

NEST Commission Members present: Angela Ambroise, Nadia Anderson, Mitch Gibson, Kim Graham (Co-Chair), Monique Humphries, Tonya Jameson, Roma Johnson, Vicki Jones, Marta Tatje, Kimberly Timmons-Hampton, Justin Harlow (Co-Chair), Roma Johnson

Members absent: Vanessa Allen, Melissa Gaston, Naiyar Ghaswala, Kathleen Maloomian

Guests: Judith Taylor, HR&A Advisors, Sarah Kirk, HR&A Advisors

City Staff present: Housing & Neighborhood Services: Shawn Heath, Rebecca Hefner, Gail Whitcomb; Planning, Design & Development: Alysia Osborne

Meeting Time: 5:30 - 7:00 p.m.

Meeting Materials *[meeting materials are available online at [Neighborhood Equity and Stabilization \(NEST\) Commission \(charlottenc.gov\)](https://neighborhood-equity-and-stabilization.commission.charlottenc.gov/)]:*

1. Meeting Agenda
 2. Presentation: HR&A Advisors Charlotte Anti-Displacement Presentation
 3. Document: Draft Anti-Displacement Strategy
 4. Handout: Key Activities
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Kim Graham opened the meeting and asked everyone to introduce themselves. She shared that the commission will soon have three vacancies that will be posted on the City Clerk's website in the near future.

Draft Anti-Displacement Strategy

Judith Taylor and Sarah Kirk provided an overview of the draft Anti-Displacement Strategy, including the project timeline, summary of findings and strategic vision (including strategic goals and objectives for each goal) measurements of success, and six critical initiatives with the most potential to directly address and mitigate displacement.

NEST Commission members shared the following comments:

- Interest in available research on rental property owners in the post-pandemic environment (what rental owners are having to do in order to maintain staff, pay debt service, provide preventative maintenance, undertake capital improvements, etc.)
- Including building typology in the definition of cultural displacement
- Impact of developing vacant land and how it can influence gentrification and displacement
- Impact of rapidly increasing land values such that what is on the land becomes almost irrelevant
- Overlay districts or a comparable tool to limit teardowns-followed-by-replacement-housing that long-term residents cannot afford
- Data to understand where people are moving from/to, to help track displacement
- Engagement strategies that reach more than just community leaders, because community leaders don't always represent everyone in the entire neighborhood that they represent
- Framing redevelopment in a way that acknowledges it can be positive including improved community safety, while also acknowledging that the benefits should accrue to/include the people that live there; ensuring that people that live in a community experiencing change have options to continue to live in the community
- How to bring/attract amenities such as grocery stores in a way that doesn't result in displacement (e.g., non-profits that provide fresh food, food co-ops, etc.)

- Financial education that helps homeowners enjoy the financial benefit received through increased property revaluations while managing/budgeting for increased property taxes and remaining in their homes
- Need for policy discussions/advocacy for policy change
- Analysis of why people don't use programs, to better position any new program created
- Impact of property revaluation resulting in small landlords deciding to sell their rentals to avoid paying the higher taxes
- Assistance for small landlords to help keep people in their homes
- Creating community trust through neighborhood stabilization centers
- Exploring lease-to-buy programs across the country to learn best practices
- Land acquisition for cooperative ownership, particularly in areas of proposed future city-investment, like the Silver Line
- Toolkits or other way to provide basic information (kiosks, etc.) to residents (e.g., homeownership information, what to do if you are in a particular situation, etc.)

Justin Harlow encouraged NEST members to email questions and comments to staff so that they can be shared with the consultants.

Rebecca Hefner reviewed upcoming key activities for the commission, including having United Way present an overview of A Home For All at a future meeting, and upcoming work stream and community engagement activities. She encouraged members to email any notes they might have to help inform the May work stream discussions.

Next Meeting

The next meeting of the full NEST commission is scheduled for June 14, 2023, at 5:30 p.m.

The meeting adjourned at approximately 7:25 p.m.

City of Charlotte

Neighborhood Equity & Stabilization Commission

Wednesday, April 12, 2023
5:30 p.m. – 7:00 p.m.

NEST Commission Members:

Vanessa Allen
Angela Ambrose
Nadia Anderson
Melissa Gaston
Mitch Gibson

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

Roma Johnson
Vicki Jones
Kathleen Maloomian
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:

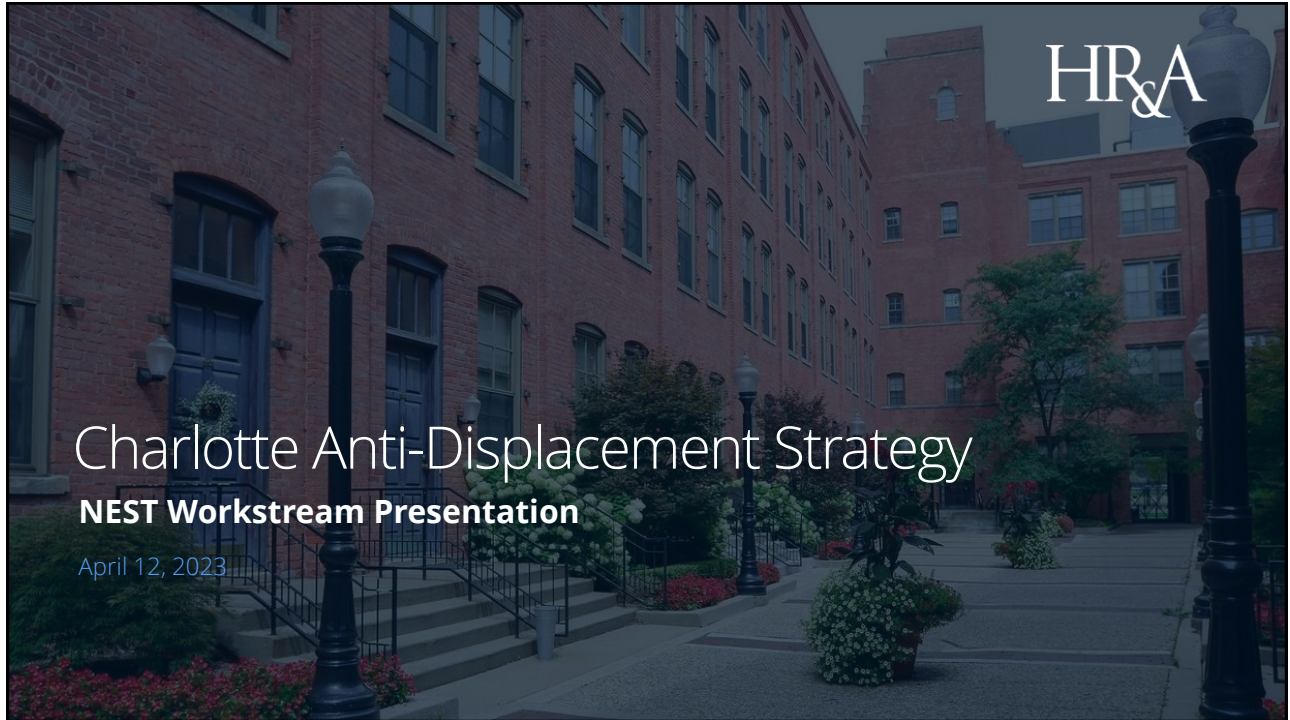
HR&A Advisors

AGENDA

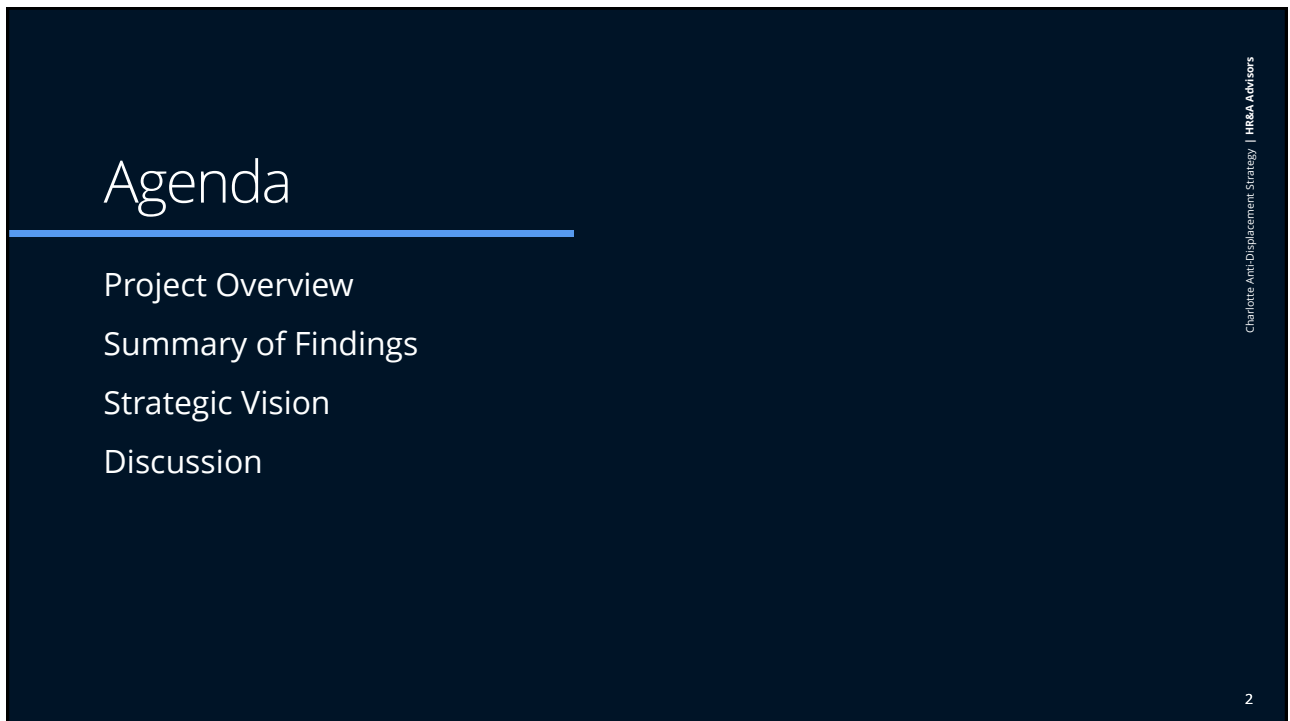
1. Welcome / Member Introductions	Kim Graham Justin Harlow (All)	10 mins	5:30 – 5:40
2 Draft Anti-Displacement Strategy <i>HR&A Advisors will walk the NEST Commission through the draft anti-displacement strategy, followed by discussion/Q&A.</i>	HR&A Advisors (All)	65 mins	5:40 – 6:45
3. NEST look ahead and Next Steps a. April - May Community Engagement Sessions – April 25 @ 6 pm (Washington Heights) – May 2 @ 11 am (Winterfield) – May 20 @ 9 am (Neighborhood Consortiums) – June 5 @ 4 pm <i>(Housing, Safety & Community Committee discusses anti-displacement strategy)</i> b. Virtual / Hybrid-Meetings c. NEST May Work Stream meetings – May 10 @ 5:30 pm (UDO and PIP) – May 25 @ 6 pm (LOL)	Rebecca Hefner	15 mins	6:45 – 7:00
Adjourn			

Next Meeting. The next NEST Commission meeting will occur Wednesday June 14, 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.



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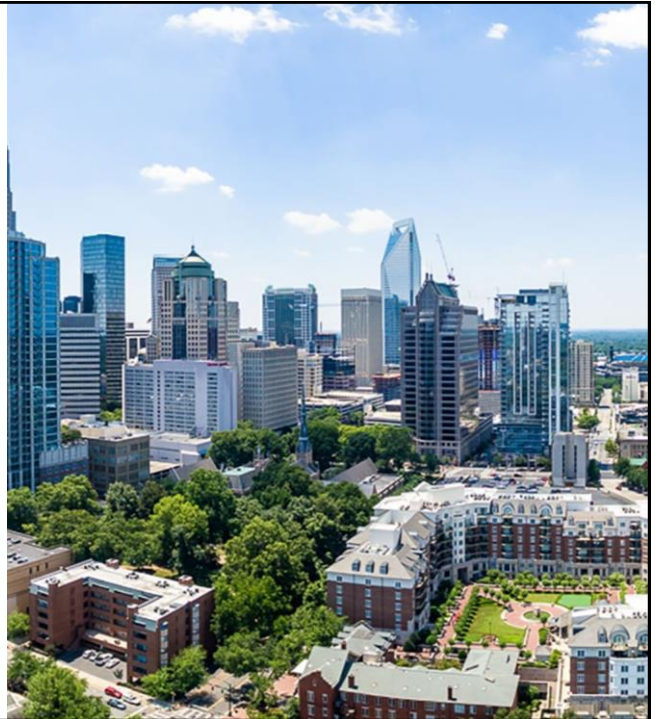
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PURPOSE

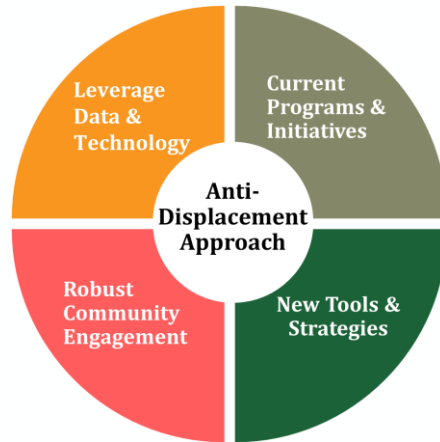
The **NEST Commission** has been charged with recommending **strategies** for anti-displacement to City Council.



4

CHALLENGE

The City has advanced anti-displacement programs across multiple departments but lacks a **comprehensive and proactive approach** to prioritize future efforts



5

PROCESS HR&A is working with the City, the NEST Commission, and community partners to build consensus around priorities and develop an anti-displacement strategy.



6



7

Displacement can take various forms, ranging from when a resident can no longer afford their rent, to changes in cultural services or businesses.

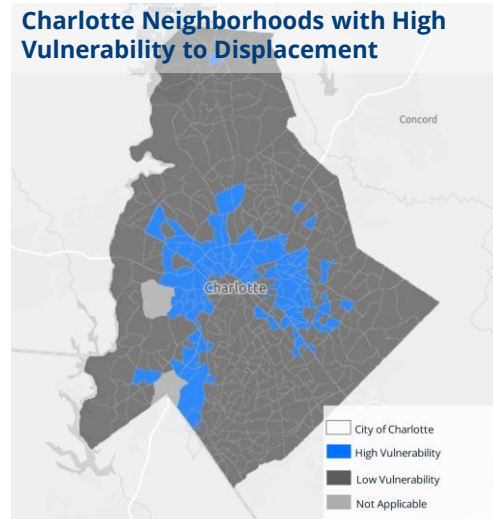
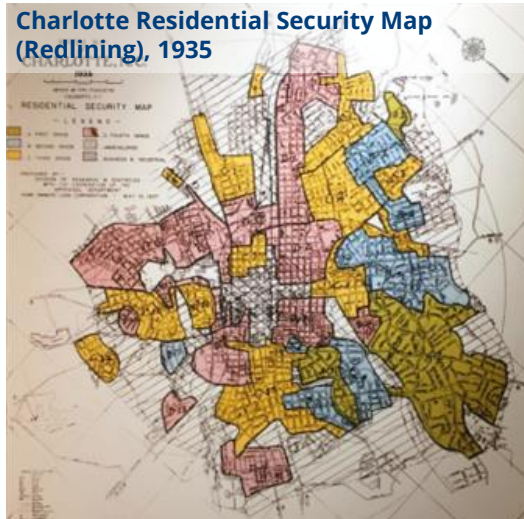
Type of Displacement	Definition	Examples
Direct Displacement	Residents can no longer afford to live in their homes due to rising housing costs, lease non-renewals, evictions, or other causes.	Landlord increases rent during a lease renewal and a household is unable to absorb this new cost.
Indirect Displacement	Changes in who is moving into a neighborhood.	Unit once occupied by a low-income household is occupied by a high-income household after a rent increase.
Cultural Displacement	Businesses and services shift to focus on new residents.	Neighborhood church moves because its congregation is no longer based in the community, further isolating remaining members.

Charlotte Anti-Displacement Strategy | HR&A Advisors

8

8

Charlotte has identified “high risk” neighborhoods based on resident risk factors.



The City is already addressing displacement concerns through a range of programs. Some can be realigned or expanded to increase impacts.

Existing Programs for Residents

- Displacement response
- Emergency rent & utility assistance
- Eviction mediation
- HouseCharlotte
- Housing Trust Fund
- NOAH preservation
- NOAH rental assistance
- Staying in Place pilot
- Tax relief
- UDO changes (duplex and triplex)

Existing Programs for Communities

- Civic Leadership Academy
- Community Area Plans
- Community Planning Academy
- Corridors of Opportunity
- Neighborhood Matching Grants
- Neighborhood Board Retreats & Trainings
- Staying in Place

Existing Programs for Engagement

- NEST Commission
- Displacement Risk Dashboard

Several drivers of displacement are tied to historical and ongoing inequities among Black and low-income households in Charlotte.

LIMITED RIGHTS FOR RENTERS

- Landlords can relatively easily evict tenants or pressure tenants to move
- The City has a limited ability to expand tenants' rights.

NEW INVESTMENT IN OLDER NEIGHBORHOODS

- Older, smaller housing in central neighborhoods is attractive to institutional investors and new residents.
- Current residents may not be able to make competitive offers.
- High levels of investment put homeownership farther out of reach.

LIMITED SUPPLY OF HOUSING IN HIGH-OPPORTUNITY AREAS

- Need for available, affordable rental housing in central neighborhoods and areas served by transit and amenities

These drivers disproportionately impact low-income households, renters, and Black residents.



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



The City should measure its success at advancing these goals across a range of quantifiable and qualitative factors.

Residents, Units, Services:

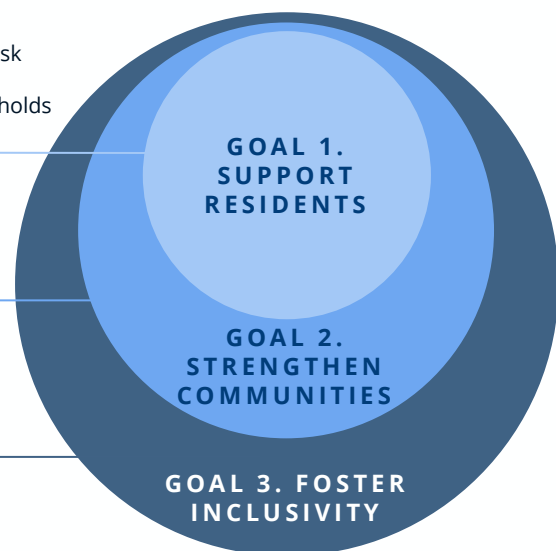
- Increase the number of deed-restricted units in high-risk neighborhoods
- Increase homeownership for moderate-income households
- Increase access to services to build stability

Resources for Communities:

- Use Community Area Plans to identify local anti-displacement needs
- Connect to resources to implement priorities

Engagement and Governance:

- Increase trust and participation of vulnerable populations and diverse voices in the City's decision-making about anti-displacement



Within these strategies, the City should support six critical initiatives with the most potential to directly address and mitigate displacement.

1. Expand the **preservation of naturally occurring affordable rental housing**, with a focus on high-risk neighborhoods and areas of opportunity.
2. Increase **access to homeownership** for low- and moderate-income homebuyers, with a focus on high-risk neighborhoods.
3. Conduct **outreach** to increase the impacts of anti-displacement programs.
4. Develop a **"community toolkit" of resources** to lift community voices and work with communities to jointly address community-defined anti-displacement priorities.
5. Ensure **inclusive governance and public accountability** in the City's anti-displacement work.
6. Conduct **transparent, culturally competent, and accessible communication** with communities facing displacement.

GOAL 1

SUPPORT RESIDENTS

Enhance housing stability at both the household and neighborhood levels

Programs

Acquisition/Rehabilitation/Resell*
ADU Pilot
Affordable housing programs
Below-market mortgages*
Community Land Trusts*
Corridors of Opportunity
Displacement response
Emergency rent & utility assistance
Eviction mediation
HouseCharlotte (Plus)
Outreach*
Renters' resource hub*
Staying in Place*
Tax relief*

* New or expanded program

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

- Continue to **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 existing 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 and increase rental affordability** in high-risk neighborhoods and TOD Areas
- Continue to **promote missing-middle housing strategies** while mitigating speculation in high-risk neighborhoods

GOAL 2

**STRENGTHEN
COMMUNITIES**

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

Programs

Civic Leadership Academy
Community Area Plans
Community Planning Academy
Corridors of Opportunity
Neighborhood Matching Grants
Neighborhood Board Retreats &
Trainings
Staying in Place

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 use Overlay District Zoning to **preserve neighborhood character**

Objective 2.2 Celebrate neighborhood identity and support anchor institutions

- Work with neighborhood leaders to **develop preservation strategies** for maintaining spaces and traditions that have created social bonds
- Partner with communities to **expand cultural programming** hosted by local organizations and at public places

Objective 2.3 Support community ownership models

- Provide support to **increase community ownership**

GOAL 3

**FOSTER
INCLUSIVITY**

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

Programs

Community Engagement division
Displacement Risk Dashboard
NEST Commission

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

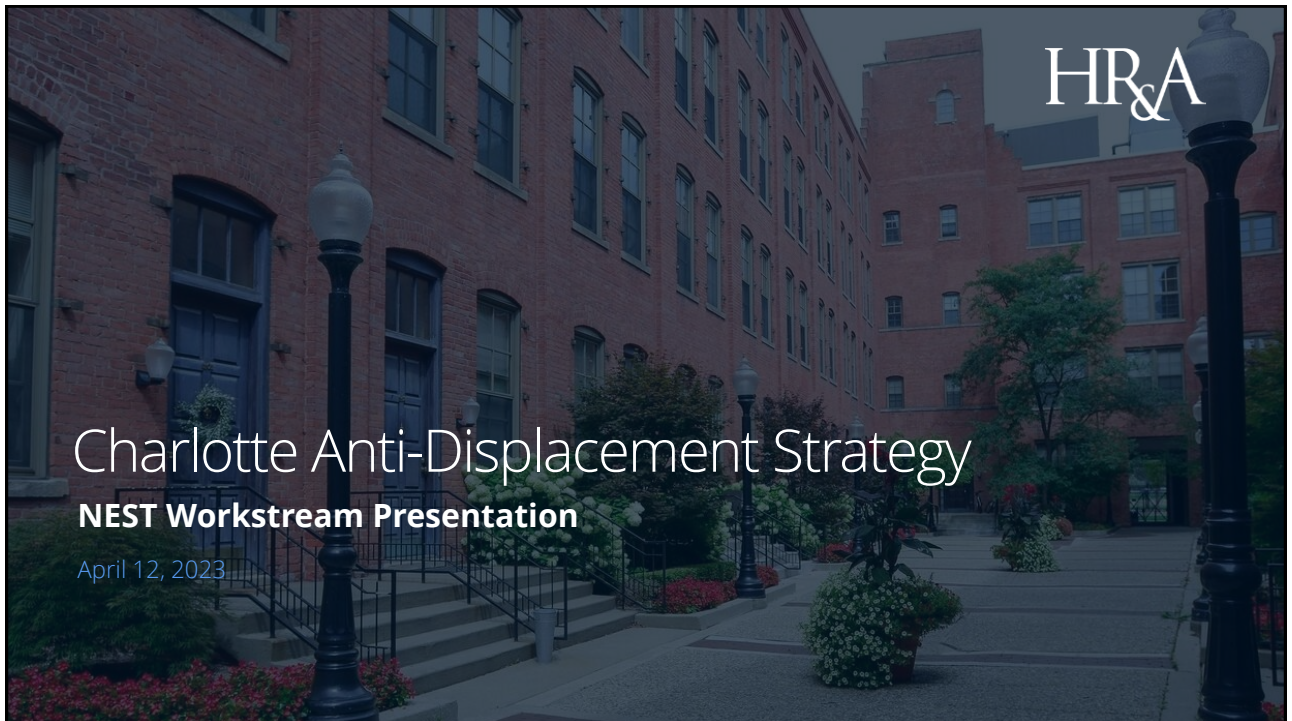
- Establish the NEST Commission as a **permanent or longer-term commission**
- Create a process to **incorporate racially & economically diverse input** into the City's broader affordable housing and community planning strategies.

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



19



20

Corridors of Opportunity and Staying in Place are two programs that focus on a range of interventions to increase their impact.

Multi-Program Interventions	Program Name	Description
	Corridors of Opportunity	An initiative 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	A 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, wellness; and community capacity-building. The Pilot Program is currently operating in three neighborhoods: Hidden Valley, Washington Heights, and Winterfield.

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21

21

The City has implemented programs to help households facing eviction or other short-term housing instability.

Emergency Assistance	Program Name	Description
	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.
	Displacement Response	The Crisis Assistance Ministry and Housing Collaborative work with the City of Charlotte 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.

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22

22

Charlotte has several programs to help increase the availability of homes for low- and moderate-income renters.

Rental Affordability	Program Name	Description
	Accessory Dwelling Unit (ADU) Pilot	To explore and provide appropriate standards, tools, and resources to low and moderate-income homeowners to enable them to add ADUs to their properties. Homeowners are eligible if they (or future occupants) of the ADU earn 80 percent or less of the area median income (AMI).
	Housing Impact Fund	In partnership with Ascent Housing, the City created the Housing Impact Fund to acquire, rehabilitate, and preserve Naturally Occurring Affordable Housing (NOAH).
	Housing Trust Fund	The City's primary affordable housing development tool for new construction and NOAH preservation. It is funded from voter-approved housing bonds and administered by Housing and Neighborhood Services.
	Naturally Occurring Affordable Housing (NOAH) Rental Subsidy Program	Provides long-term rent subsidies for households earning 30 percent AMI in high-quality NOAH developments that don't have existing vouchers or other forms of rental assistance.
	UDO Changes Allowing Duplex and Triplex Development	The City recently approved changes to its Unified Development Ordinance (UDO) allowing construction of duplex and triplex homes in single-family neighborhoods

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23

23

The City operates programs and initiatives to help with both the quality of housing and homeownership.

Housing Rehabilitation & Homeownership	Program Name	Description
	Acquisition/ Rehabilitation/Resell Program	Currently inactive following a pilot period. It provided funding to developers to acquire single-family homes, conduct renovation to rehabilitate the properties, and sell them to income-qualified buyers.
	Owner-Occupied Rehabilitation	The City offers funding in the form of loans and grants to support home improvements for income-qualified homeowners through a range of programs, which have been incorporated as part of the Staying-in-Place pilot program.
	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.

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24

24

The City provides resources to support community-led planning and advocacy efforts.

Community Outreach & Engagement	Program Name	Description
	Community Trainings and Workshops	The City offers several education trainings and workshops for community members including classes on financial literacy, pre-homeownership counseling, and foreclosure prevention.
	Community Area Plans	As part of the 2040 Comprehensive Plan, the City is developing community area plans to develop long-term growth strategies that are informed by community-level guidance. The information gathered from the initiative will provide more detailed guidance regarding development, infrastructure, transportation, and other factors contributing to built environment in Charlotte.
	Neighborhood Board Retreats	Neighborhood Board Retreats are twice-annual events offering groups the opportunity to work with a trained facilitator to identify and prioritize goals and create community action plans.
	Neighborhood Matching Grants	The City awards funds to eligible neighborhood-based organizations for project that improve quality of life. The grants require a one-to-one match from organizations, and funding can be provided for up to one year with a maximum of \$25,000.

NEST Commission and Anti-Displacement Strategy

Key Activities | April – July, 2023

<u>Date</u>	<u>Activity</u>
April 12 5:30 – 7 pm	NEST reviews draft Anti-Displacement Strategy <i>Overview of draft strategy provided by HR&A Consultants</i>
April 25 6 – 7 pm (Washington Heights) May 2 11 am - Noon (Winterfield)	Staying in Place Neighborhood Walking Tours <i>NEST members participate in walking tours to better understand the types of unique challenges and opportunities that exist in communities experiencing displacement pressure</i>
May 10 5:30 – 7 pm	Work Stream Meeting: Understanding the UDO (UDO) <i>UDO work stream will provide feedback on draft strategy and discuss programmatic/investment recommendations, including ADUs.</i>
May 10 5:30 – 7 pm	Work Stream Meeting: Program & Policy Improvements (PIP) <i>PIP work stream will provide feedback on draft strategy and discuss programmatic/investment recommendations, including Small Rental Investments.</i>
May 20* 9 – 11:30 am *date subject to change	NEST hosts Neighborhood Coalition Workshop <i>Strategy workshop with leadership of the city's neighborhood coalition groups</i>
May 25 6 – 7:30 pm	Work Stream Meeting: Lay of the Land (LOL) <i>LOL work stream will provide feedback on draft strategy and discuss programmatic/investment recommendations, including ARR/Homeownership.</i>
June 5	Housing, Safety & Community Committee <i>Overview and discussion of draft Anti-Displacement Strategy with HR&A Consultants</i>
June 14	NEST Commission Meeting <i>NEST Commission will debrief on Committee response to Anti-Displacement Strategy and discuss programmatic/investment recommendations coming forward from the May work stream meetings.</i>
July 3	Housing, Safety & Community Committee <i>NEST Co-Chairs present programmatic/investment recommendations</i>