Graham (Co-Chair)
Justin Harlow (Co-Chair)
Monique Humphries
Tonya Jameson

Roma Johnson
Vicki Jones
Marta Tataje
Kimberly Timmons-Hampton

City of Charlotte Staff Resources:

Shawn Heath, City Manager's Office
Rebecca Hefner, Housing & Neighborhood Services
Alysia Osborne, Planning, Design & Development

Guests:

Kathryn Firmin-Sellers, United Way of Greater Charlotte

AGENDA

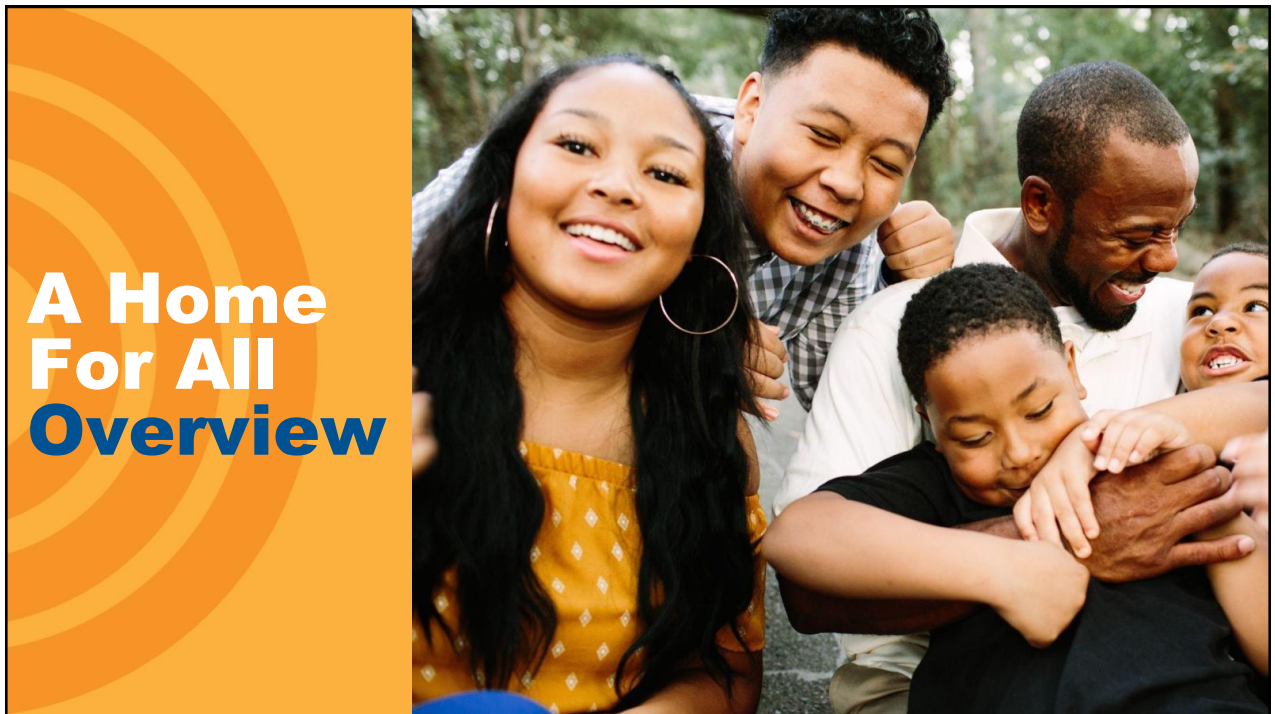
1. Welcome / Member and Guest Introductions	Kim Graham Justin Harlow (All)	10 mins	5:30 – 5:40
2 Home for All Overview The Home for All initiative was initiated in 2021 to address homelessness and the need for affordable housing in Char-Meck. United Way is leading the development and execution of the implementation plan and will provide an overview of the plan and answer questions.	United Way Kathryn Firmin-Sellers	20 mins	5:40 – 6:00
3 Housing, Safety & Community Committee Debrief <i>Debrief on the Housing, Safety & Community Committee June 5th response to the anti-displacement strategy.</i>	Kim Graham Justin Harlow	10 mins	6:00 – 6:10
4 NEST Recommendations <i>Continue discussions on NEST programmatic/investment recommendations coming from the May work stream meetings, in preparation for the August 7 Housing, Safety & Community committee meeting.</i>	Kim Graham Justin Harlow All	40 mins	6:10 – 6:50
5. NEST look ahead and Next Steps a. July 12 @ 5:30 pm full-commission meeting to finalize recommendations for August 7 HSC Committee b. August 7 @ 4:00 pm Housing, Safety & Community Committee	Kim Graham Justin Harlow	10 mins	6:50 – 7:00
Adjourn			

Next Meeting. The next NEST Commission meeting will occur Wednesday July 12, 2023 @ 5:30 p.m.

The Charlotte Neighborhood Equity and Stabilization Commission is established for a 3-year period beginning in 2022 and is charged with reviewing and recommending specific anti-displacement strategies and specific tools for protecting residents of moderate to high vulnerability of displacement.



1



2

A Home For All

Background

- Created to address homelessness and the need for affordable housing in Charlotte-Mecklenburg
- Developed with extensive community engagement
 - Over 250 individuals
 - More than 115 organizations, including 25 grassroots representatives
 - More than 20 homelessness services providers
 - Over 15 housing developers and landlords
 - More than 30 private sector organizations
 - Local government including city, county, CMS
- First framework to simultaneously and comprehensively address homelessness and housing
- Ensure that homelessness is rare, brief and non-recurring and ensure that everyone has access to affordable housing and the resources to sustain it

United Way
OF GREATER CHARLOTTE

3

A Home For All

Key Milestones

- April 2021 – Strategic planning to create framework launches
- September 2021 – Council hears presentation on scope, vision, objectives
- January 2022 – A Home For All Strategic Framework released
- May 2022 – United Way asked to quarterback implementation
- October 2022 – Implementation planning begins
- May 2023 – Implementation plan to be released
- July 2023 – Begin work to plan and pilot initial priorities

United Way
OF GREATER CHARLOTTE

4

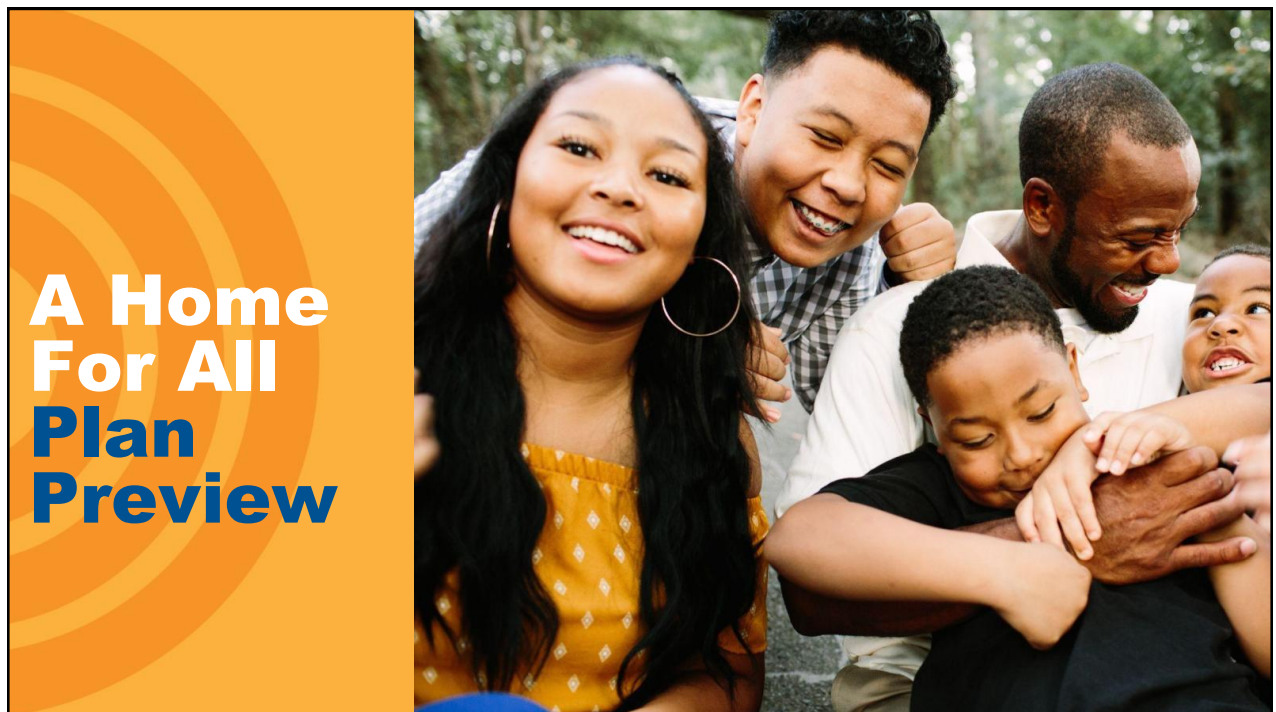
A Home For All

United Way's Role

- Serves as the “enduring structure” to lead the execution of the plan
- FY23 Activities
 - Develop implementation plan with actionable strategies, measurable targets
 - Develop Marketing/communications plan
 - Onboard staff
- FY24 Activities
 - Plan, pilot initial priorities
 - Convene and coordinate groups responsible for advancing pilots
 - Create evaluation plan
 - Collaborate with other partners to ensure funds are secured to advance all priorities

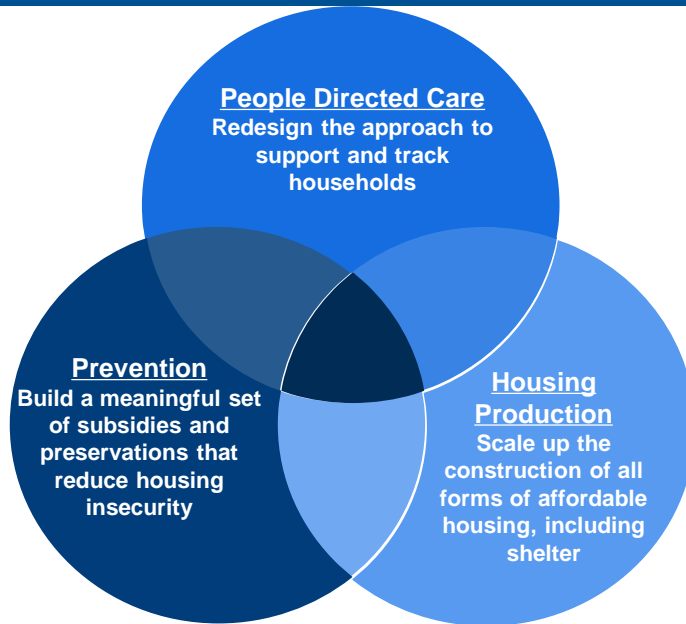
United Way
OF GREATER CHARLOTTE

5



6

Three Key Pillars



United Way
OF GREATER CHARLOTTE

7

Pillar 1 – Person Directed Care

Why

Charlotte-Mecklenburg has a **fractured, inefficient approach to care coordination** that doesn't seamlessly connect people to the services, increasing length of time people are homeless and housing insecurity.

What

System Navigators for those who are housing insecure and experiencing homelessness

Comprehensive coordinated **engagement and assessment system** to match people directly to needed support.

How

Flexible spending fund targeting wrap-around services and supports that are system independent

Dedicated funding

Pilot

Provide Systems Navigators to **families experiencing homelessness and in target neighborhood**

8

Pillar 2 - Prevention

Why	Rapidly increasing displacement and worsening racial inequality
	Increase funding to provide legal advocacy for eviction prevention
What	Expand use of critical home repair for homeowners
	Create upstream emergency rental assistance program to keep people housed
	Increase funding to preserve naturally occurring affordable housing
How	Strike fund with geographic priority
	Dedicated funding
Pilot	Test a strike fund in neighborhood with high displacement
	Pilot an upstream emergency rental assistance program

9

Pillar 3 – Housing Production

Why	Massive affordable housing gap with a growing homeless population
	Increase the construction new affordable housing from shelters to deeply affordable units
What	Develop a system-wide approach to onboard private landlords to accept housing vouchers and other subsidies
	Expand Housing Trust Fund with city, county and LISC cooperation
How	Staffing and flexible funding to launch system-wide approach to incentivize landlords to accept subsidy and vouchers
	Dedicated funding
Pilot	Joint city, county and LISC notice of funding availability
	Pilot system-wide landlord engagement model to bring target number of rental units into pool

10

Early Opportunities

- United Way will receive seed funding from City and County to advance initial priorities in FY24
- Funding from the City of Charlotte includes:
 - Upstream Emergency Rental Assistance (planning grant + pilot)
 - Landlord Recruitment and Retention (planning grant + pilot)
 - Eviction Prevention (scale)
- Funding from Mecklenburg County includes:
 - System navigation (planning grant)
 - Critical home repair (planning grant)
 - Upstream Emergency Rental Assistance (planning grant + pilot)
 - Landlord Recruitment and Retention (pilot)
 - Eviction Prevention (scale)

United Way
OF GREATER CHARLOTTE

11



THANK YOU!

United Way
OF GREATER CHARLOTTE

GET INVOLVED

unitedwaygreaterclt.org
704.372.7170

CONNECT

 @unitedwaygreaterclt
 unitedwaygreaterclt

12

NEST Recommendations Discussion

Link to Presentation: [NEST Recommendations draft](#)

JUNE 14, 2023

1

Charlotte's Anti-Displacement Strategy will support four goals, though support for businesses will be addressed through future planning.

GOAL 1

**SUPPORT
RESIDENTS**

Enhance housing stability
at both the household
and neighborhood levels

GOAL 2

**STRENGTHEN
COMMUNITIES**

Preserve social capital
and help communities
advocate and plan for
future needs

GOAL 3

**FOSTER
INCLUSIVITY**

Build trust and transparency;
ensure diverse participation
in decision-making about
displacement

GOAL 4

**EMPOWER
BUSINESSES**

Retain legacy businesses
and support local
entrepreneurship

*Strategies to be developed
through future planning efforts*

2

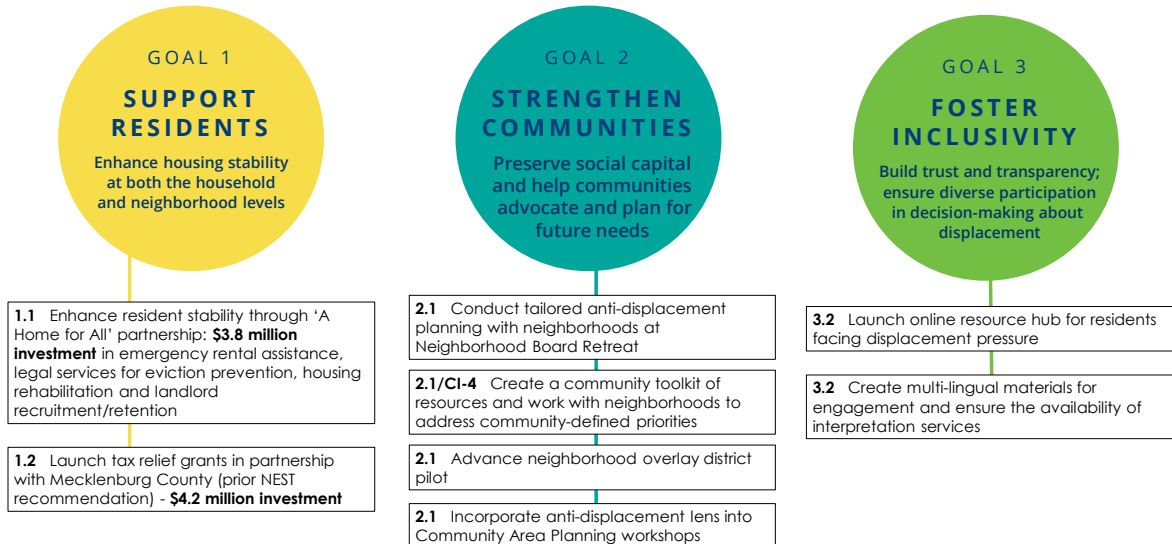
FY 2024 Budget Proposal

Council votes on budget adoption Monday, June 12

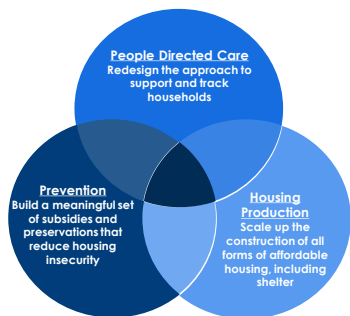


Expected Anti-Displacement Strategy Summer 2023

Advancing the Strategy: Activities in Progress



A Home for All: Early Investment Opportunities Aligned with Strategy Objective 1.1



Investment Area	Amount	Notes
Upstream emergency rental assistance	\$575,000	Planning grant and pilot program
Legal services for eviction prevention	\$200,000	Current request from Legal Aid NC
Housing rehab / emergency repair	\$2,500,000	Included in city budget
Landlord recruitment and retention (e.g., incentives to improve landlord acceptance of rental subsidies)	\$550,000	Planning grant and pilot program
\$3,825,000		

FY 2024 Budget Proposal – Tax Relief

Partnering with the County to Support our Residents

\$4.2m (ARPA)
for Mecklenburg County HOMES Program in FY 2024



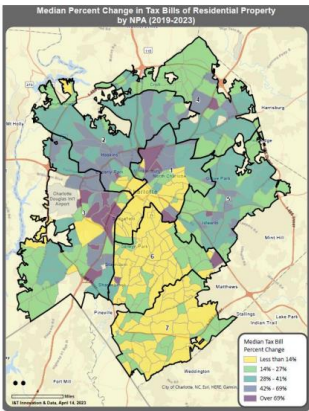
For homeowners in their home at least 3 years and earning less than 80% AMI



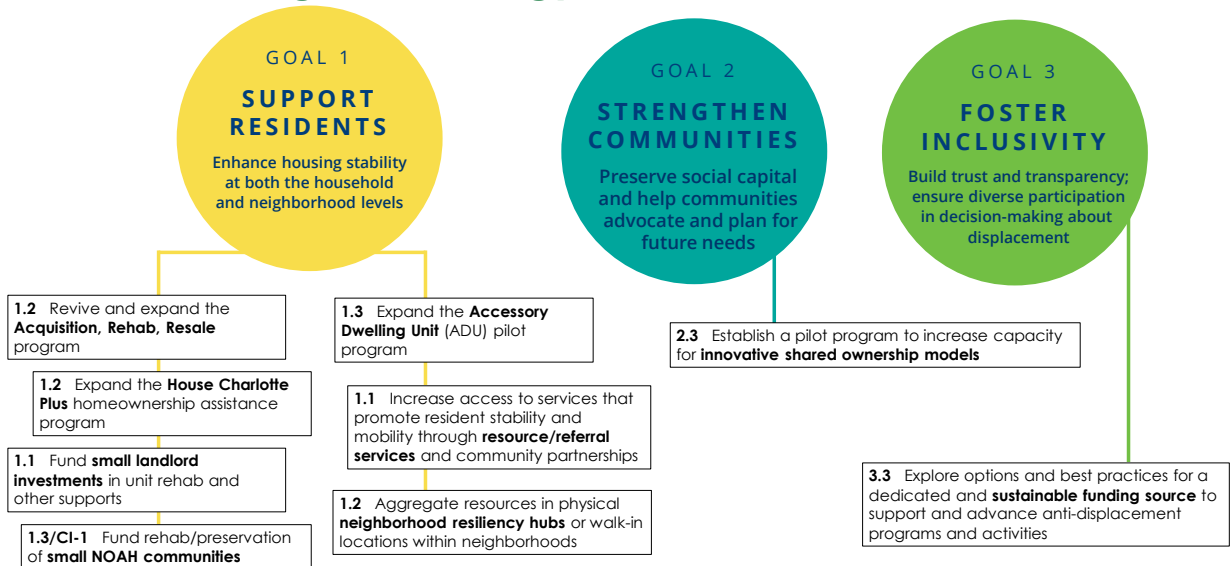
Provides assistance of 25% of city tax bill (up to median home value)



Reduces bill directly



Advancing the Strategy: NEST Recommendations



Programmatic Investment Unit Costs

Acquisition, Rehab, Resale (ARR) 15 units per \$1 million \$67,000 each	House Charlotte Plus 12 units per \$1 million \$80,000 each	Accessory Dwelling Units (ADUs) 10 ADUs/15 units per \$1 million \$70,000 each
Rehab/preserve small NOAH Communities (10-50 units) 33 units per \$1 million \$30,000 each	Small Landlord Investments 20 units per \$1 million \$50,000 each	Resource/Referral Services \$80,000 each per year +
Neighborhood Organizing and Resiliency Hubs \$100,000 each for 3 years	Innovative Shared Ownership Pilot \$250,000 in technical assistance	Anti-Displacement Funding Explore options

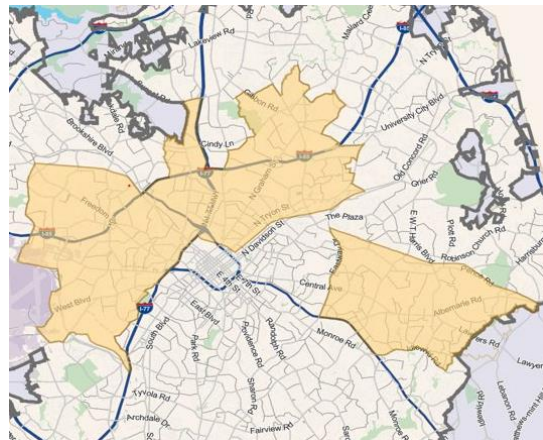
Acquisition, Rehabilitation & Re-sell

- ◀ Authorized by Council in 2021 with a \$1.5 million investment
- ◀ Funding is used to acquire the unit, complete rehab and subsidize cost to the buyer
- ◀ Creates available affordable stock for low- and moderate-income homeowners (investors may not purchase)
- ◀ Sales proceeds are recycled back into the program
- ◀ 20 units purchased with average subsidy at that time of \$30,000



House Charlotte Plus – Pilot Launched

- ◀ Up to \$80,000 in down payment assistance available in Corridors of Opportunity
- ◀ May be combined with other down payment programs
- ◀ Funding is provided in the form of a deferred forgivable loan for buyers below 80% of AMI and meet other qualifications
- ◀ Pilot program funding of x dollars supported homeownership for x households and was fully committed within x months



Accessory Dwelling Units (ADUs)

Homeowner Model

- Eligibility: Homeowners up to 80% AMI (*up to 110% AMI?*)
- Fund 100% construction cost for homeowners
- Owner receives income stream
- 15-year affordability restriction at various AMI levels for the ADU
- Property management included for homeowner model, includes taxes, insurance, and maintenance reserves
- Program recovers 50% of cost over time, recycles back into program

Investor-Owner Model

- Fund 40% of construction cost for local investors/developers
- 15-year affordability restriction at various AMI levels for both primary and accessory unit

Making it Easy

- ADU Program Guide
- Streamlined Application/Permit Process
- Pre-Approved/Buildable Plans – Mix of Sizes, Styles and Construction Types
- Map-based User Tool (potential for ADU on a site)
- Outreach and Promotion



11

Small Landlord Investments and Rehab/Preserve Small NOAH Communities

- ◀ **Investor-owned properties currently eligible for city rehab programs with 15-year affordability restriction**
- ◀ **Small landlords and developers want to be able to compete for city investment**
 - Through Housing Trust Fund Tune-up, NOAH eligibility has been expanded to include communities 10-49 units, but priority will still be given to larger communities (currently no separate funding source)
- ◀ **Gap in training/education, capital and capacity for community-focused real estate development**
 - E.g., [Jumpstart Germantown](#) – provides training, mentoring, networking and loans to local, aspiring developers

12

Resource / Referral Services



Neighborhood Organizing and Resiliency Hubs

- ◀ **Through Staying in Place, partnership under development with Knight Foundation, LIISC, Community Building Initiative and For the Struggle**
- ◀ **Community Organizing Training**
 - Train city staff, neighborhood leaders, residents and other community stakeholders on community organizing basics – together
 - Final session includes canvassing the Staying in Place neighborhoods to share anti-displacement resources
- ◀ **Neighborhood Info Networks**
 - Community-led approach to distributing information and creating two-way communication with city and county
 - Neighborhoods will create a plan to activate/mobilize quickly in threats/emergencies (e.g., displacement events)
- ◀ **Resiliency Hubs**
 - Neighborhood-based spaces that bring together resources that help residents achieve stability and support

Innovative Shared Ownership Pilot

◀ Design a pilot to increase community capacity to advance innovative shared ownership models

- Identify groups interested in establishing models such as residential cooperatives, community investment trusts, and community land trusts
- Dedicate \$250,000 in technical assistance to community and nonprofit partners interested in exploring shared ownership models
- Support acquisition of residential property by providing funding, identifying publicly-owned land, or helping to connect partners with property owners interested in selling property

Anti-Displacement Funding

◀ Explore best practices to advance **Objective 3.3:** **Dedicated funding to meet anti-displacement goals**

- Recommend an annual operating budget for anti-displacement programming and evaluate potential local funding sources that can meet funding needs
- Allocate a portion of existing affordable housing funding towards mitigating displacement – particularly towards preserving existing affordable housing stock

◀ Deliver recommendation to Housing, Safety, Community Committee in advance of the FY 2025 budget cycle

NEST Member Ranking Results

Recommendation	Member Ranking												Total
Acquisition, Rehab, Resale	2	4	1	1	3	2	4	3	4	4	1	2	31
House Charlotte Plus	3	1	2	7	1	1	3	8	5	1	1	4	37
Accessory Dwelling Units	6	2	4	2	2	4	6	2	7	2	4	1	42
Small NOAH Communities	5	5	7	4	3	5	5	4	2	3	1	5	49
Small Landlord Investments	7	3	5	3	2	3	8	6	1	7	4	3	52
Neighborhood Resiliency Hubs	4	7	6	6	1	7	2	1	6	5	7	7	59
Resource/Referral Services	8	8	3	8	1	8	1	5	3	6	6	8	65
Shared Ownership Pilot	1	6	8	5	3	6	7	7	8	8	2	6	67