

Anti-Displacement Strategy

HOUSING, SAFETY & COMMUNITY COMMITTEE

June 5, 2023

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Today's Discussion

- ◀ NEST Commission Introduction
- ◀ Council Priorities and Strategy Purpose
- ◀ Draft Anti-Displacement Strategy
- ◀ Summary & Next Steps
- ◀ Committee Discussion

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NEST Commission

Commission Charge:

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 tools for protecting residents of moderate to high vulnerability of displacement.

NEST Commission Timeline

Date	Activity
February 2022	NEST Commission convenes
August 2022	NEST workplan presentation to HSC
October 2022	NEST UDO Workshop
January 2023	NEST presents tax program recommendation to HSC Committee (stand-alone recommendation in alignment with city budget process/revaluation timeframe)
February 2023	Anti-Displacement Strategy Project Kick-off with HR&A Consultants
April 2023	Draft strategy presented to NEST Commission
March-May 2023	NEST community engagement activities
June 2023	Anti-displacement strategy presented to HSC Committee
August 2023	NEST presents suite of programmatic/investment recommendations to HSC Committee, in alignment with strategy
August/ September 2023	Work NEST recommendations through Committee/Council review and potential approval process

NEST Commission Members

Kim Graham (Co-Chair)	Justin Harlow (Co-Chair)	Angela Ambrose (Work Stream Lead)
Nadia Anderson	Melissa Gaston	Mitch Gibson
Monique Humphries	Tonya Jameson	Roma Johnson
Marta Tataje	Vicki Jones	Kimberly Timmons-Hampton



Council Priorities and Key Initiatives





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.



Great Neighborhoods



Economic Development



Safe Communities



Transportation and Planning



Well Managed Government

Anti-Displacement Strategy

- Analyze the current approach, synthesize activities and information, identify gaps, and prioritize recommendations based on impact and effort
- Build from the Housing Framework, Council policies and priorities, and be inclusive of recommendations from 2040 Comp Plan, Silver Line TOD Study, and NEST Commission
- Organize into an actionable anti-displacement strategy with specific objectives and measurable goals
- Obtain community input in partnership with NEST Commission engagement



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Strategy allows us to...

◀Accelerate

- Respond more quickly and move faster

◀Scale

- From Staying in Place pilot program in three neighborhoods to how we do business/provide service across the city

◀Pivot

- Identify and fill in gaps
- Move with market shifts

◀Tailor

- Household – right tool, right time
- Neighborhood – right tools, right place, right time

Charlotte Anti-Displacement Strategy

Housing, Safety, and Community Committee

June 5, 2023

Agenda

- Project Overview
- Displacement Context
- Strategic Vision
- Discussion

Project Overview

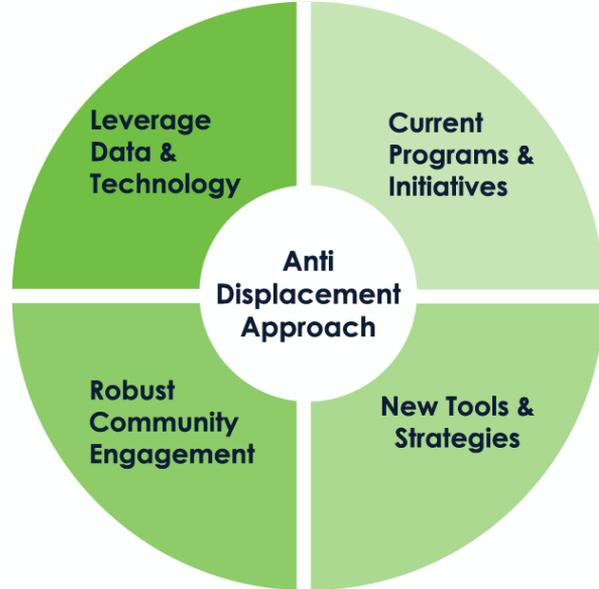
PURPOSE

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



CHALLENGE

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



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

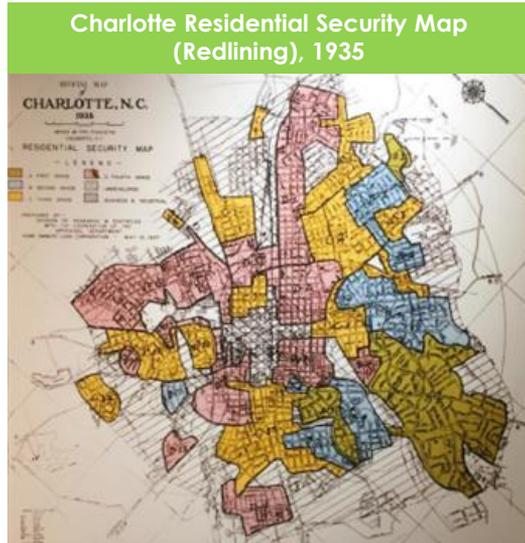


Displacement Context

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 has identified “high vulnerability” 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.

Strategic Vision

Charlotte's Anti-Displacement Strategy supports 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

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

- **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**
- **Improve access** to healthcare, childcare, fresh foods, transportation, job security, and other determinants of social health and stability

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 areas near transit lines
- **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 implement zoning overlay districts to **preserve neighborhood character**

Objective 2.2 Celebrate neighborhood identity and support anchor institutions

- Work with neighborhood leaders 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 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 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 racially & economically 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

The City will 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



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.

Council Priorities and Key Initiatives

COUNCIL STRATEGIC PRIORITIES						
	Great Neighborhoods	Safe Communities	Economic Development	Transportation and Planning	Well-Managed Government, focused on Equity, Engagement, and the Environment	
KEY INITIATIVES	Affordable Housing					
	CLT 2040/UDO SEAP					
	Corridors of Opportunity SAFE Charlotte					
	Mobility					
	Hire Charlotte Arts & Culture Workforce Development					
	Small Business/Minority Business Development					
	Digital Divide					

Next Steps

- ◀ **June: Committee Discussion & Feedback**
- ◀ **July: Finalize Anti-Displacement Strategy and Report**
- ◀ **August: NEST Commission present programmatic recommendations to Housing, Safety, Community Committee**
- ◀ **Summer**
 - Stand up online resource hub for residents
 - Continue strategy prioritization activity
 - Neighborhood engagement opportunities

Discussion & Questions