



## 2025 Charlotte-Mecklenburg Housing & Homelessness Strategy

A joint effort to address current and prevent  
future homelessness

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Progress briefing

*September 13, 2021*

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# Connect to Purpose



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## Goal of joint 2025 Charlotte-Mecklenburg Housing & Homelessness Strategy effort



**Launch a five-year strategic plan to help Charlotte-Mecklenburg become a national leader in addressing current and preventing future homelessness**

*Our strategic plan will offer aligned strategies, unified goals, and clear funding pathways*



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## Connecting to our 'why'

People experiencing homelessness, Aug 2019-Jun 2021



**3,137**

People experiencing homelessness

**+1,112**

In last year

“ We need to **knit together the different silos** addressing this effort and all come together and align on a comprehensive plan with clear swim lanes

“ Our community's ability to coordinate effort across the spectrum is impressive; where **we need to develop is someone to push everyone collectively in a chosen direction**

“ The system seems to require destitution to receive help, if I could have had help with \$400 in rent, I **wouldn't have cost the system \$40,000**

**278**

Average total days to access permanent housing

**81k+**

Renter households paying >30% of income for housing

Source: mecklenburghousingdata.org, as of 6/30/21



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## Guiding principles of this effort



### System-wide approach

Doing work that is **transformational by addressing need at a systemic** level across the continuum



### People-centered perspective

**Elevating the voices and priorities of those with lived experience** to guide our work and decision-making



### Community-wide benefit

**Ensuring Charlotte-Mecklenburg** is a community in which everyone can thrive and can access a home



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## 2025 Charlotte-Mecklenburg Housing & Homelessness Strategy workstreams

How	What			
<b>Unified policy advocacy</b> Identified policy priorities for each workstream	<b>Strengthen prevention system<sup>1</sup></b>	<b>Optimize temporary shelter / housing system</b>	<b>Grow permanent, affordable housing</b>	<b>Strengthen cross-sector supports</b>
<b>Coordinated funding alignment</b> Coordinated goals across funding sources	Interventions that target and help households maintain housing on a path toward economic mobility	Initiatives that address diversion, emergency shelter, and transitional housing	Initiatives to preserve, rehabilitate, develop, and access affordable housing <sup>1</sup>	Initiatives to improve preventive support services (e.g., mental health, wages, substance use services, healthcare)
<b>Innovative data analytics</b> Data-informed decisions and interventions	Systems & structures that address housing instability		Short- and long-term rental subsidies	Peripheral supports (e.g., childcare, transportation, education, workforce development)
<b>Effective communications</b> Multi-pronged education and engagement strategy			Affordable and accessible homeownership <sup>1</sup>	
<b>Ongoing strategy support</b> Dedicated strategy implementation management				

**Equity and parity considerations embedded as a foundational element across all efforts**

1. Initiative development part of Evaluate Upstream



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## We have sought to engage all possible stakeholders and are actively seeking out feedback to ensure we arrive at the best possible plan

**>250**

People engaged to date across workstream and committees

**>115**

Organizations represented in effort across teams, including

**>70** non-profit sector

**>30** private sector

**>15** public sector groups

### Including:

**>25** grassroots organizations and community advocates

**>20** service providers

**>5** faith-based organizations

**>15** developers or landlords

**>5** educational institutions

**>30**

Additional organizations engaged to date through workstream surveys, focus groups, or interviews

**>200**

Participants across 5 community focus groups and listening sessions

**>10**

Additional focus groups specifically with individuals who are currently homeless or who have lived experience of homelessness



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## Cross-workstream themes of our strategy

Core principles of our work that will manifest across the continuum



### Equity

- Employ solutions that rectify or address historical and existing inequities, focusing on individuals and communities with greater barriers
- Center racial justice and equity on all strategies



### Access and inventory

- Increase access to and availability of housing, shelter, prevention resources, and support services to meet the need in our community
- Secure funding needed to meet critical gaps



### System navigation

- Coordinate and collaborate across agencies and sectors
- Improve information flow, data quality, and referral networks
- Invest in systems and structures that help connect individuals and families with needed supports



### System change and sustainability

- Enact policy, structural, and process changes to create an environment that facilitates and sustains the changes necessary
- Pilot new or innovative strategies, leveraging data
- Invest in the infrastructure and oversight needed to enable short-term and long-term impact



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## Sample draft initiatives from the emerging strategy

PRELIMINARY

	Workstream	Draft initiative priorities
What	Strengthen prevention system	<ul style="list-style-type: none"> <li>Evaluate ability of NC 2-1-1/Coordinated Entry to conduct <b>person-centered prevention assistance</b> intake and triage; Ensure <b>adequate communication</b> to community about entry point for prevention system</li> </ul>
	Optimize temporary shelter / housing system	<ul style="list-style-type: none"> <li><b>Significant investment in case management</b></li> <li>Increase <b>incentives/policies encouraging landlords</b> to accept individuals with a challenging background</li> </ul>
	Grow permanent, affordable housing	<ul style="list-style-type: none"> <li>Maximize the use of <b>publicly owned land</b> for the development of affordable housing</li> <li>Implement <b>fee reimbursements, expedite inspections</b> and plan review for affordable housing developments</li> </ul>
	Strengthen cross-sector supports	<ul style="list-style-type: none"> <li><b>Increase Life Navigators</b> / a single point of contact for navigation across cross-sector supports</li> <li>Eliminate/reduce barriers to accessing child care subsidy</li> </ul>
How	Unified policy advocacy	<ul style="list-style-type: none"> <li>Focused advocacy efforts to address <b>barriers to housing for justice involved adults</b></li> <li>Support &amp; publicize recommendations of the most recent <b>impediments study</b> prepared by City of Charlotte</li> </ul>
	Coordinated funding alignment	<ul style="list-style-type: none"> <li>The Plan will clarify the <b>magnitude of investments necessary</b> achieve the goals and initiatives outlined</li> <li>This "call to action" can then be evaluated by local elected officials to determine the public sector's potential level of financial support, which will inform the campaign focused on private, philanthropic and faith support</li> </ul>
	Innovative data analytics	<ul style="list-style-type: none"> <li>Develop a <b>standardized cross-sector intake / data collection process</b> across system and provide <b>technical assistance via staff resources</b> to ensure seamless implementation</li> <li>Leverage existing ISC infrastructure for research, data analysis to improve operations and track outcomes</li> </ul>
	Effective communications	<ul style="list-style-type: none"> <li><b>Support community engagement and adoption of CMHHS plan</b>, ensuring there is effective connection, investment and advancement of this plan</li> </ul>
	Ongoing strategy support	<ul style="list-style-type: none"> <li><b>Public-private partnership model</b> in which a nonprofit intermediary supports the city and county in implementation of the strategic plan</li> </ul>

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## Strategic Plan output

Community plan to be published in October

### Next steps

*Work in progress across all stakeholders*

1. Strategic plan published
2. Post-plan release community engagement
3. Implementation pathway outlined



### This plan is different

*How we are seeking to ensure this effort is transformative*

1. Transparency with all stakeholders and open forums to solicit community feedback
2. Inclusive process that facilitates stakeholder-driven adoption of strategic plan
3. Clear framing of how this initiative fits in the landscape of efforts in Charlotte-Mecklenburg



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