CITY OF
CHARLOTTE

2023 CHARLOTTE

Anti-Displacement
Strategy Report

Housing, Safety, and Community Committee

Charlotte is one of the fastest growing cities in the country and is a vibrant place to live.

Our city regularly attracts new residents and has thriving business sectors. However, rapid growth and changing development patterns have led to rising housing costs, while growth in wages and household incomes are not keeping pace. Rising costs have magnified some of the underlying issues that have faced the community for decades.

Displacement often happens because of new investments in areas that historically have been underserved. While these investments are desirable, they can foster displacement if existing communities do not have stability or the opportunity to share in the potential benefits.

Some residents and businesses struggle to "stay in place" as their communities change around them, and they can be left out of benefits that come from this growth. These changes can result in the displacement of residents, including low-income renters, seniors, and persons of color, and small businesses. The loss of long-time residents and local businesses weakens the social fabric of a community.

While the city already has many programs and resources to address these issues, this anti-displacement framework builds on the success of existing programs and creates new approaches to incorporate anti-displacement in the city's policies and programs.

This framework takes an anti-displacement approach to community and economic development. It provides a comprehensive and community-driven strategy to guide future efforts, address the causes of displacement, and build stability and opportunity for all its residents and communities. It also offers guidance for investing resources in a way that is implementable, accountable, and transparent.

In short, it works to mitigate the causes of displacement, while also enabling continued growth. This strategy works so that as our city continues to grow and thrive, all can benefit.

Displacement disproportionately affects communities of color. This framework was intentionally created and will be implemented through a racial and economic equity lens, recognizing and working to mitigate the disparities that have been magnified through rapid growth and development.

It's crucial to build trust, particularly with BIPOC communities, to do this work right. This framework has been created hand in hand with the NEST Commission and neighborhoods across Charlotte that are at the biggest risk of experiencing displacement.

The anti-displacement framework has four main goals:

1 Support residents by providing housing stability at the household and neighborhood levels.

Strengthen communities by preserving social capital and helping communities plan and advocate for future needs.

Foster inclusivity by building trust and operating transparently. Ensure diverse participation in decision-making about displacement.

Empower businesses by retaining legacy businesses and supporting local entrepreneurship.

The framework has more than 20 strategies to support these goals, but six of them are top priorities:

- Expand the preservation of naturally occurring affordable rental housing, with a focus on high-risk neighborhoods and areas of opportunity.

- Increase access to homeownership for low- and moderate-income homebuyers, with a focus on high-risk neighborhoods.

- Conduct engagement with property owners in high-risk neighborhoods to increase the impacts of anti-displacement programs.

- Develop a "community toolkit" of resources to lift community voices and work with communities to jointly address community-defined anti-displacement priorities.

- Ensure inclusive governance and public accountability in the City's anti-displacement work.

- Conduct transparent, culturally competent, and accessible communication with communities facing displacement.

The NEST Commission recommendations expected in August will reflect actionable policy, programmatic and/or investment-related recommendations for Council consideration.

Moving forward, two-way communication will continue to be at the heart of this work. The city is committed to lifting community voices, and jointly finding solutions to the key issues identified by residents and neighborhoods at the biggest risk of displacement.

Charlotte
City Priority Rubik's Cube
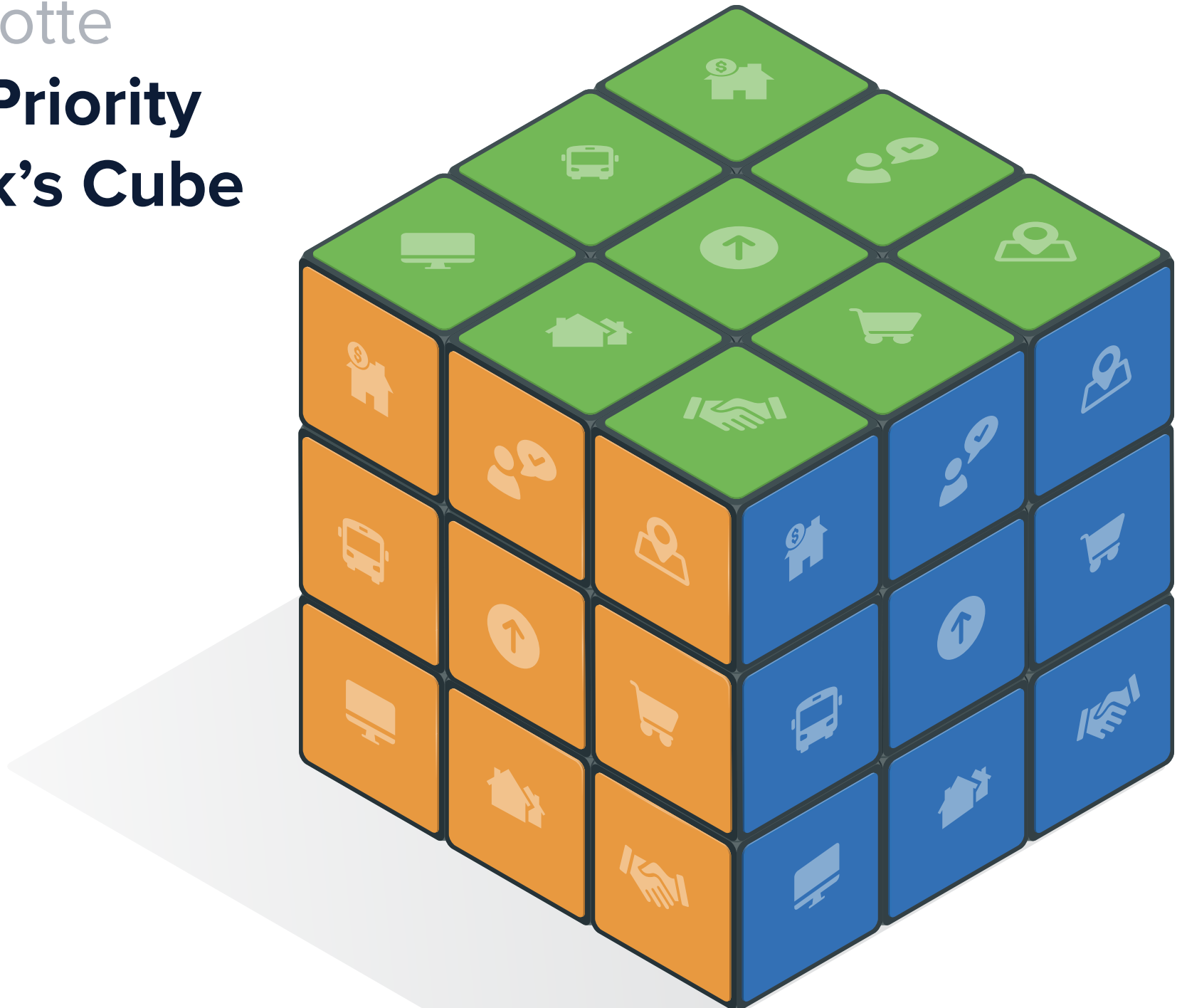
9 Key Initiatives

🏠 **Affordable housing**

👤 **CLt 2040/UDO**

📍 **Corridors of Opportunity**

🚌 **Mobility**

⬆ **Hire Charlotte**

🛒 **Small Business/Minority Business Development**

🖥 **Digital Divide**

🏠 **A Home For All**

🤝 **Community Partnerships**

Similar to solving a Rubik's cube, a variety of city initiatives are aligned to address the specific needs of households, neighborhoods and Charlotte as a whole. Once these initiatives are aligned we are able to aptly achieve the strategic priorities set forth by council.
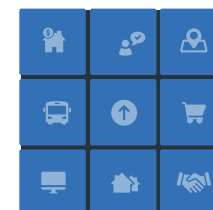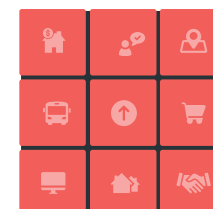
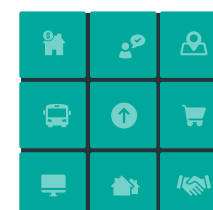# City Council Strategic Priorities

Great Neighborhoods

Economic Development

Safe Communities

Transportation and Planning

Well Managed government

City Priorities Ecosystem

As a city grows, neighborhoods inevitability will change. Change can bring many benefits, and it's important that these benefits are ushered into a community equitably.

Charlotte already has a series of priorities and key initiatives in place to help our city thrive as we continue to grow. Initiatives like the 2040 Comprehensive Plan and Unified Development Ordinance (UDO) map out tools and strategies to maximize benefits at a community-wide level. This anti-displacement framework takes a similar approach, but on a neighborhood scale – to maximize choices for residents and offer opportunities to thrive in a changing neighborhood, should they choose to stay.

All of these priorities, initiatives, and strategies live in the same ecosystem. For example, at a community level, the Comprehensive Plan and UDO emphasize the need for more housing as our city's population continues to grow. The Housing Charlotte Framework provides a road-map for making more of that housing affordable. This anti-displacement framework offers next steps for helping to stabilize households, as change will continue to alter their surroundings. A Home for All is a community-wide strategy to help reduce homelessness and create more stabilized environments where residents can retain and sustain affordable housing. Importantly, all this work is not done alone – community partnerships are crucial in each sphere and at each level.

This interconnectedness across these plans and strategies is not unique to housing – the same concept applies to jobs, economic mobility, and more. In order to grow equitably, Charlotte must have tools and strategies aligned at each level of community, from hyperlocal to citywide.

Goal One

Support Residents.

Enhance housing stability at the household and neighborhood levels.

Objective 1.1   **Increase access to resources and services to enhance resident and neighborhood stability**

- Provide emergency services to keep residents in their homes
- Increase the availability and accessibility of services that address the causes of housing instability
- Conduct outreach to increase the impacts of available programs

Objective 1.2   **Preserve and increase access to homeownership**

- Build stability for homeowners by offsetting rising taxes, improving housing quality, and helping residents navigate code and maintenance requirements
- Reduce barriers for new homeowners
- Increase the availability of move-in ready homes in older neighborhoods

Objective 1.3   **Incorporate anti-displacement in new and existing affordable housing programs**

- Preserve existing affordable housing stock while increasing rental affordability in high-risk neighborhoods and areas near transit lines
- Promote missing-middle housing strategies while mitigating speculation in high-risk neighborhoods

Goal Two

Strengthen Communities

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

Objective 2.1 **Partner with communities for planning and advocacy**

- Build communities' capacity to identify and address community needs related to displacement pressure
- Develop a framework to proactively partner with communities impacted by planned public improvements or other large investments
- Partner with neighborhoods to implement zoning overlay districts to preserve neighborhood character

Objective 2.2 **Celebrate neighborhood identity and support anchor institutions**

- Work with neighborhoods to identify and develop strategies through local planning efforts for preserving neighborhood assets, anchor institutions, and local histories that have created social bonds
- Partner with communities to expand cultural programming hosted by local organizations and at public places

Objective 2.3 **Support innovative shared ownership models**

- Provide support to increase community ownership and other innovative shared ownership models

Goal Three

Foster Inclusivity

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

Objective 3.1   **Ensure racial equity and inclusive participation in decision-making**

- Establish a longer-term governance model that is empowered to assess the effectiveness of displacement strategies, recommend new initiatives, and prioritize funding.
- Create a process to incorporate diverse input into the City's broader affordable housing and community planning strategies from residents most impacted by displacement.

Objective 3.2   **Conduct transparent, culturally competent, and accessible communication with communities facing displacement**

- Provide a forum for community concerns and public accountability
- Communicate the City's efforts to mitigate displacement by producing progress reports and other informational materials
- Eliminate barriers to engagement and communication

Objective 3.3   **Dedicate funding to meet anti-displacement goals**

- Use one-time federal funds to implement near-term programming while identifying sustainable annual funding to continue and expand anti-displacement programs
- Evaluate opportunities to prioritize some affordable housing funds for efforts that both increase affordable housing supply and mitigate displacement

Goal Four

Empower Business

Retain legacy businesses and support local entrepreneurship. Objectives and strategies to be developed through future planning efforts.

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Definitions

There are multiple types of displacement that can occur within a community.

Direct Displacement occurs when residents can no longer afford to remain in their homes due to rising housing costs.

Residents may also be forced out by lease non-renewals, evictions, or physical conditions that render homes uninhabitable as investors await redevelopment opportunities.

Indirect Displacement refers to changes in who is moving into a neighborhood.

Indirect displacement occurs when units being vacated by low-income residents are no longer affordable to other low-income households because rents and sales prices have increased.

Cultural Displacement occurs as the scale of residential change advances.

Businesses and services shift to focus on new residents, institutions become separated from the communities they serve, the character of the neighborhood is transformed, and the remaining residents may feel a sense of dislocation despite remaining in the neighborhood.

Resources

Multiprogram Interventions

Corridors of Opportunity – The goal of the Corridors of Opportunity initiative is to catalyze employment opportunities and provide services to residents along corridors that are in areas with systemically high unemployment and poverty rates. The City of Charlotte committed $38.5 million in 2021 along six corridors: Freedom Drive, Wilkinson Boulevard, West Boulevard, Beatties Ford, Sugar Creek, and Albemarle.

Staying in Place – The City recently launched this pilot program focused in high-risk neighborhoods that connects residents to a range of City and nonprofit services including emergency assistance; owner-occupied repair and rehabilitation programs; code compliance assistance; support for infill development; access to employment, health, and financial wellness supports through resource and referral services; and community capacity-building.

Emergency Assistance

Displacement Response – The city has partnered with Crisis Assistance Ministry, Housing Collaborative, and grassroots community partners to respond to displacement events by offering aid to stabilize current living situations and relocation assistance.

Emergency Assistance Programs – The City of Charlotte partners with non-profit community partners to provide assistance with rent or utility payments as well as emergency home repairs.

Eviction Mediation – The City provides mediation and conciliation services between tenants and landlords to prevent evictions.

A Way Home Rental Assistance Endowment – The endowment is a $26 million public-private partnership that helps at-risk families and families experiencing homelessness obtain housing and financial independence by funding rental subsidies and supportive services through partner agencies.

Housing Preservation

Housing Rehabilitation – The City provides services for low-income households to address needed home repairs, including housing rehabilitation, emergency repair, and lead paint hazard removal in homes with small children. Landlords may also participate in housing repair programs when they agree to maintain affordability for low-income renter households.

NOAH Preservation – Naturally Occurring Affordable Housing (NOAH) properties make up the largest portion of affordable housing in the city. The city provides several programs, resources, subsidies and other incentives for property owners and developers purchasing these units to keep them affordable.

High Energy Use / Housing Repair Pilot Program – The City and Duke Energy have partnered to help low-income customers receive home repairs and energy efficiency retrofits to improve housing safety, reduce electricity usage and over all costs, and reduce overall emissions in our community.

Homeownership

HouseCharlotte – The City provides down payment assistance in the form of deferred or forgivable loans up to $30,000 to qualified homebuyers to help reduce the costs of homeownership. The City recently dedicated one-time funding to provide down payment assistance up to $80,000 for qualified homebuyers in certain neighborhoods through HouseCharlotte Plus.

Tax Relief – In partnership with Mecklenburg County, the City provides tax relief to certain income-qualified homeowners through the Homestead Act to offset the costs of rising tax bills.

Acquisition/Rehabilitation/Resell Program – This program, which is currently inactive following a pilot period, provided funding to developers to acquire single-family homes, conduct renovation to rehabilitate the properties, and sell them to income-qualified buyers. The program enables low-income households access to homeownership without having to compete with large investors to acquire property.

Notes