

Affordable Housing Funding Policy

These policy goals focus on actionable measures that enhance housing stability, affordability, and economic mobility. Centered on measurable outcomes, this funding will prioritize populations vulnerable to displacement and lower-income workers, while promoting diverse housing options in high-impact locations. Key investment priorities include rental housing production, homeownership assistance, anti-displacement efforts, and supportive housing, with an emphasis on leveraging partnerships and incentivizing private market participation. The policy also encourages innovative, scalable models to address emerging housing challenges, ensuring that city investments drive meaningful, long-term impact.

Economic Mobility

Residents will have access to services that increase employment, income, and wealth and reduce barriers to housing stability.

Neighborhood Affordability

Residents of all incomes will have access to diverse housing options in thriving neighborhoods.

Residential Stability

Residents will have access to safe, quality, affordable housing and supports to help them maintain housing stability.

Resident and Neighborhood Outcomes

Measuring the impact of the city's housing investments and services is an integral component of the funding policy. Affordable housing investments have historically been tracked by counts of housing unit production and/or preservation. Starting in this bond cycle, funding will be allocated to develop and track outcome measures for residents and households supported by city housing investments.

2024 Housing Bond Investment Priorities

1. Priority Populations.

Focus on homebuyers, lower-wage workers, households at-risk for displacement and vulnerable populations.

- Homebuyers, up to 120% AMI, with a focus on 60-80% AMI.
- Workers in lower-wage occupations with a focus on 40-60% AMI, public sector workers, and households at-risk for displacement.
- Develop a prioritization policy that requires set-aside units for vulnerable populations, which may include elderly/older adults, veterans, disabled persons, households that have experienced a displacement event in Charlotte, students experiencing homelessness, youth aging out of foster care, re-entry, and survivors of intimate partner violence.
- Provide 20% of units at 30% AMI within tax credit developments and large-scale NOAH preservation.

2. Location Priorities

Incentivize locations where investment increases housing choice and creates the greatest impact.

- Align housing activities to the Comprehensive Plan place types and policy map
- Areas vulnerable to displacement, in alignment with the equitable growth framework
- Transit-Oriented Development areas, in alignment with planned transportation investments
- Locations with high housing location scores, based on proximity to services and amenities, access to jobs, degree of neighborhood change, and housing option diversity. High location scores will be prioritized over financial leverage.

3. Resident Services

Link housing and services to create stronger outcomes.

- Developments receiving bond funding will incorporate relevant and meaningful resident services that support the housing funding policy goals of residential stability, neighborhood affordability, and economic mobility.
- Example services may include workforce development and employment services, health and mental health care, childcare and education services, supportive services, and financial wellness.

4. Partnerships and Leverage

Build partnerships and leverage the market.

- Priority will be given to proposals that incorporate broad partnerships including leveraging a combination of public, private and philanthropic funding sources, partnerships to provide resident services, and investments that improve quality of life and access to opportunity (e.g., food access, transportation connectivity, park and recreation access, and infrastructure improvements).
- Priority will be given to proposals that utilize development allowances and incentives and leverage other investments to maximize affordability.
- Example partnership models include faith-based partnerships, TeamForce housing and other employer-supported housing models, supportive housing, staying in place models, and comprehensive place-based initiatives.
- Create incentives that activate private market participation in the provision of affordable housing.

5. Innovation

Activate bold ideas with potential to scale.

- Priority will be given to proposals that reflect innovative approaches to affordability or test new ideas to address emerging and unique community needs.
- Focus on ideas that may be repeatable and scalable, and serve to advance other city priorities.
- Example models may include innovative models of homeownership, new/underutilized housing typologies, development overlay options, new construction techniques, and building designs and strategies that lower costs of construction and/or maintenance costs for residents.

Housing Bond Investment Categories and Goals

Rental Housing Production New multi-family including mixed-use and mixed-income, Accessory Dwelling Units (ADUs), and missing middle production.	\$35 M
Homeownership New homeownership production (including single-family, townhomes, ADUs and missing middle), homeownership and downpayment assistance, and Acquisition-Rehab-Resale (ARR) Revolving Loan Fund.	\$25 M
Rental Housing Preservation and Anti-Displacement NOAH acquisition and rehabilitation, small/local landlord investments, and multi-family rehabilitation/redevelopment.	\$14 M
Supportive Housing and Shelter Capacity Single-use and scattered-site permanent supportive housing, transitional housing, and emergency shelter capacity.	\$9 M
Housing Rehabilitation and Emergency Repair	\$5 M
Innovation Pilot Fund	\$5 M
Site Acquisition – Current and Planned Transit Areas	\$5 M
Administration & Evaluation	\$2 M
	\$100 M

Effective Date: September 9, 2024

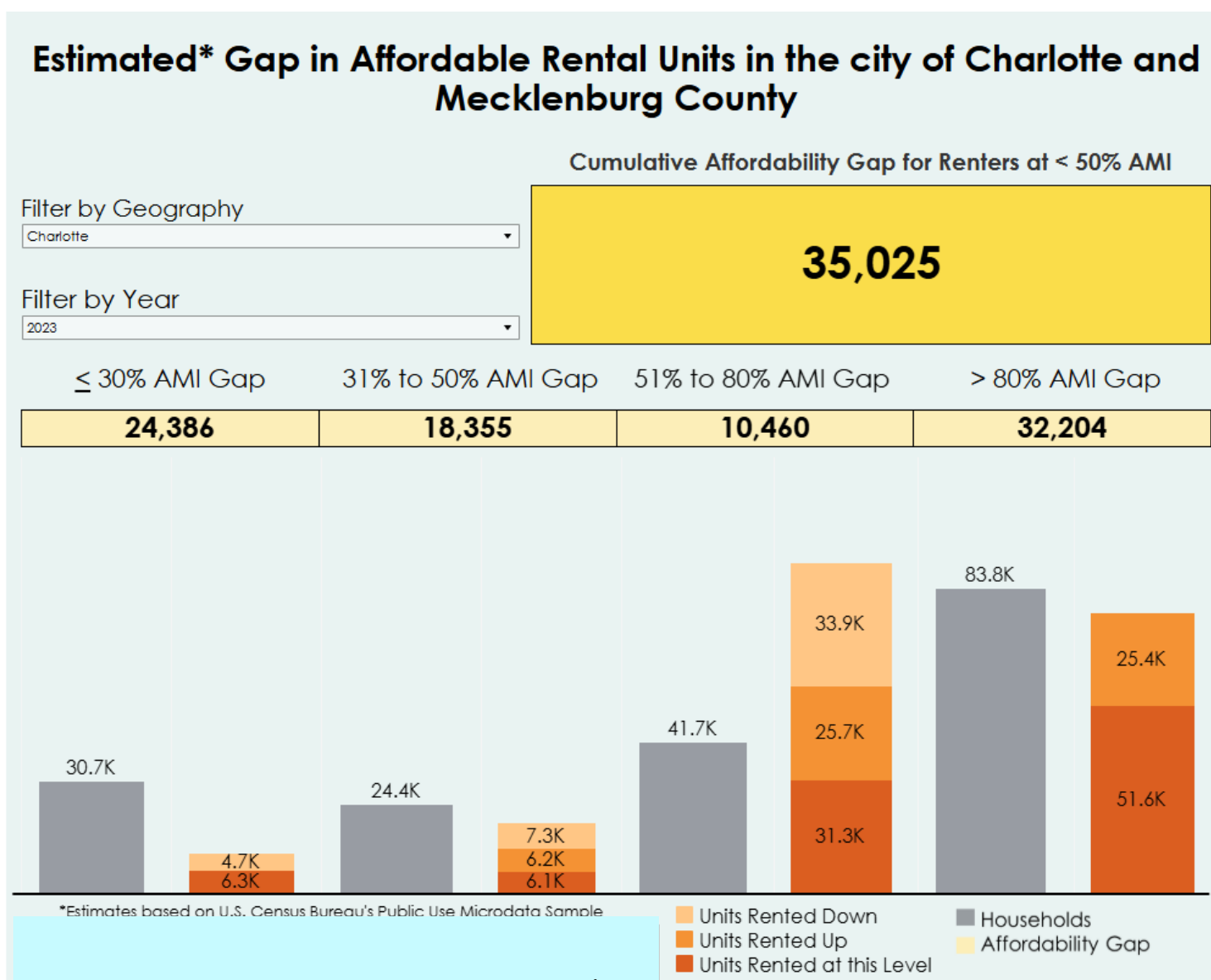
Rental Affordability Gap Dashboard

This dashboard provides the estimated gap in affordable rental housing in the city of Charlotte and Mecklenburg County by different levels of Area Median Income.

The dashboard can be viewed online at <https://data.charlottenc.gov/>.

Included in the online dashboard:

- Definitions: Provides definitions for key terms used in the dashboard, such as AMI (Area Median Income), Levels of Affordability, Units Rented Down/Up/At-This-Level, and Affordability Gap.
- Data Source: Explains where the data comes from.
- Calculations: Describes the nuances of rental mismatch in calculating the gap in affordable rental housing.



Find the Affordable Housing Gap dashboard online at <https://data.charlottenc.gov/>.

CHARLOTTE-MECKLENBURG

HOUSING & HOMELESSNESS DATA FACTSHEET | 2024

HOUSING INSTABILITY

The numbers in this table illustrate the problem of **housing instability** in Charlotte-Mecklenburg. Housing Instability means that a household has not yet experienced homelessness. It includes living in overcrowded and/or substandard housing; difficulty paying rent and/or mortgage; and experiencing frequent moves due to economic and/or affordability reasons. Households experiencing housing instability are at an increased risk for losing their housing.

Area Median Income (AMI)	FY 2024	For Single Individual <ul style="list-style-type: none"> \$22,300 – 30% AMI \$37,100 – 50% AMI \$59,400 – 80% AMI 	For Family of 4 <ul style="list-style-type: none"> \$31,800 – 30% AMI \$53,000 – 50% AMI \$84,800 – 80% AMI 	AMI is updated annually by HUD; and is applied by specific geographic/statistical areas. AMI is used to set eligibility guidelines for housing assistance and formulate limits for financial assistance. AMI can be used as a system tool to prioritize funding assistance across the housing continuum. As context, Median Family Income for a family of four is \$106,000.
Cost-Burdened Households	2023	<ul style="list-style-type: none"> 106,965 Renter Households 44,832 Owner-Occupied Households 		Cost-burdened means that a household is spending more than 30% of their income on housing-related expenses. With fewer resources to dedicate to other expenses, cost burdened households are one crisis away from losing housing.
Evictions	FY 2024	<ul style="list-style-type: none"> 46,026 Formal Evictions Filed (3,836/month) 29,716 Formal evictions granted in whole/part 		Eviction filings capture the number of formal evictions filed in Mecklenburg County courts. Not all formal evictions are granted (whether in whole or in part), nor proceed to padlocking (which can mean homelessness). However, an eviction filing, even if resolved, can pose a barrier to finding housing in the future. Formal evictions are therefore an undercount of all the evictions that occur in Mecklenburg County in a given year.
Fair Market Rent (FMR)	FY 2024	<ul style="list-style-type: none"> \$1,347 for Efficiency \$1,384 for 1-bedroom \$1,554 for 2-bedroom \$1,936 for 3-bedroom \$2,481 for 4-bedroom 		FMR, which is established by HUD, indicates the rent required in order to obtain privately-owned, decent, safe, and sanitary rental housing in a given area. FMR includes the cost of utilities (excluding telephone) and is calculated for units of varying sizes. FMR is used to determine standard payments for federal housing assistance programs. For comparison, at 30% AMI a household of four can afford a rent of \$795 per month, whereas FMR for a 2-bed apartment is \$1,554.
Housing Gap	2023, 2022	<ul style="list-style-type: none"> 27,693-unit shortage in units affordable and available to households below 30% of AMI in <u>Mecklenburg County (2023 ACS)</u> 45,765-unit shortage in units affordable and available to households under 30% of AMI in the <u>Charlotte-Concord-Gastonia, NC-SC MSA (2022 ACS PUMS)</u> 		This gap refers to the number of units that are unavailable and/or unaffordable to households earning less than 30% AMI in Mecklenburg County. It is also provided for the Charlotte MSA (updated annually by the National Low Income Housing Coalition). The gap is the result of both an overall housing shortfall as well as a rental mismatch, which decreases housing stock available and affordable to households earning the least.
Wages	2024	<ul style="list-style-type: none"> 147 hours a week to afford a 1-bedroom unit at FMR if earning minimum wage (\$7.25) \$377 monthly rent affordable if earning minimum wage (\$7.25) 		This information (updated annually by the National Low Income Housing Coalition) highlights the large gap between housing costs and wages; and further illustrates the need for housing affordable to households with incomes less than 30% of AMI.

CHARLOTTE-MECKLENBURG

HOUSING & HOMELESSNESS DATA FACTSHEET | 2024

HOMELESSNESS

The numbers below illustrate the problem of **homelessness** in Charlotte-Mecklenburg. The definition of homelessness varies by funding source. It can include "literal homelessness," which means living in a shelter or transitional housing facility, fleeing domestic violence; living in an unsheltered location; doubled up with family/friends; and/or living in a hotel/motel.

Coordinated Entry	FY 2024	<ul style="list-style-type: none"> • 4,577 Virtual/in-person housing needs assessments (381/month) • 3,460 Single households • 1,052 Households with minor children • 65 Multiple adult households 	These numbers help illustrate the need for housing by providing the number of the number of households who reach out to the Coordinated Entry hotline for housing assistance. The count includes households who are at risk of or currently experiencing homelessness. The number of housing needs assessments provides an annual estimate of the number of homeless individuals who are seeking assistance.
One Number	Median FY2024	<ul style="list-style-type: none"> • 2,839 Total People • 284 Families (974 people in families) • 1,731 Single Individuals • 115 Unaccompanied Youth (age 18 – 24) 	The One Number provides the most current and accurate snapshot for the number of people experiencing literal homelessness. The One Number, which is generated by HMIS and updated monthly, creates a by-name list that can be used to better understand flow into and out of homelessness. The median is provided here to account for fluctuations during the year.
Point-in-Time Count (PIT)	January 2024	<ul style="list-style-type: none"> • 1.76 Homelessness Rate Per Capita (1,000) • 2,095 Total People • 9% (179 person) increase since 2023 • 18% (384) slept in unsheltered locations 	A required activity for federal funding, the PIT Count provides an annual snapshot of literal homelessness for one night in January. Like the One Number, the PIT Count describes literal homelessness; however, the PIT Count is only completed once per year; captures the number of people on one night only; and is generally recognized as an undercount.
Emergency Shelter Length of Stay	Oct 2022 – Sept 2023	<ul style="list-style-type: none"> • 133 Average Days (5 day increase from 2022) • 55 Median Days 	The average and median length of stay in emergency shelter help illustrate the connection between homelessness and housing. When there are few or no housing options available, length of stay in emergency shelter increases.
Students Experiencing Homelessness	2023 – 2024 School Year	<ul style="list-style-type: none"> • 5,447 Charlotte-Mecklenburg Students (13% increase from 2022-2023 school year; 65% were doubled up and 23% were in hotels) 	Also known as McKinney-Vento, this number is calculated annually at the end of an academic year. Currently, it is the only community estimate for the number of people experiencing homelessness in doubled-up situations and/or in hotels or motels. However, it is an annualized estimate. The end of the year total may include households who were homeless in October and found housing one month later. In addition, the McKinney-Vento number does not necessarily capture all household members experiencing homelessness. McKinney-Vento assistance is designed by the U.S. Department of Education to address the needs of children and youth experiencing homelessness and ensure educational rights and protections.

Housing & Neighborhood Services
2025 Area Median Family Income Charlotte, NC
HouseCharlotte Program
AMI Matrix - Effective June 1, 2025

FAMILY SIZE								
% OF INCOME	1	2	3	4	5	6	7	8
20%	\$15,750	\$17,950	\$20,200	\$22,450	\$24,250	\$26,050	\$27,850	\$29,650
30%	\$23,600	\$26,950	\$30,300	\$33,650	\$36,350	\$39,050	\$41,750	\$44,450
40%	\$31,450	\$35,900	\$40,400	\$44,900	\$48,500	\$52,100	\$55,650	\$59,250
50%	\$39,300	\$44,900	\$50,500	\$56,100	\$60,600	\$65,100	\$69,600	\$74,100
60%	\$47,160	\$53,880	\$60,600	\$67,320	\$ 72,720	\$78,120	\$83,520	\$88,920
70%	\$55,000	\$62,850	\$70,700	\$78,550	\$84,850	\$91,150	\$97,450	\$103,750
80%	\$62,850	\$71,800	\$80,800	\$89,750	\$96,950	\$104,150	\$111,300	\$118,500
90%	\$70,750	\$80,800	\$90,900	\$101,000	\$109,100	\$117,200	\$125,300	\$133,400
100%	\$78,600	\$89,800	\$101,000	\$112,200	\$121,200	\$130,200	\$139,200	\$148,200
110%	\$86,450	\$98,800	\$111,100	\$123,400	\$133,300	\$143,200	\$153,100	\$163,000
120%	\$94,320	\$107,760	\$121,200	\$134,640	\$145,440	\$156,240	\$167,040	\$177,840

2025 Adjusted Home Income Limits
House Charlotte AMI Max

Housing Services Programs at a Glance

House Charlotte Downpayment Assistance

The City of Charlotte offers deferred forgivable loans to eligible low and moderate income families to purchase a home within the city limits. Call (704) 705-3999 to learn more.

Housing Rehabilitation

City housing rehabilitation programs offers grants or low interest loans and focus on services for elderly or disabled homeowners. Provided repairs may include code violation repairs, accessibility modifications and energy efficient retrofits. For more information, call (704) 336-3311.

Lead Hazard Control

The City addresses unsafe lead paint conditions in homes and rental properties, built before 1970, that pose a hazard to families. For more information, call (704) 336-3311.

Rental Deposit Assistance

The Deposit Assistance Program is a partnership between the City of Charlotte and the Housing Collaborative. Qualified Charlotte residents can access assistance to move into permanent rental housing in Charlotte. Households must of experienced a COVID impact. Applications are available at www.cltdap.com.

Homelessness Assistance/Emergency Housing

The City participates with a network of nonprofit agencies working to end and prevent homelessness. Assistance related to homelessness is provided through a coordinated entry process. Call (704) 284-9665.

Resources for Developers

The City works with nonprofit and for-profit developers to increase affordable housing options for low and moderate income households. For more information, contact (704) 336-2482.

Resources for Nonprofit Partners

Nonprofit housing organizations play a vital role in serving the housing needs of low and moderate income households. The City partners with these organizations to develop innovative affordable housing options. Please contact (704) 336-2489 learn more.

To learn more about the City of Charlotte's Housing & Neighborhood Services, please visit charlottenc.gov/housing or call 704-336-3380.



Additional Resources Provided by City Partners

Critical Home Repair

Habitat for Humanity Charlotte's Critical Home Repair (CHR) provides major repairs at a deeply discounted rate to keep homeowners safe and warm, and from being displaced from their homes. In addition, CHR helps preserve Charlotte's affordable housing stock. For more information, call (704) 716-5639.

Rebuilding Together of Greater Charlotte (RTGC) repairs homes to make them safer and healthier, addressing hazards like falls, fires, and mold. They partner with local organizations, volunteers and contractors to help residents create vibrant communities. To learn more, call (704) 898-5338.

Weatherization

Blue Ridge Community Action provides free weatherization and energy efficiency programs. The services of the Weatherization Assistance Program reduce your energy costs by making your home more energy efficient. These services reduce the average annual energy costs by \$300 per home. To learn more, call (828) 438-6255.



Housing Education & Counseling

Financial Literacy

Financial literacy and education are underlying issues that affect one's housing stability. That's why financial literacy is essential to helping families obtain and sustain housing.

Pre-Homeownership Counseling

Pre-homeownership services include improving knowledge of budgeting, credit repair, mortgage loan approval, assisting in locating a home and assisting in negotiating mortgage loan terms, the purchase price, and mortgage loan closing process.

Foreclosure Prevention

If you are at risk of foreclosure, it is important to reach out for help as early as possible. Resources are available to assist you.

The following agencies can provide these services:

- DreamKey Partners: (704) 342-0933
- NC Housing Finance Agency: (888) 442-8188



HOUSING TRUST FUND 20 YEAR ANNIVERSARY





The Housing Trust Fund has been a cornerstone in the effort to preserve and create affordable housing options in Charlotte. The first developments were funded in 2002, and we are proud of its 20-year history. As of Dec. 31, 2021, the Housing Trust Fund has provided more than \$218.8 million in gap financing for 10,869 new and rehabilitated affordable housing units and 888 shelter beds.

The Housing Trust Fund has been able to accomplish this through collaborations with nonprofits, private companies and investors, and other government agencies. We know how important and necessary this work is, and we cannot do this alone. We are honored to have worked with so many dedicated and talented professionals who work diligently to preserve and create affordable housing in Charlotte.

We are aware of the struggles that so many Charlotteans have faced, especially over the last two years and with the challenges that the pandemic has brought. This has made it even more difficult for people to find housing that is affordable. While we take a moment to highlight the work we have accomplished over the last 20 years, we are also looking to the future: the future we are building, a future for the residents of Charlotte, and how we can make it better and more equitable for all.

We are still in the beginning phase of implementing the Mayor's Racial Equity Initiative, which we expect will be the new American standard for achieving social justice, economic opportunity, and upward mobility through transformational public-private partnerships.

I have seen firsthand how a community can step up and work together: how the public, private, and nonprofit sectors can collaborate for the residents of Charlotte. As part of this process at the city, we are constantly evaluating how we can improve. This year, the Great Neighborhoods Committee will analyze the Housing Trust Fund, including reviewing the strengths of the program over its 20-year history, identifying areas for improvement, and discussing how things may be done differently as Charlotte changes and grows.

The Housing Trust Fund has allowed us to build and preserve thousands of affordable units over the last 20 years. We will continue to work with all of our partners in the public, private, and nonprofit sectors to ensure that Charlotte residents will continue to have safe, quality, affordable places for the next 20 years and beyond.

Vi Lyles

Vi Lyles
Mayor, City of Charlotte



OVERVIEW OF THE HOUSING TRUST FUND

HTF 20 YEAR SUMMARY

10,869 new and rehabilitated affordable housing units.
+
888 shelter beds for those experiencing homelessness.

OF THAT TOTAL...

3,690 units for households earning under \$25,250/yr for a family of 4.

The City's primary tool for creating and preserving affordable housing is the Housing Trust Fund (HTF).

The HTF provides gap financing to developers to cover the cost of building affordable developments. This gap financing helps build, restore, and repair affordable housing to ensure that Charlotteans have safe, quality, affordable places to live.

Charlotte City Council established the HTF in 2001 to provide financing for affordable housing. As of Dec. 31, 2021, the HTF has financed 10,869 new and rehabilitated affordable housing units and 888 shelter beds. Of that total, 3,690 units were for households earning less than 30% of the area median income, or under \$25,250 per year for a family of four.

This fund is capitalized every two years by voter-approved general obligation bonds. Since November 2018, Charlotte voters have approved \$100 million in housing bonds. Since that time, \$87,584,600 has been allocated toward affordable housing, and 4,764 units have been financed.

WHAT DOES “AFFORDABLE HOUSING” REALLY MEAN?

Affordable housing investments make Charlotte more affordable for pre-school teachers, health care aides, police officers, firefighters, workers in hospitality, retail and emergency services, and so many others. These investments also help to support our neighbors experiencing homelessness.

AREA MEDIAN INCOME

When the city invests in the development or preservation of affordable housing units, it is required that the rent or sales price of the unit will be affordable for households earning a specific level of income, which is based on Area Median Income (AMI).

The AMI is the midpoint of a region’s income distribution—half of the families in the region earn more than the median and half earn less than the median. The U.S. Department of Housing and Urban Development (HUD) defines and calculates different levels of AMI for geographies across the country by household size.

The AMI for a family of four in Charlotte is currently \$84,200.

% of Income	Family of 1	Family of 2	Family of 3	Family of 4	Family of 5	Family of 6
20%	\$11,800	\$13,500	\$15,200	\$16,850	\$18,200	\$19,550
30%	\$17,700	\$20,200	\$22,750	\$25,250	\$27,300	\$29,300
40%	\$23,600	\$26,950	\$30,350	\$33,700	\$36,400	\$39,100
50%	\$29,500	\$33,700	\$37,900	\$42,100	\$45,500	\$48,850
60%	\$35,400	\$40,440	\$45,480	\$50,520	\$54,600	\$58,620
70%	\$41,300	\$47,200	\$53,050	\$58,950	\$63,700	\$68,400
80%	\$47,150	\$53,900	\$60,650	\$67,350	\$72,750	\$78,150
90%	\$53,100	\$60,650	\$68,200	\$75,800	\$81,900	\$87,950
100%	\$59,000	\$67,400	\$75,800	\$84,200	\$91,000	\$97,700

*2021 Adjusted Home Income Limits. Full table can be found at: charlottenc.gov/hns/housing.

THE HOUSING CONTINUUM

The City of Charlotte provides a continuum of programs and services to meet the unique needs of extremely-low and low-to-moderate income individuals and families, from homelessness support to homeownership.



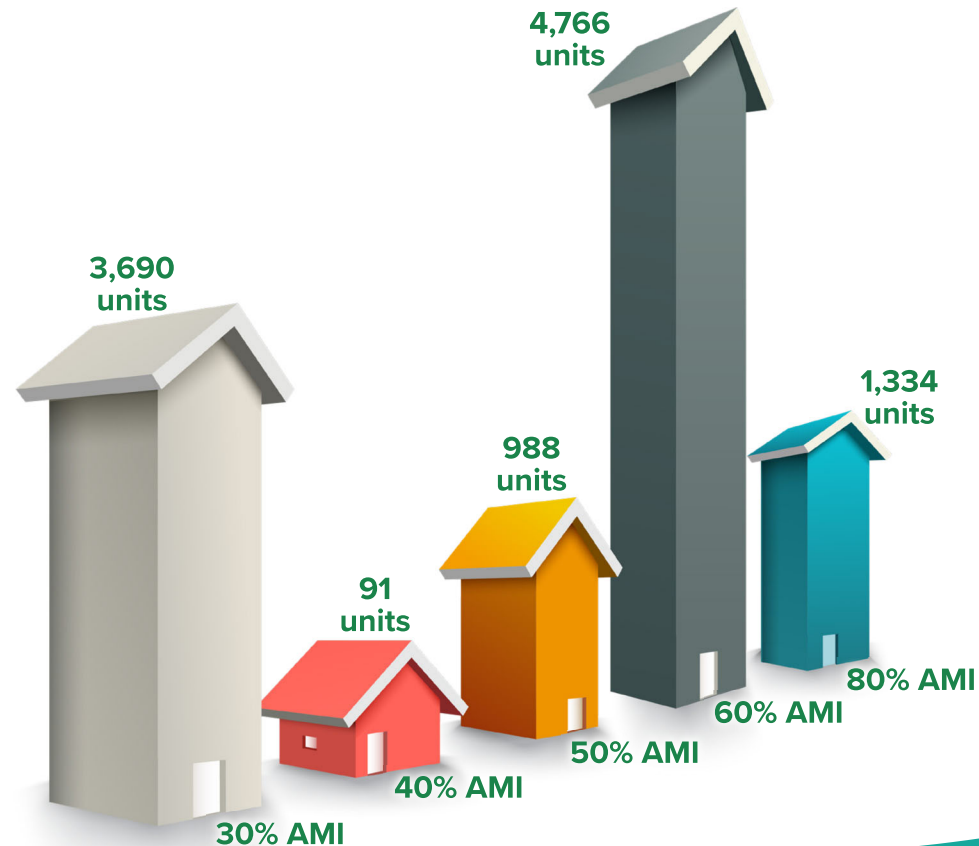
HOUSING TRUST FUND ACCOMPLISHMENTS

10,869

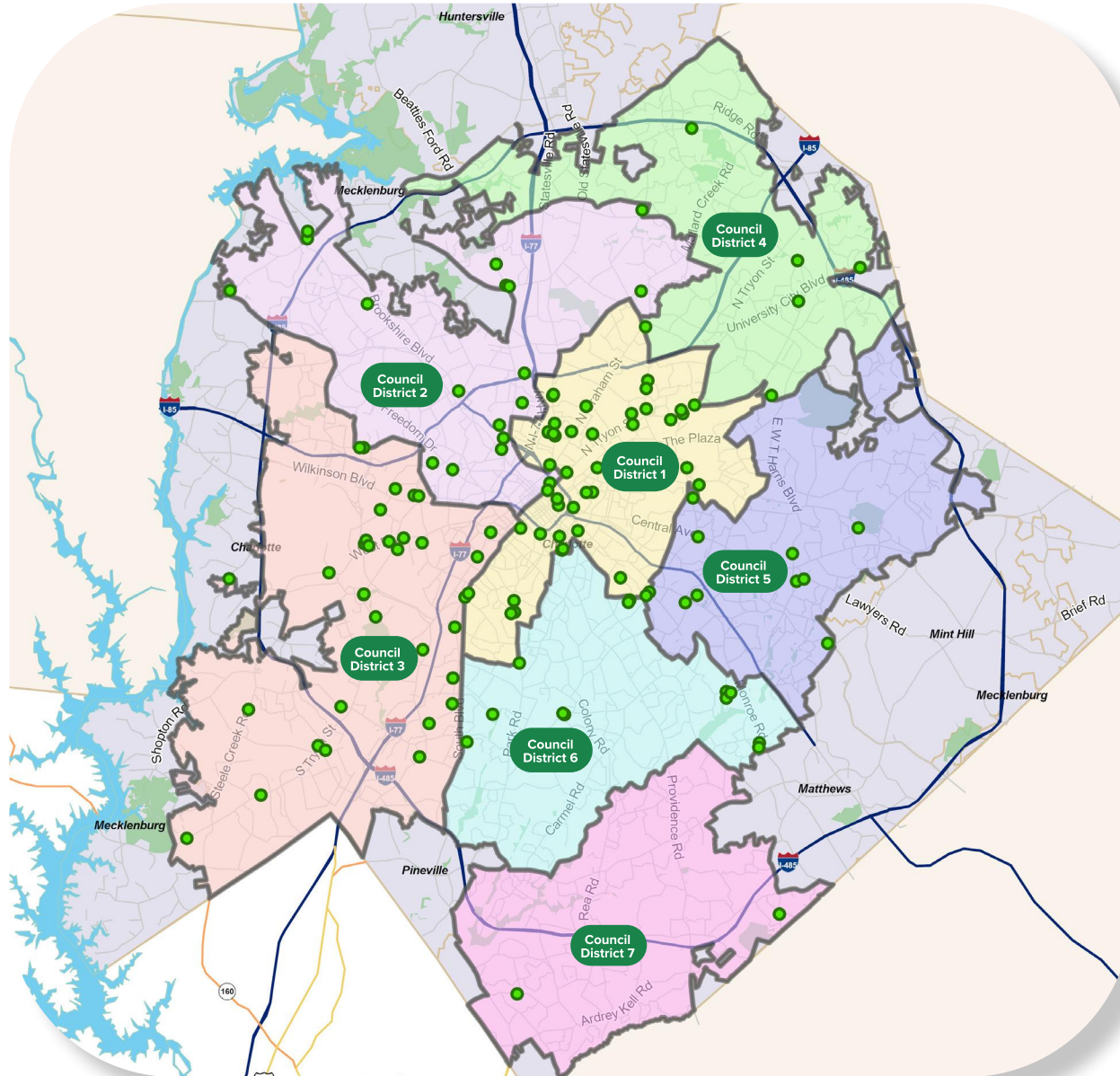
new and rehabilitated affordable
housing units.

888

shelter beds for those experiencing
homelessness.



HOUSING TRUST FUND DEVELOPMENTS TO DATE



● = HTF Developments

HISTORY OF THE HOUSING TRUST FUND

2002

The Housing Trust Fund is initially funded with \$10 million from voter-approved bonds. Projects focus on single-family homes and homeownership, as well as housing for people with special needs.

2003

Voters approve \$20 million. The focus of the fund becomes multi-family new construction and rehabilitation in addition to homeownership in revitalization neighborhoods. Special needs populations like the elderly, disabled, and homeless become a priority.

2004

Voters approve \$15 million.

2006

Voters approve \$10 million, and new guidelines outline long-term affordability. New minimum affordability requirements are established.

2008

Voters approve \$10 million.

2010

Voters approve \$15 million.

2012

Focus shifts to special needs housing. In the aftermath of the 2008 housing crash, the HTF shifts to neighborhood stabilization, and housing for the chronically homeless.

HISTORY OF THE HOUSING TRUST FUND

2014, 2016

Voters approve \$15 million.

The Housing Charlotte Framework is developed. This framework set the strategy moving forward for affordable housing, focusing on expanding supply, preserving existing housing, and supporting family self-sufficiency.

2018

Voters approve \$50 million in bonds, and the private sector is challenged to raise a similar amount. The increased HTF funding results in unlocking housing bond funding provided through the NC Housing Finance Agency. This allowed the city to more effectively leverage this state financing resource.

The Housing Charlotte Framework also establishes a minimum of 20% of units in each HTF development must be for those at 30% AMI and below. This requirement incentivizes developers to provide housing for those who are in the most need.

The private sector raises \$53 million for the Charlotte Housing Opportunity Investment Fund (CHOIF) to match the public sector commitment. The CHOIF is managed by Local Support Initiatives Corporation (LISC), and works in tandem with the HTF. This partnership allows public dollars to be stretched even further.

2019

New locational guidelines are approved to help spread affordable housing throughout the city, avoiding clusters of poverty in certain areas of the city. Site scores are determined using the four criteria of proximity, access, neighborhood change, and diversity. Beyond the site score, cost and availability are also major factors. These guidelines can now be used by council to help evaluate otherwise similar projects.

New guidelines for affordability periods are rolled out. The Guidelines for Evaluation and Disposition of City Owned Land for Affordable Housing establish a goal of 20-30 years, with preference for longer terms. Naturally Occurring Affordable Housing (NOAH) guidelines establish a goal of a minimum of 15-years, with preference for longer terms.

HISTORY OF THE HOUSING TRUST FUND

2020

Voters approve another \$50 million. Developers are now required to convene a minimum of two community meetings. Required notices must be sent to property owners within 300 feet, all neighborhood organizations within one mile, affordable housing stakeholders, and Council members. Community meetings must be held at specific times to allow greatest community participation.

Charlotte aligns HTF application deadlines with state timelines to maximize combined city and state funding for projects. The HTF refocuses some of its efforts on homeownership.

Housing funds are used to cover capital costs for new construction and rehab/preservation of for-rent multi-family and for-sale single-family developments, including special needs and shelter support. Increasing affordability periods has been a priority. Over the last two years, affordability periods have averaged 30-years for rental developments. Annual rent increases are capped at 2%.

Leverage Ratios

Since its inception, every dollar from the HTF has resulted in \$6.32 of leveraged dollars for affordable housing. To date, \$1.6 billion has been leveraged for affordable housing since the inception of fund. From fiscal year 2019 to the present, the city has leveraged \$875 million, for a leverage ratio of 9.36. The improved ratio is due in part to the introduction of the CHOIF, as well as the increase in voter approved housing bonds.

Because of this leverage, rental properties built with only HTF funds are capped at \$32,000 per unit. If CHOIF and city-owned land subsidies are used in combination, only \$22,000 of HTF funds may be used per unit. These numbers may increase in 2022 to account for the rising construction costs.

2021

WHAT HAVE WE LEARNED?

Importance of Affordable Housing Strategy

The City of Charlotte has developed a robust policy framework for creating affordable housing opportunities. The Housing Charlotte Framework, created in 2018, is central to this policy. It highlights three core considerations: expanding the supply of affordable housing, preserving of existing affordable housing, and improving family self-sufficiency.

The Housing Trust Fund is just one of the many tools the city uses to implement this strategy and is at the heart of preservation and new construction of affordable housing.

Since the creation of the framework, City Council has also developed affordable housing location guidelines, city-owned land guidelines, and guidelines for the preservation of naturally occurring affordable housing (NOAH). The Housing Charlotte Framework and these new guidelines help to set the strategy for the future and growth of affordable housing in Charlotte.



WHAT HAVE WE LEARNED?



The Importance of Partnerships

Tackling affordable housing cannot be done by just one group or entity – it takes support from the public, private, and nonprofit sectors working together so that Charlotteans can have safe, quality, affordable places to live. To maximize the Housing Trust Fund's impact, the city partners with public, private, and nonprofit organizations and developers to support affordable housing development and preservation in Charlotte. The following are some examples of these types of partnerships.

Charlotte Housing Opportunity Investment Fund

In 2018 and 2019, the private sector raised \$53 million for the Charlotte Housing Opportunity Investment Fund (CHOIF) to match the public sector commitment. The CHOIF is managed by Local Support Initiatives Corporation (LISC), and works in tandem with the Housing Trust Fund. This partnership allows public dollars to be stretched even further.

The first round of CHOIF funding has been fully invested as of Summer 2021, and a second round of fundraising is currently underway.

EXAMPLES OF PARTNERSHIPS

Ascent Realty and NOAH Properties

Ascent Realty is an investment company that is focused on the impact that their investments make on the community of Charlotte. Because many investors are buying up homes and raising prices for renters, Ascent has decided to take a lower return on investment to stabilize neighborhoods. The company buys naturally occurring affordable housing (NOAH) properties and keeps rents affordable, holding the properties as long-term investments with conservative returns. Ascent can afford to do this because they utilize City funds to help finance these investments.

This type of support triggers a chain reaction of various partners working together to serve the same residents. For example, Ascent Realty also works with Atrium Health to provide supportive services on-site at some of their properties so residents can receive a full spectrum of housing wraparound services they may need.

The Lake Mist apartments is a prime example of NOAH preservation. With support from the city, CHOIF, and the privately-financed Housing Impact Fund, Ascent realty purchased this existing 144-unit property off Archdale Drive and Old Pineville Road at the end of 2020. The development will be remodeled and remain affordable for the next 20 years for families at 30%, 50%, 60% and 80% AMI levels, and no residents will be displaced.



EXAMPLES OF PARTNERSHIPS

\$15M; 112 Units

Affordable development reserved for seniors & families at 50% and 60% below AMI.



Laurel Street

Laurel Street is a boutique private development company that plans and develops high quality, mixed-income communities throughout the East Coast for working families and seniors that are affordable to households of a variety of incomes. They work on developments of all sizes, including both new construction and rehabilitation projects, and are headquartered here in Charlotte. Since 2015, Laurel Street has worked with the Housing Trust Fund to create 14 affordable housing developments, with 1,202 units.

Laurel Street partnered with St. Paul Baptist Church to create the Centra Square community, a \$15 million affordable housing development with 112 units that opened in 2018. The HTF provided \$4,350,000 toward this development. These homes have been reserved for seniors and families at 50 and 60 percent of the Area Medium Income and below. Centra Square helps to manage the impact of gentrification on the Belmont community while respecting the density and character of the neighborhood. Its proximity to the Parkwood Station on the Blue Line Extension makes transportation that much more accessible.

For Reverend Dr. Robert Charles Scott, the Senior Pastor at Saint Paul Baptist Church, this project is an example of his church's "ministry in action."

EXAMPLES OF PARTNERSHIPS

DreamKey Partners

DreamKey Partners (formerly the Charlotte-Mecklenburg Housing Partnership) is a private, nonprofit real estate development and finance corporation that works to provide residents with safe, affordable homes. Since 2002, DreamKey Partners has worked with the city to build 20 developments throughout Charlotte, including 1,248 affordable units and two land acquisitions.

Faith-Based Communities

Several churches and other faith-based communities have connected with the Housing Trust Fund to build affordable housing for those in need.

Mother Teresa Villa

The Catholic Diocese of Charlotte built and operates a 13-unit apartment complex in the Steele Creek community on South Tryon in Charlotte. These apartments, named in honor of Blessed Mother Teresa of Calcutta, are available for adults with intellectual and/or developmental disabilities who are able to live independently with coaching and monitoring supports. The management and support services for these residents are supplied by the InReach agency, a local, experienced provider of community support services for citizens with developmental disabilities.



EXAMPLES OF PARTNERSHIPS



Guardian Angel Villa

The Catholic Diocese of Charlotte built a 102,000-square-foot, 81-unit apartment building located in Charlotte that is designed for low-income seniors aged 55+. It features 27 one-bedroom apartments and 54 two-bedroom apartments. Guardian Angel Villa has a chapel, outdoor spaces, rocking chairs, and other community gathering spaces inside and outside.

The Park Seniors

This community represents the first phase of a larger master-planned development on The Park Church's 51-acre campus. The property is targeting seniors aged 55+, with incomes below 80% of the area median income. It will comprise of 80 apartments, both one and two bedroom units, with rents between \$400 and \$1,200. Each unit will feature walk-in closets, ceiling fans and fully equipped kitchens. Community amenities are planned to include outdoor green space, garden plots, a fitness center, individual storage units and a multi-purpose community room.



WHAT HAVE WE LEARNED?

Internal Partnerships

Within the City of Charlotte, Housing & Neighborhood Services works across departments to maximize opportunities for creating, preserving, and building affordable housing.

Planning, Design and Development assists with the creation of affordable housing through the rezoning process, expediting affordable housing plan reviews, the transit-oriented development density bonus program, and other opportunities.

The Charlotte Area Transit System works closely with Housing & Neighborhood Services to ensure that the city reviews and analyzes opportunities for affordable housing within transit corridors, especially those that are in the planning process, such as the Silver Line.

Economic Development helps negotiate affordable housing through the tax increment grant (TIG) program. TIGs are reimbursed ad valorem property taxes awarded to projects that advance economic growth and the city's land use goals. They may also provide gap funding for developments that achieve city goals and objectives, such as affordable and workforce housing, and job creation, but would not be financially feasible without assistance from the city.

These partnerships and programs have been invaluable in creating more affordable housing for our city.



AFFORDABLE HOUSING INNOVATIONS

CITY-OWNED LAND

Providing city-owned land for affordable housing was designated as a best practice by the Charlotte Housing Framework. Charlotte owns parcels of land throughout the city that have been purchased for municipal and other purposes. Several parcels have been identified as potential locations for affordable housing developments.

Leveraging city-owned land decreases the amount of Housing Trust Fund dollars that are needed by developers, which enables the Housing Trust Fund dollars to go further. Additionally, the city can leverage long-term ground leases instead of selling or donating the land.

City Council approved the Guidelines for Evaluation and Disposition of City-Owned Land for the development of affordable housing in 2019.

PROJECT-BASED VOUCHERS

Through a partnership with the City of Charlotte, INLIVAN, and LISC, up to 75 project-based vouchers are available for HTF developments built within high opportunity areas. This provides low-income residents who need affordable housing access to amenities and opportunities that help lead to economic mobility. Typically, households with these rental subsidies face challenges finding available rental units, particularly in areas of high opportunity. This partnership ensures that up to 75 vouchers (subject to availability) remain with these developments and therefore, with access to higher opportunities.

HOMELESSNESS SUPPORT

Those who are at 30% AMI or below are considered those most in need of affordable housing, often struggle to stay in stable housing, and are at highest risk of becoming homeless. Providing housing for this AMI level is very expensive and complex for developers, but it is crucial for those most in need. Developments that received HTF support are required to set aside 20% of the units for those living at 30% AMI or below.

Prior to the first \$50 million bond approved by voters in November 2018, the HTF averaged 156 units/year for 30% AMI and below. Since the bonds passed in 2018, the HTF supports an average 324 units/year for 30% AMI and below. The average per year at 30% AMI since the increase in housing bonds in 2018 is more than double the average per year prior to 2018.

Recent Housing Trust Fund developments to help prevent and reduce homelessness include providing support for shelter beds and expansion. For example, the city provided \$800,000 for the Roof Above shelter expansion on Statesville Ave in 2020, providing support for 194 shelter beds. Moore Place, a permanent supportive housing development, received its first round of funding from the HTF in 2010 to support 85 units. The work was completed in 2012. A second round of funding was provided for an expansion, providing an additional 35 units, which was approved in 2013 and completed in 2016.

LOOKING TO THE FUTURE

The need for affordable housing is constant and will only continue to grow as Charlotte grows. The Housing Trust Fund has enabled more than 10,800 affordable housing units to be built, and many successful partnerships have developed over its 20-year history. The city has and will continue to adapt and implement creative, innovative ways to address affordable housing in our community. As Charlotte continues to change, shift, and grow, the city's approach to the Housing Trust Fund must also evolve.

Over the last two decades, a few vital lessons have been threaded throughout our work. First, understanding community needs for housing is critical, and our strategy must be designed around those needs. Community feedback has helped shape an overall framework as well as policy guidelines that drive decisions and outcomes. As Charlotte continues to grow, we know that we need to continue to connect with residents and get on the ground early to preposition ourselves and mitigate future displacement. This is especially important as we move forward with Charlotte's 2040 Comprehensive Plan, and in ensuring that affordable housing is a key consideration of future transit-oriented development.

Second, partnerships are key. No single organization or entity can tackle affordable housing, and collaboration across public, private, and nonprofit sectors is necessary to ensure that we can provide housing opportunities for residents across all income levels. Currently, we are working to leverage city-owned land to provide more opportunities for affordable housing. We have also worked with many others, particularly those in the faith community, to do the same; and we hope that our community will continue to capitalize on these types of land deals to provide housing options for all Charlotteans.

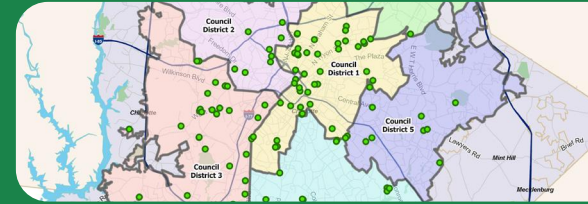
Finally, flexibility is crucial. Charlotte has grown and thrived in ways we never could have anticipated, and it will continue to do so over the next 20 years and beyond. As Charlotte's booming real estate market continues to thrive, providing access to homeownership will continue to be an important and growing part of the affordable housing strategy moving forward. This is just one of many ways in which we have and will continue to adapt to our growing city's needs.

We may not know what is in store for the next two decades, but we do know that we must continue to be flexible, and our affordable housing strategy must adapt to meet the needs of our ever-changing environment.

LOOKING TO THE FUTURE

Land Acquisition

Charlotte continues to grow, and the costs of land continues to increase. Looking ahead, the city is exploring land acquisition opportunities, particularly in the Corridors of Opportunity, to ensure that land is available for affordable housing in the future.



Transit-Oriented Development (TOD)

Charlotte created its first Transit Oriented Development (TOD) Districts in 2019 to encourage the development of moderate to high-intensity, compact, mixed-use urban neighborhoods near transit stations where people can live, work, and play while enjoying a range of mobility choices. As Charlotte plans and expands its transit system, the city is paying close attention and creating programs to promote affordable housing opportunities within these TOD districts.

Homeownership

As Charlotte's booming real estate market continues to thrive, providing access to homeownership will continue to be an important and growing part of the affordable housing strategy moving forward.



Voluntary Affordable Housing

As Charlotte grows into the future, market rate developers are and will continue to build much of the city's housing stock. The Housing & Neighborhood Services and Planning, Design and Development departments have been and will continue to work with these market rate developers on voluntarily committing certain percentages of their developments for affordable housing into the future.

THANK YOU!

Thank you to all of the developers and organizations who have built the 10,869 units and 888 shelter beds in the Housing Trust Fund's 20-year history.

Arc of North Carolina
Ascent Housing
Blue Ridge Atlantic Development
Bank of America
Boulevard Centro
Caldwell Memorial Presbyterian Church
Catholic Diocese
Charlotte Rescue Mission
Commonwealth Development Corporation of America
Connelly Development
Creative Development
Crosland Southeast
DreamKey Partners (formerly Charlotte Mecklenburg Housing Partnership)
Eastway Harmony Housing
Emergency Winter Shelter Inc
First Centrum LLC
Foundation for Affordable Housing
Greenway Residential
Habitat for Humanity
Heritage Park Housing Partners
Hope Haven
INLIVIAN (formerly Charlotte Housing Authority)
Laurel Street
Mills Construction
Mosaic Development Group
Polaris Group
Rea Ventures Group
Roof Above (The Men's Shelter)

THANK YOU!

Salvation Army
Scaleybark Partners
SCG Development Partners
St. Peter's Home
Steele Creek LLC
TCG
The Affordable Housing Group (Currently Mosaic Development Group)
The Housing Partnership
The NRP Group
The Paces Foundation
The Woda Group
United Family Services
Urban Ministry
Urban Trends
Wesley Community Development Corporation
Windsor Park NOAH, LLC
WJR NC Partners
YWCA



