

## Executive Summary

### AP-05 Executive Summary - 91.200(c), 91.220(b)

#### 1. Introduction

The City of Charlotte and Charlotte-Mecklenburg Regional Housing Consortium's Annual Action Plan identifies the City's community development needs and outlines a comprehensive and coordinated strategy for addressing these needs. It serves as the application for funding for the following federal entitlement programs that serve low and moderate income families;

- Community Development Block Grant (CDBG)
- HOME Investment Partnership (HOME)
- Emergency Solutions Grant (ESG)
- Housing Opportunities for Persons with HIV/AIDS (HOPWA)

#### Overview

The City of Charlotte is experiencing strong growth and in-migration. The job and real estate markets of the Charlotte Metropolitan area are healthy resulting in higher real estate prices. Unfortunately the benefits of this economic conditions are not shared equally; over 71,000 households in Charlotte earn less than \$32,100 a year. Households with this level of income struggle to find decent, affordable housing and housing cost crowds out spending on daily living expenses such as food and transportation.

The need for housing for households at lower income levels remains strong, particularly households with special needs such as members with developmental disabilities or those living with HIV/AIDS. Recent Department of Housing and Urban Development data indicates a need for over 21,000 housing units affordable to families at or below 50% of median area income. Housing needs are expected to intensify as real estate forecasts indicate market pressures will allow higher pricing on both rental units and for-sale housing. Along with housing, community partners continue to voice the need for community investments that improve community related infrastructure, sustain existing housing stock and increase economic opportunities.

#### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The City of Charlotte's plan builds off the successes of past plans and identifies nine goals for the year's activities:

- Provide temporary rental assistance
- Finance permanent supportive rental housing
- Provide opportunities for homeownership
- Provide programs to support persons with HIV/AIDS
- Increase the supply of affordable rental housing
- Improve existing housing stock
- Support facilities and programs for the homeless
- Increase neighborhood sustainability
- Promote business growth and a robust workforce

Some goals will be accomplished through continued funding of the City's housing rehabilitation programs and the HouseCharlotte downpayment assistance program. Other goals will be accomplished by partnering with community agencies to rehabilitate and develop housing, provide emergency utility / rental assistance and support programs that assist families return to self-sufficiency. Ending and preventing homelessness continues to be a particular focus for the Charlotte community and this plan. To assist in reaching this goal, the City will continue to provide support for homeless services agencies through funding of shelter operations, homelessness prevention and the provision of rental subsidies.

Approval of the Action Plan is a requirement for continued participation in federally funded housing and community development programs. The activities indicated in this plan address three statutory goals set by HUD:

- Provide Decent Housing
- Create and Preserve Suitable Living Environments
- Expand Economic Opportunities

### **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

From 2010 to 2015 the City of Charlotte used HUD funding in varied ways to improve the lives of low and moderate income households in Charlotte. The City of Charlotte provided over 1,000 rehabilitated

housing units, funded over 800 units of new construction, approved approximately 1,200 loans for downpayment assistance and funded agencies providing housing counseling, emergency assistance payments, rental assistance and emergency housing services. It also completed redevelopment of Brightwalk, a mixed income housing community. As the City of Charlotte grows, the need for these activities continues and services such as these play an important role in creating diverse, healthy and vibrant communities for all Charlotteans.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

The City of Charlotte is committed to ensuring all Charlotte-Mecklenburg residents have the opportunity to learn, understand and provide comments regarding City plans. While developing the plan, the City consults with its housing and community development partners. These groups included nonprofit organizations, Carolina’s Care Partnership, the Continuum of Care and the Charlotte Housing Authority.

Based on partner feedback, a needs assessment, and market analysis, the City developed draft plan that is presented at two community forums, one of which was provided in Spanish. The draft plan was made available for 30 days for review and comment online and at the Charlotte Mecklenburg Government Center. Finally, City Council holds a public hearing prior to approving the plan. This City conducts citizen engagement that results in better plans that more wholly reflect the needs and aspirations of all Charlotteans.

#### **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

The public comment period is currently open.

#### **6. Summary of comments or views not accepted and the reasons for not accepting them**

N/A

#### **7. Summary**

The City of Charlotte, its elected officials and community development practitioners work with diligence to provide all Charlotteans with safe communities and neighborhoods that are healthy and vibrant. The FY2020 Action Plan provides programs and resources to achieve these goals. The plan emphasizes the City's role as a partner in a larger coalition of agencies providing diverse housing and services to the citizens of Charlotte Mecklenburg.

**PR-05 Lead & Responsible Agencies - 91.200(b)****1. Agency/entity responsible for preparing/administering the Consolidated Plan**

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	CHARLOTTE	Housing & Neighborhood Services
HOPWA Administrator	CHARLOTTE	Housing & Neighborhood Services
HOME Administrator	CHARLOTTE	Housing & Neighborhood Services
ESG Administrator	CHARLOTTE	Housing & Neighborhood Services

**Table 1 – Responsible Agencies**

**Narrative****Consolidated Plan Public Contact Information**

Warren Wooten  
Housing & Neighborhood Services  
City of Charlotte  
600 E. Trade St. Charlotte, NC 28202  
PHONE: (704) 336-2489  
twooten@charlottenc.gov

## **AP-10 Consultation - 91.100, 91.200(b), 91.215(l)**

### **1. Introduction**

The following section outlines the City's consultation process. By consulting and collaborating with housing and community development stakeholders, the City can align and coordinate community development programs with a range of other plans, programs and resources to achieve greater impact.

#### **Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

The City of Charlotte recognizes the need for a coordinated effort between local governments, nonprofits and provider agencies in dealing with the challenges facing low and moderate income families. To foster coordination, the City sponsors the Charlotte-Mecklenburg Housing Advisory Board - a group of stakeholders tasked with the ongoing implementation of the Ten Year Plan to End and Prevent Homelessness. The City is lead agency for the Continuum of Care (CoC), providing services for vulnerable households. The City also participates in the Homelessness Services Network, a group of organizations working together on issues related to homelessness.

#### **Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The City continues to address the need of homeless persons and persons at risk of homelessness through involvement with the CoC. The City of Charlotte has been designated as the CoC lead for the Charlotte Mecklenburg Continuum of Care streamlining City participation. The City consults with CoC participants to determine the funding priorities for ESG and HOME.

#### **Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The City continues to address the need of homeless persons and persons at risk of homelessness through involvement with the CoC .The City of Charlotte has been designated as the CoC lead for the Charlotte Mecklenburg Continuum of Care streamlining City participation. The City consults with CoC participants to determine the funding priorities for ESG and HOME.

**2. Agencies, groups, organizations and others who participated in the process and consultations**

Table 2 – Agencies, groups, organizations who participated

1	<b>Agency/Group/Organization</b>	City of Charlotte - Neighborhood & Business Services
	<b>Agency/Group/Organization Type</b>	Services - Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs Market Analysis Economic Development Lead-based Paint Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	
2	<b>Agency/Group/Organization</b>	CHARLOTTE HOUSING AUTHORITY
	<b>Agency/Group/Organization Type</b>	PHA
	<b>What section of the Plan was addressed by Consultation?</b>	Public Housing Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	
3	<b>Agency/Group/Organization</b>	Charlotte-Mecklenburg Continuum of Care
	<b>Agency/Group/Organization Type</b>	Housing Other government - County



	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	

**Identify any Agency Types not consulted and provide rationale for not consulting**

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	City of Charlotte	Consolidated Planning and the CoC Plan development are facilitated by staff from the same department. HUD funding utilized by the CoC members (ESG, HOME TBRA) are implemented using CoC Plan standards.

**Table 3 – Other local / regional / federal planning efforts**

**Narrative**

## **AP-12 Participation - 91.401, 91.105, 91.200(c)**

- 1. Summary of citizen participation process/Efforts made to broaden citizen participation**  
**Summarize citizen participation process and how it impacted goal-setting**

### **Citizen Participation Outreach**

<b>Sort Order</b>	<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>	<b>URL (If applicable)</b>

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

#### Introduction

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	5,997,893	300,000	0	6,297,893	0	
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	3,297,679	600,000	0	3,897,679	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	2,529,408	0	0	2,529,408	0	
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	482,968	0	0	482,968	0	
Continuum of Care	public - federal	Supportive services	0	0	0	0	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Financial Assistance Homebuyer assistance Homeowner rehab Housing Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	824,420	0	0	824,420	0	

**Table 2 - Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The City of Charlotte uses federal and local funding together to support a wide range of housing and community development activities. The City uses local dollars earmarked for housing and leverages dollars provided by City partners to provide an outstanding return on federal investments. The City sets aside local dollars to match with HOME funds, only drawing 75% of a project cost and the remaining amount from local funds on each HOME draw. The Emergency Solutions Grant match is provided by each subrecipient and verified during yearly grant monitoring.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

The City of Charlotte is reviewing public land for possible use in providing affordable housing solutions.

## **Discussion**

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Provide temporary rental assistance.	2016	2020	Affordable Housing Homeless	City of Charlotte/ Mecklenburg County	Short term rental assistance.	HOME: \$330,000	Tenant-based rental assistance / Rapid Rehousing: 85 Households Assisted
2	Finance permanent supportive rental housing.	2016	2020	Affordable Housing Homeless Non-Homeless Special Needs				
3	Provide opportunities for homeownership.	2016	2020	Affordable Housing				
4	Provide programs to support persons with HIV/AIDS.	2016	2020	Affordable Housing Non-Homeless Special Needs				
5	Increase the supply of affordable rental housing.	2016	2020	Affordable Housing				
6	Improve existing housing stock.	2016	2020	Affordable Housing				

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Support facilities and programs for the homeless.	2016	2020	Homeless				
8	Increase neighborhood sustainability.	2016	2020	Affordable Housing Non-Housing Community Development				
9	Promote business growth and a robust workforce.	2016	2020	Non-Housing Community Development				

**Table 3 – Goals Summary**

## Goal Descriptions

1	Goal Name	Provide temporary rental assistance.
	Goal Description	
2	Goal Name	Finance permanent supportive rental housing.
	Goal Description	
3	Goal Name	Provide opportunities for homeownership.
	Goal Description	
4	Goal Name	Provide programs to support persons with HIV/AIDS.
	Goal Description	



5	<b>Goal Name</b>	Increase the supply of affordable rental housing.
	<b>Goal Description</b>	
6	<b>Goal Name</b>	Improve existing housing stock.
	<b>Goal Description</b>	
7	<b>Goal Name</b>	Support facilities and programs for the homeless.
	<b>Goal Description</b>	
8	<b>Goal Name</b>	Increase neighborhood sustainability.
	<b>Goal Description</b>	
9	<b>Goal Name</b>	Promote business growth and a robust workforce.
	<b>Goal Description</b>	

## **AP-35 Projects - 91.420, 91.220(d)**

### **Introduction**

The City of Charlotte will continue to implement City Council priorities as described in the action plan. For the FY20 fiscal year, the City will provide housing rehabilitation, new construction, rental subsidies, downpayment assistance, relocation, funding for HIV related housing initiatives, emergency shelter, housing support and funding for afterschool programming. Additional ongoing efforts include pedestrian improvements in the Grier Heights neighborhood.

#	Project Name
1	Grier Heights Neighborhood Improvements
2	FY20 Housing Rehabilitation
3	FY20 HOPWA Funded Projects
4	FY20 Emergency Solution Grant Projects
5	FY20 New Construction, Consortia & Nonprofit Projects
6	FY20 TBRA
7	FY20 HouseCharlotte & Financial Assistance
8	FY20 Out of School Time Grants
9	FY20 Optional Relocation

**Table 4 – Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

**AP-38 Project Summary**  
**Project Summary Information**

<b>1</b>	<b>Project Name</b>	Grier Heights Neighborhood Improvements
	<b>Target Area</b>	City of Charlotte/ Mecklenburg County
	<b>Goals Supported</b>	Increase neighborhood sustainability.
	<b>Needs Addressed</b>	Community facilities and infrastructure.
	<b>Funding</b>	:
	<b>Description</b>	Pedestrian improvements to support ongoing community development activities underway by local nonprofit housing organizations.
	<b>Target Date</b>	10/1/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 300 households.
	<b>Location Description</b>	Greir Heights Neighborhood.
	<b>Planned Activities</b>	Sidewalk and other pedestrian improvements.
<b>2</b>	<b>Project Name</b>	FY20 Housing Rehabilitation
	<b>Target Area</b>	City of Charlotte/ Mecklenburg County
	<b>Goals Supported</b>	Increase the supply of affordable rental housing. Improve existing housing stock.
	<b>Needs Addressed</b>	Affordable rental housing units. Improvements to existing housing stock.
	<b>Funding</b>	CDBG: \$3,862,886 HOME: \$775,827 Local HOME Match: \$258,609
	<b>Description</b>	Provide housing rehabilitation services for single and multifamily housing units.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 85 households will be served.
	<b>Location Description</b>	Through out the City.
	<b>Planned Activities</b>	Housing rehabilitation
<b>3</b>	<b>Project Name</b>	FY20 HOPWA Funded Projects
	<b>Target Area</b>	City of Charlotte/ Mecklenburg County

	<b>Goals Supported</b>	Provide programs to support persons with HIV/AIDS.
	<b>Needs Addressed</b>	Support for special populations.
	<b>Funding</b>	HOPWA: \$2,529,408
	<b>Description</b>	This programs and services support households with HIV/AIDS.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 580 persons will benefit from these services.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Support households with eligible members recieve programs and services. Provide support to eligible facilities.
<b>4</b>	<b>Project Name</b>	FY20 Emergency Solution Grant Projects
	<b>Target Area</b>	City of Charlotte
	<b>Goals Supported</b>	Provide temporary rental assistance. Support facilities and programs for the homeless.
	<b>Needs Addressed</b>	Short term rental assistance. Support for special populations.
	<b>Funding</b>	ESG: \$482,968
	<b>Description</b>	
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Over 4,000 persons will benefit from these activities.
	<b>Location Description</b>	
	<b>Planned Activities</b>	ESG funding is used to support the operation of homeless shelters, provide funding for rapid rehousing, street outreach and homeless prevention efforts.
<b>5</b>	<b>Project Name</b>	FY20 New Construction, Consortia & Nonprofit Projects
	<b>Target Area</b>	City of Charlotte/ Mecklenburg County

	<b>Goals Supported</b>	Provide opportunities for homeownership. Increase the supply of affordable rental housing. Improve existing housing stock. Increase neighborhood sustainability.
	<b>Needs Addressed</b>	Affordable rental housing units. Improvements to existing housing stock. Community facilities and infrastructure. Focused neighborhood redevelopment.
	<b>Funding</b>	CDBG: \$1,470,000 HOME: \$581,818 Local HOME Match: \$193,939
	<b>Description</b>	Projects related to the housing activities of nonprofit partners, affordable housing developers and consortia members.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Over 150 households will benefit from these activities.
	<b>Location Description</b>	Throughout the City of Charlotte.
	<b>Planned Activities</b>	Housing rehabilitation, new construction, downpayment assistance and neighborhood support.
<b>6</b>	<b>Project Name</b>	FY20 TBRA
	<b>Target Area</b>	City of Charlotte/ Mecklenburg County
	<b>Goals Supported</b>	Provide temporary rental assistance.
	<b>Needs Addressed</b>	Short term rental assistance.
	<b>Funding</b>	HOME: \$330,000
	<b>Description</b>	
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	85 households will benefit from this activity.
	<b>Location Description</b>	
	<b>Planned Activities</b>	FY20
	<b>Project Name</b>	FY20 HouseCharlotte & Financial Assistance

7	<b>Target Area</b>	City of Charlotte/ Mecklenburg County
	<b>Goals Supported</b>	Provide opportunities for homeownership.
	<b>Needs Addressed</b>	Financial support for homebuyers.
	<b>Funding</b>	HOME: \$2,210,034 Local HOME Match: \$371,872
	<b>Description</b>	
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	300 households are estimated to benefit from this activity.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Downpayment assistance for homeownership.
8	<b>Project Name</b>	FY20 Out of School Time Grants
	<b>Target Area</b>	City of Charlotte/ Mecklenburg County
	<b>Goals Supported</b>	Promote business growth and a robust workforce.
	<b>Needs Addressed</b>	Grow businesses and a robust workforce.
	<b>Funding</b>	CDBG: \$815,007
	<b>Description</b>	
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	1,000 students participate in activities.
	<b>Location Description</b>	
9	<b>Project Name</b>	FY20 Optional Relocation
	<b>Target Area</b>	HOPWA Designated Service Area
	<b>Goals Supported</b>	Increase neighborhood sustainability.
	<b>Needs Addressed</b>	Short term rental assistance. Focused neighborhood redevelopment.
	<b>Funding</b>	CDBG: \$150,000
	<b>Description</b>	

	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 20 households benefit from this service.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Relocation activities for households in substandard rental housing.



## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

Charlotte is North Carolina's largest city and the second largest city in the southeast. The City is home to an estimated 859,035 persons and over 30,000 low income families. The jurisdiction includes the city limits of Charlotte. The City is also the lead agency of a HOME Consortium that consists of the City of Charlotte, Mecklenburg County, Mint Hill, Matthews, Pineville, Huntersville, Cornelius and Davidson.

The focus of City community development activities are low and moderate income neighborhoods with housing needs. Many of these communities are located in a crescent around Charlotte that starts in West Charlotte and wraps around the northern side of Charlotte ending in the East Charlotte area.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
Double Oaks Redevelopment Area	
City of Charlotte	
City of Charlotte/ Mecklenburg County	85
HOPWA Designated Service Area	15

**Table 5 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

All funded programs and services are available throughout the City/County jurisdiction. The TLC for CLT program will be available in the Camp Greene, Lincoln Heights, Revolution Park and Washington Heights.

### **Discussion**

## Affordable Housing

### AP-55 Affordable Housing - 91.420, 91.220(g)

#### Introduction

The City of Charlotte continues to recognize a critical shortage in housing affordable to families at or below 80% of median area income. In addition to the need for new affordable units, development pressures in Charlotte endanger existing affordability of neighborhoods in or near the City's urban core. Both securing new affordable units and preserving existing units are essential components to a comprehensive housing strategy. The City also provides resources to reduce and eliminate homelessness. One resource, temporary rental assistance, is provided through city nonprofit housing partners as a component of a larger homelessness reduction plan.

One Year Goals for the Number of Households to be Supported	
Homeless	250
Non-Homeless	488
Special-Needs	20
Total	758

**Table 6 - One Year Goals for Affordable Housing by Support Requirement**

One Year Goals for the Number of Households Supported Through	
Rental Assistance	250
The Production of New Units	350
Rehab of Existing Units	140
Acquisition of Existing Units	18
Total	758

**Table 7 - One Year Goals for Affordable Housing by Support Type**

#### Discussion

The City will provide up to 350 down payment assistance loans, rehabilitate approximately 105 housing units and provide 85 households with rental assistance.

## **AP-60 Public Housing - 91.420, 91.220(h)**

### **Introduction**

The City of Charlotte, like many urban areas, continues to face a huge shortage of affordable housing. The Charlotte Housing Authority developed a strategic plan to help meet this affordability gap by using our legacy assets to develop mixed income housing, offering diverse price point housing to Charlotte's growing low income population.

Our strategy is a combination of preserving the assets we have via the Rental Assistance Demonstration (RAD) program at the U.S. Department of Housing and Urban Development (HUD), converting legacy assets to mixed income developments where possible and seeking out creative ways to expand the area's supply of sustainable diverse price point housing. This includes an aggressive effort to help our current heads of household to become self-sufficient, when able so their unit can then be occupied by another needy family.

### **Actions planned during the next year to address the needs to public housing**

At the end of 2017, CHA had converted 3,159 units to the RAD PBV platform. CHA converted an additional 87 units in 2018 and will complete its portfolio RAD conversion with the closing of the 136-unit Dillehay Courts in 2019.

### **Property and Asset Management Activities**

As a result of the RAD conversion, CHA has converted each former public housing development into a free-standing LLC, owned by Horizon Development Properties, Inc., a wholly-owned subsidiary of CHA. As a part of the RAD conversion, CHA was able to fully-fund the operating reserves for each development. In addition, the annual operating budget for each apartment community has set asides for both supportive services, annual maintenance and long-term reserves, making each development a self-sustaining entity.

In addition, CHA has launched a wholly-owned property management subsidiary, Blue Horizon Management Company, and it handles the property management for apartment communities owned by CHA and Horizon Development Properties.

### **Real Estate Development Activities**

- In 2018, CHA, via its non-profit subsidiary Horizon Development Properties, Inc. (HDP), leased up and opened The Oaks at Cherry, an 81-unit development for families, with incomes at 30-60% of the area median income needing rental assistance. All 81 units receive subsidy via the RAD PBV program. HDP has completed the demolition of the Strawn Cottages site in the historic

Dilworth neighborhood and is aggressively moving forward with a Master Developer partner in the redevelopment of this 16.2-acre site. Current plans for this revitalized site calls for a mixed-use, mixed-income strategy that includes 915 residential units with 319 or 35% being affordable: 170 units in the renovated Strawn Tower, affordable to seniors at 30% of AMI and below 75 new units for families or singles at 65% of AMI and below, and 74 new units for families or singles at 80% of AMI and below.

HDP is also working with several key stakeholders to provide for an exciting redevelopment of a two-block area on Charlotte's main street, including CHA's historic Hall House building, ensuring that affordable housing will maintain a foothold in Uptown Charlotte.

In addition, CHA began predevelopment activities on the revitalization of one development that began the RAD conversion process in 2018 (Dillehay Courts). The architect and general contractor have been selected. Horizon Development is actively working with the residents to inform them of the beneficial changes to come to their apartment home and this substantial renovation should be underway by year's end. The goal is to manage the renovation of these apartments without the need for offsite relocation of the Dillehay families.

Long range planning continues for the Tall Oaks II and Baxter Street developments, both adding much more needed workforce housing in this rapidly gentrifying neighborhood.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

**PLEASE NOTE:** At the end of calendar year 2018 CHA now has only have 136 public housing units remaining in its portfolio and those will be gone by mid-2019. CHA will continue its mission of providing safe, decent and affordable housing to low income families, seniors and individuals.

Between July 1, 2018 and June 30, 2019, CHA will continue three strategies to encourage the low-income residents it serves to become more involved in management and participate in home ownership.

1. Family Self-Sufficiency Services. As a part of its participation in the RAD program, CHA is expanding the reach of its proven Family Self-Sufficiency (FSS) program. Every able-bodied head of household that receives a tenant-based voucher, via our Housing Choice Voucher program, is now required to work, or be involved in activities that will lead to employment and CHA is providing each head of household with a case manager to help him/her reach his/her goals. The ultimate goal is to see these individuals/families exit subsidized housing to home ownership or market rate rental.

We know we have been successful in helping residents become employed because we carefully track outcomes and provide monthly updates to the CEO and bi-annual reports to our Board of Commissioners. In addition, we have a third-party evaluator, the Center for Urban and Regional Studies at UNC Chapel Hill, that assists in providing an unbiased analysis of our program data. Across all programs, since FY10 we have seen 107 families exit our FSS programs to home ownership and another 584 families exit to a private rental apartment. As of January 8, 2018, a stunning 71% of the heads of household enrolled in our FSS programs were employed and 67% of those employed had a job retention rate of 12 months or more, with an overall average income of \$17,639.

1. Housing Choice Voucher Homeownership Services. CHA launched a Housing Choice Voucher Home Ownership program in 2016, allowing Housing Choice voucher participants the opportunity to use their Housing Assistance Payment (HAP) as a portion of their mortgage payment for 15 years for families or for 30 years for elderly and disabled households. After the 15/30-year time frame the individual/family will assume the entire mortgage obligation. The program includes a provision of FSS services for the participating households, along with homeownership education and counseling. When conceived, the goal was to have 10-15 households join this program every year. Since launching this program two years ago, 267 households have expressed interest in the program, 81 have been formally enrolled and 13 households have closed on a home. We have a realtor in our Client Services Department who manages this program, working closely with our HCV department.
2. Resident Advisory Council (RAC)/Resident Liaison Services. CHA has one full-time staff person in its Client Services Department devoted to working with CHA residents on the organization of Resident Organizations and the maintenance of the Resident Advisory Council. RAC is provided an opportunity to present a report to the Board of Commissioners every quarter, and is given many opportunities for leadership development throughout the year. In addition, the CEO and key management staff meet with the Resident Advisory Council every month to gather their input in what is known as the CEO Roundtable.

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

n/a

## **Discussion**

The Charlotte Housing Authority actively works with its residents to provide quality housing and move

more families to self-sufficiency.

## **AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)**

### **Introduction**

The City of Charlotte continues to focus, along with its many community partners, on the issue of homelessness in the Charlotte community. While most recent Point in Time counts indicate the City is making progress, homelessness is still a significant community issue and requires the continuing work of the many programs and agencies working to reduce homelessness in Charlotte. Of particular are continuing initiatives to eliminate both veterans and chronic homelessness.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The City will continue to support various agencies who conduct street outreach activities. The City also participates in Coordinated Assessment, a tool to record and direct homeless individuals and households towards appropriate services. Using outreach, assessment and services the City and its partners hope to soon end veteran and chronic homelessness.

#### **Addressing the emergency shelter and transitional housing needs of homeless persons**

This plan will continue to provide funding to existing shelters in Charlotte. The Salvation Army Center of Hope shelter for women and children expanded to add additional beds. The City believes with these additional beds and overflow shelter space available during emergencies, the City has adequate shelter space for families and individuals in need. The City has also proposed ongoing funding for rental assistance with federal and local funds to ensure transitional housing needs are met.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were**

## **recently homeless from becoming homeless again**

The City is helping homeless families return to stability more quickly by participating in Coordinated Assessment and increasing the availability of rental assistance. The City also provides financing for below market rate housing units and housing units that provide supportive services. The goal of these efforts is to more quickly provide services for families experiencing homelessness and ensure adequate quantities of housing stock affordable to low and moderate income households.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

The Continuum of Care has memorandums of understanding with the two major hospital systems, Carolinas Healthcare System (CHS) and Novant Health. Both use screening tools which include individualized discharge planning and questions on housing status. If it is determined that a patient is homeless, the hospitals provide strategies and resource lists intended to leverage community resources and make referrals to housing and supportive services such as Samaritan House, MedAssist, C.W. Williams Community Health Center, Urban Ministry Center and the Men's Shelter of Charlotte. Both hospital systems participate in Point-in-Time (PIT) counts and work with the CoC and respite providers through Community Care of North Carolina (CCNC) to coordinate and increase access to health care, for those who are most at risk and in need of safe and appropriate housing.

## **Discussion**

By continuing to support shelter operations, prevention and rapid rehousing, the City provides tools to nonprofit agencies working daily to eliminate homelessness. The City is committed to the Continuum of Care and its coordinated assessment process designed to correctly identify and serve individuals



**AP-70 HOPWA Goals - 91.420, 91.220 (I)(3)**

<b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	70
Tenant-based rental assistance	90
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	15
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0
Total	175

## **AP-75 Barriers to affordable housing -91.420, 91.220(j)**

### **Introduction**

Factors creating barriers to affordable housing include stresses on available funding for affordable housing, high land costs, dilapidated housing stock and the lack of low income household access to credit.

The City of Charlotte works proactively to ensure diverse housing is available throughout the City. The City supports housing programs and operates a local Housing Trust Fund to provide gap financing for new housing developments. This resource is becoming increasingly stressed due to cuts in funding for affordable housing at both the Federal and State level. In 2014 the North Carolina General Assembly cut funding to affordable housing by eliminating the North Carolina State Tax Credit and the North Carolina Historic Tax Credit. It replaced these sources of funding with a loan program that excludes medium and large size cities such as Charlotte from participating, which decreases available funding for Charlotte.

Land costs following the recent recession are on the rebound, a trend that is likely to accelerate in pace with the larger economy. Higher land prices affect the cost of multifamily development and increase mortgage payment amounts for single family homebuyers.

Another barrier to affordable housing is significant levels of aging housing stock in Charlotte-Mecklenburg. Older housing is often leased to low income buyers at affordable rates but can be unsafe or unhealthy. Low cost housing stock is targeted by investors for rental use or redevelopment and may remove affordable rental or homeownership opportunities from the market.

A major barrier to affordable housing is access to mortgage loans for low income buyers. One result of the 2008 finance crisis was the tightening of credit rules and increases in insurance premiums related to mortgage lending. The result is less households able to qualify for a mortgage loan at any rate.

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

The City has adopted a progressive set of codes and ordinances that broadly allow housing throughout the City and provides voluntary incentives for the provision of a mix of housing for households with diverse income. City policies also ensure projects funded by the city are not concentrated in areas with high levels of existing multifamily units.

To lessen barriers to affordable housing the City supports nonprofit housing agencies, encourages

creative partnerships and provides funding to support diverse housing options in the Charlotte Mecklenburg community. The City supports nonprofit organizations providing a wide range of services to increase and support housing options for low income households from housing counseling to financial assistance. The City also partners with housing developers to produce housing stock that meets the needs of households earning various levels of income. City funding often fills the financial gap in a housing development that would otherwise be overcome by high rental or purchase rates.

## **Discussion**

The City has a goal of providing diverse housing options in locations close to jobs, transportation and amenities. By providing gap financing, housing rehabilitation and partnering with nonprofit housing organizations the City participates in lowering affordable housing barriers.

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

The delivery of housing and support services to low and very-low income families and individuals in Charlotte-Mecklenburg involves public, private and non-profit participation at the local, state and federal levels. The following section further details what services will be provided, their method of delivery and how various programs and agencies work together to create a comprehensive service strategy.

### **Actions planned to address obstacles to meeting underserved needs**

Underserved needs are identified as limited housing units available for low and very low income households, limited housing for persons with special needs and lack of funding to quickly rehouse homeless individuals and households. To address these obstacles, the City will take the following actions; 1) provide gap funding for housing developments that will serve low and very low income households, 2) Seek proposals and set aside funding for housing developments that will provide housing and services for special needs populations and 3) Provide housing subsidies designed to quickly rehouse households experiencing a housing crisis such as homelessness.

### **Actions planned to foster and maintain affordable housing**

In FY2020, the City of Charlotte's annual goal for affordable housing is to undertake rehabilitation of rental units and the construction of new units for extremely low-income, very-low income, moderate-income households and non-homeless persons with special needs---e.g. elderly, persons with disabilities, and persons living with HIV/AIDS. The rehabilitation of rental units will be accomplished through the various non-profit and private sector housing developers.

To preserve existing ownership units, the City will rehabilitate existing owner occupied housing units through existing city programs and partnerships with nonprofit housing organizations. The City will also continue to provide down payment assistance to lower the barriers of homeownership for low and moderate income households.

### **Actions planned to reduce lead-based paint hazards**

The City of Charlotte received \$2,479,414.00 in federal assistance from the U.S. Department of Housing

and Urban Development for the Lead-Based Paint Hazard Control Grant Program and funding was approved and provided through the 2012 Appropriations Act for Lead Hazard Control Program. The program's purpose is to perform lead testing and lead hazard control activities. Under the new grant approximately 200 homes will be inspected and risk assessed for lead based paint hazards and approximately 185 homes will have hazard control activities (testing, inspections and housing rehabilitation activities to reduce lead hazards). The City will further integrate lead safe work practices to all city rehabilitation programs, provide technical assistance as requested to contractors on the Housing Bidder's Lists regarding lead safe work practices, encourage Code Enforcement officials to make referrals to LeadSafe Charlotte and enforce code requirements regarding the elimination of deteriorated paint. The City completed a Lead Hazard Control Program in fiscal year 2016 and is currently operating a new grant awarded in fiscal year 2017.

The City will also focus on increasing collaboration with the Mecklenburg County Health Department to do outreach and testing of children in vulnerable neighborhoods, including those with an increasing number of Hispanic/Latino children. The City prioritizes units enrolled in the lead program through direct referrals from the Mecklenburg County Health Department for children with elevated levels at 10 ug/l or above.

### **Actions planned to reduce the number of poverty-level families**

The City of Charlotte and Mecklenburg County have been pursuing various strategies and initiatives to improve economic opportunity for low wealth residents. Most of these efforts are integrated into the goals, programs and policies of the City of Charlotte Neighborhood & Business Services Department, the Mecklenburg County Department of Social Services and the Charlotte Housing Authority. Some of the prominent strategies aimed at reducing poverty in Charlotte-Mecklenburg include:

- Mecklenburg County's Work First Program to help lift households receiving public assistance out of their poverty circumstances and into full-time employment.
- CHA's Family Self-Sufficiency Program that provides remedial education, counseling, job training referral and placement to public housing residents.
- Local Job-Link system that provides access to training and jobs.
- Mayor's Mentoring Alliance connects Charlotte mentoring organizations for the purpose of promoting best practices through providing workshops, resources and standards for quality service delivery.
- Mayor's Youth Employment Program that provides summer employment opportunities for disadvantaged youth that exposes them to the world of work.
- The Charlotte-Mecklenburg Housing Advisory Board is a community based board appointed to advocate for economic mobility and housing best practices. Board Members bring expertise and commitment with authentic and influential experience in homelessness and housing services .

They are appointed by the Charlotte Mayor, City Council and the Mecklenburg County Commission. This board helps address system gaps and create opportunities for greater collaboration and coordination across governmental and non-profit agencies as well as with the private sector.

### **Actions planned to develop institutional structure**

The Charlotte Mecklenburg area has a robust delivery system providing services from emergency shelter to first time homeownership. The City works with a number of local nonprofit housing agencies who provide programs and services on behalf of the City. The City acts as the lead agency for the Charlotte Mecklenburg Continuum of Care. This group coordinates efforts to reduce and end area homelessness and provides a continuum of services to low income households. The Charlotte Housing Authority is responsible for all public housing developments in Charlotte Mecklenburg and is also the responsible entity for the Housing Choice Voucher Program. The Charlotte Mecklenburg Housing Partnership is a Community Development Business Organization that works closely with the City on several projects. The City will continue to rely on these partnerships to implement HUD funded housing and community development programs. The City participates in various advisory boards and coalitions that provide continuous feedback on the City's delivery systems and offer suggestions on how to better streamline program delivery and project implementation.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City fosters coordination through its participation as the Lead Agency in the Charlotte Mecklenburg Continuum of Care. The City also established the Charlotte Mecklenburg Housing Advisory Board to research and recommend housing best practices and foster coordination between the public and private sectors. The City and many local nonprofit organizations serving homeless individuals work through the Homeless Services Network to coordinate service delivery for families with critical needs related to homelessness.

### **Discussion**

The City of Charlotte will continue to work with its partners to improve delivery structures and services for City residents. Ongoing evaluation of performance and citizen engagement produce high quality programs and strong partnerships that better service the needs of low and moderate household

members.

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

#### Introduction

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>0</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	85.00%

#### HOME Investment Partnership Program (HOME)

##### Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The City will be using its HOME funds to provide homebuyer downpayment assistance, construct new housing units for low and moderate income families, rehabilitate existing housing units and provide



tenant based rental assistance.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The City of Charlotte will use HUD recapture provisions as provided in 92.254. All CHDOs, subrecipients, and consortium members who administer HOME programs will follow resale/recapture provisions that have been adopted by the City.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Generally, to maintain eligibility for HOME assistance, units must be occupied by a low or moderate income family and continue to meet HOME requirements during the entire period of affordability based on the amount of assistance and as indicated below:

HOME Funds Period of Affordability/Term of the Loan

Less than \$15,000 / 5 years

\$15,000 - \$40,000/ 10 years

More than \$40,000/ 15 years

New Construction/ 20 years

Longer affordability periods may be required of multifamily developers based on various development factors.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The City has no plans to refinance existing multifamily housing debt.

### **Emergency Solutions Grant (ESG)**

1. Include written standards for providing ESG assistance (may include as attachment)

As required by the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), the City of Charlotte became the lead agency for the Charlotte-Mecklenburg Continuum of Care (NC505) in July 2013. These written standards are used as a guide for all ESG-funded agencies providing homeless assistance. Shelters, rapid re-housing and prevention agencies in the CoC 505 must participate in the established coordinated assessment process.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Charlotte-Mecklenburg operates a Coordinated Assessment (CA) system that aims to connect homeless individuals and families, or those at imminent risk, to an existing available shelter/housing resource in our community. Utilizing CA, households experiencing homelessness (or imminent homelessness) know exactly where to go to get help; are assessed in a standard and consistent way; are matched with the housing/services that best meet their needs, as available. By assessing everyone the same way, the community can be strategic about its limited resources and where resources may need to be redirected or added.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The City of Charlotte conducts a request for proposals to allocate ESG funding. Funding is allocated to high performing agencies that exhibit the capacity to provide quality services in a cost effective manner. The City's ESG funding priorities are Rapid Re-Housing - Financial Assistance, Emergency Shelter – Operating Costs, Emergency Shelter – Shelter Services, Rapid Re-Housing - Services, Prevention Services, Street Outreach and HMIS. Funding allocations are made on the basis of priority of the proposed service(s), agency capacity, leverage and the availability of funding.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City of Charlotte meets the homeless participation requirements by having a currently homeless

or formerly homeless seat on our CoC governing board. In addition, a currently homeless or formerly homeless individual participate on review committees for ESG and COC funding.

5. Describe performance standards for evaluating ESG.

All CDBG sub-recipients enter into contractual agreements with the City of Charlotte, which includes a detailed scope of services with measurable objectives. The federal general provisions, along with the appropriate OMB Circulars, are included in contractual agreements to ensure compliance. The budget line items must be reflective of the goals and objectives. Prior to program start-up, the City monitors and evaluates the sub-recipients programmatic and fiscal management practices.

Sub-recipients are required to provide periodic reports on their achievement of contractual objectives. These contracts are monitored on an annual basis. Staff conducts annual site visits to ensure performance of program activities (programmatic as well as fiscal control.) In addition, the Financial Services Unit reviews each request for payment. The program monitors determine whether the sub-recipient's program is on target and in compliance. A final evaluation is performed at the end of the contract period.

