

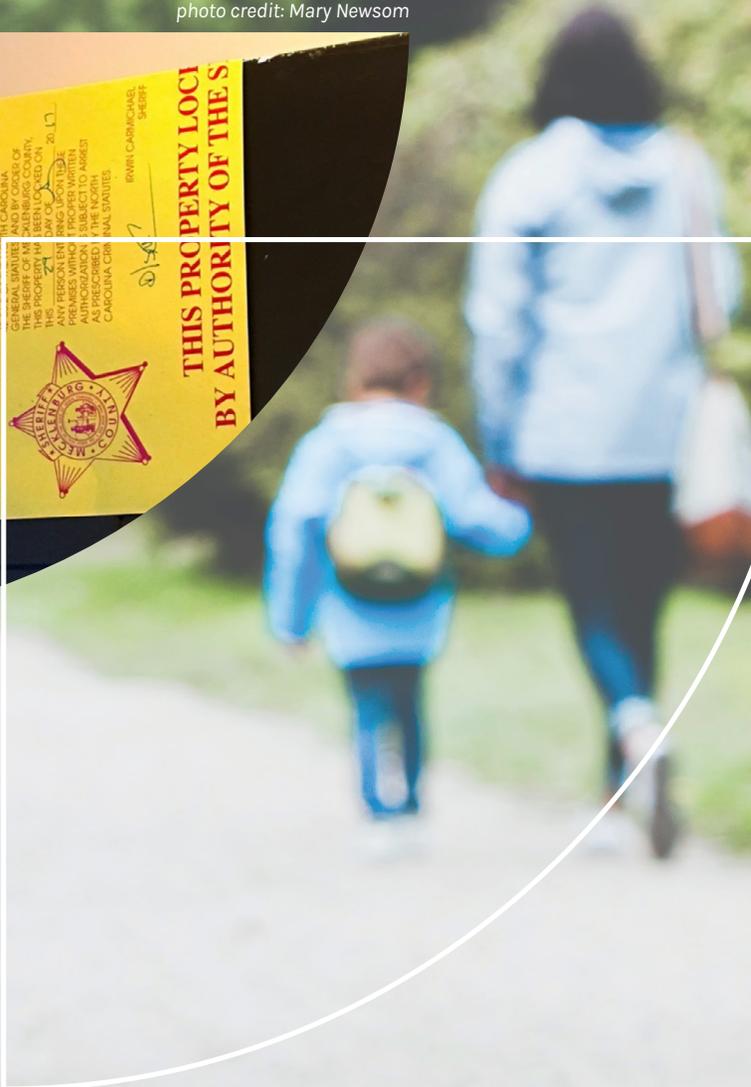
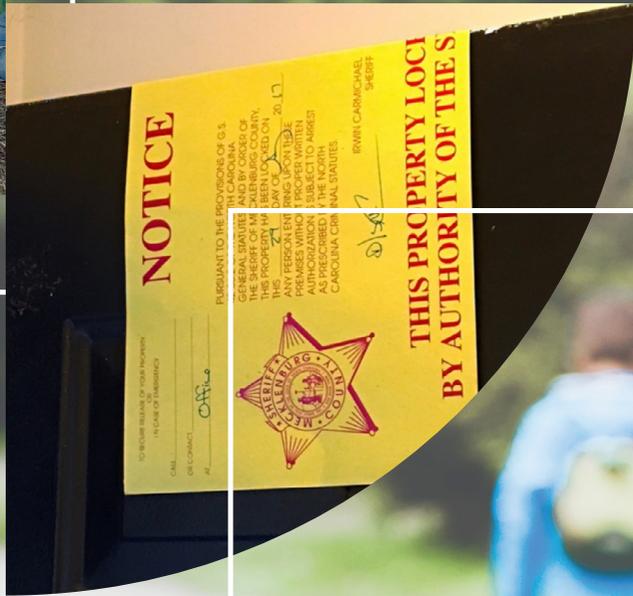


photo credit: Peter Safir



photo credit: Peter Safir

photo credit: Mary Newsom



A Home For All

CHARLOTTE-MECKLENBURG'S STRATEGY TO END AND PREVENT HOMELESSNESS: PART 1 STRATEGIC FRAMEWORK



OUR VISION FOR THE FUTURE

A community where homelessness is rare, brief, and non-recurring, and every person has access to permanent, affordable housing and the resources to sustain it.

COLLECTIVELY, OUR RECOMMENDATIONS SEEK TO CREATE A CHARLOTTE-MECKLENBURG IN WHICH:

- Historical and structural inequities are addressed
- Inventory is expanded to enable improved access and availability of resources
- Housing and homelessness systems are highly coordinated and easy to navigate by those seeking assistance
- Systematic changes have been made to sustain long-term impact

The goal of this cohesive, comprehensive strategy is to propel our community forward and help everyone find a place to call home. Twenty years from now, we do not want this work to be just one more marker adding to the long timeline of community initiatives with an unchanged trajectory. We have designed this effort to be different, and are investing in the infrastructure to set this work up for success.





About This Document

This document, **A HOME FOR ALL: CHARLOTTE-MECKLENBURG’S STRATEGY TO END AND PREVENT HOMELESSNESS**, contains the first part of the comprehensive strategy developed by the 2025 Charlotte Mecklenburg Housing & Homelessness Strategy (CMHHS). CMHHS is the first comprehensive effort to address housing instability and homelessness in Charlotte-Mecklenburg involving the public, private and non-profit sectors. Part 1 includes the high-level overview of the four-value framework with recommendations from each workstream. Part 1 is not a detailed funding request; it is also not a set of discrete, actionable initiatives.

PART 2 OF A HOME FOR ALL WILL CONTAIN THE IMPLEMENTATION PLAN. Part 2 will be released at a later date and shaped by the response to the Strategic Framework. The Implementation Plan will include action steps and related funding requests for the recommendations. Releasing the framework first allows for the incorporation of additional feedback from stakeholders in the public and private sectors, including elected officials, funders, individuals impacted by the recommendations themselves, as well as the larger community, into the implementation plan.

ACKNOWLEDGMENTS

SUPPORT FOR THIS REPORT WAS PROVIDED BY THE FOLLOWING:



Atrium Health

BANK OF AMERICA



CHARLOTTE
Center City
Partners



IN ADDITION,

McKinsey & Company provided a fact-based analysis on a pro bono basis to help inform the development of the comprehensive strategy. All conclusions and recommendations are those of CMHHS leadership group.

DESIGN AND FORMATTING FOR THE REPORT COMPLETED BY:





AS CO-CHAIRS OF THE CHARLOTTE-MECKLENBURG HOUSING & HOMELESSNESS STRATEGY (CMHHS) WORKING GROUP, WE ARE PLEASED TO SHARE A HOME FOR ALL: CHARLOTTE-MECKLENBURG'S STRATEGY TO END AND PREVENT HOMELESSNESS: PART 1 (STRATEGIC FRAMEWORK).

This Strategic Framework is the result of an investment of countless hours from the corporate sector, Mecklenburg County, City of Charlotte, non-profit and public sector leaders. Extensive feedback from across our community informs the group's work; we heard from neighborhood leaders and those with lived experience to gather input, grounding and advice. We believe this publicly informed approach will serve our community well as we move forward.

As the first part of an overall strategy, the Strategic Framework represents the culmination of our community's work to develop a comprehensive and transformative approach that addresses both housing instability and homelessness.

Over the past two decades, Charlotte-Mecklenburg has addressed chronic and veteran homelessness; created a centralized and streamlined intake process for anyone seeking housing assistance; reconstituted the Continuum of Care; and, over the past several years, focused upstream on homelessness prevention. Yet, these efforts have only impacted parts of the overall issue.

CMHHS is the first time our community has looked at the full continuum of homelessness, housing and the support necessary to end homelessness, all in one plan. Since this effort began last April, more than 250 individuals and 115 organizations have been involved in developing this Strategic Framework. In addition, hundreds of individuals provided feedback during community engagement sessions and presentations during the summer and fall, with comprehensive input reflecting the collective voices within our community.

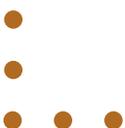
This Framework is just the beginning. The next part of our strategy is to build an Implementation Plan that will help our public, private and non-profit teams achieve our vision:

CHARLOTTE-MECKLENBURG IS A COMMUNITY WHERE HOMELESSNESS IS RARE, BRIEF, AND NON-RECURRING AND EVERY PERSON HAS ACCESS TO PERMANENT, AFFORDABLE HOUSING AND THE RESOURCES TO SUSTAIN IT.

On behalf of teams from across our community, we are pleased to share part one of this new comprehensive strategy to address the issues of housing instability and homelessness – guided by research, building on the existing work, best practices from other cities and shaped by community input. The implementation of this work will be critical in moving our community toward our true destination: a home for all.

Cathy Bessant
Vice Chair, Global Strategy
Bank of America

Eugene A. Woods
President and CEO
Atrium Health





MECKLENBURG COUNTY HAS A LONGSTANDING COMMITMENT TO ENDING AND PREVENTING HOMELESSNESS. Over time, we have made significant investments in prevention, emergency shelter, permanent housing and essential health and human services supports to help households make the math work. When we were faced with the COVID-19 pandemic, these efforts increased so that every person had a safe place to isolate or quarantine. Housing has always been the foundation for opportunity; now it is also a tool to address public health.

And yet housing instability and homelessness are an ever-present problem for our residents in Mecklenburg County. To make headway, we are taking a comprehensive, systemic approach to address the full continuum of need. We know that housing insecurity and homelessness have historically impacted low-income households and communities of color more acutely than others. To that end, we are centering racial justice and equity on all action steps and initiatives. In addition, we have the input and support of our elected leaders. To make progress, we must continue to have the public, private and non-private sectors at the table. This work is all-inclusive and belongs to the entire community.

This framework is the result of countless hours of work by experts with lived experience, community and neighborhood leaders, and staff serving on the front lines addressing homelessness; it has also involved volunteers willing to share their gifts and skills for a greater cause. We were thrilled to see so many corporate, non-profit and public sector leaders investing time and effort into this strategy. It is truly a reflection of broad community involvement.

We believe this publicly informed approach will serve our community well. But this Strategic Framework is just the beginning. It lays out an aspirational multi-year path, guided by the voice of our community. From this high-level strategy, we will build an Implementation Plan, to help our public, private and non-profit teams achieve our vision:

Charlotte-Mecklenburg is a community where homelessness is rare, brief, and non-recurring and every person has access to permanent, affordable housing and the resources to sustain it.

Mecklenburg County is proud to lead the planning for a quarterback organization to outline the steps necessary for ownership and implementation of this critical work, and ultimately, to build a community where everyone, including our most vulnerable residents, can claim A Home For All.

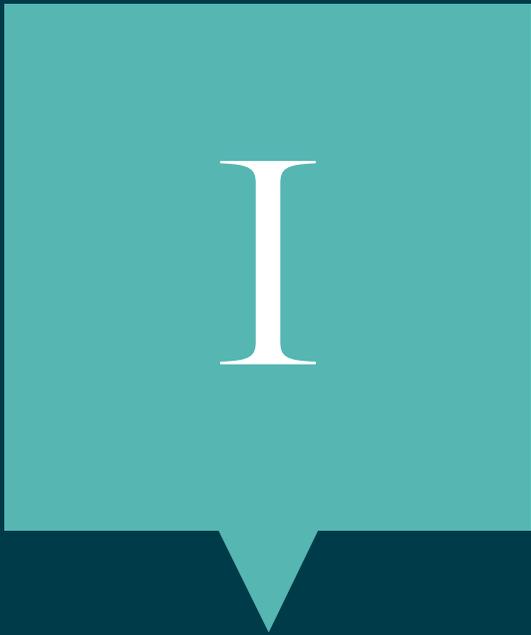
George Dunlap,
Chairman, Mecklenburg Board of County Commissioners

Dena Diorio,
Manager, Mecklenburg County



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Introduction

Why this Work is so Critical

A HOME FOR ALL: CHARLOTTE-MECKLENBURG'S STRATEGY TO END AND PREVENT HOMELESSNESS marks the first time our community has come together to comprehensively take on the full homelessness, prevention, and housing continuum: targeting housing instability upstream with prevention to downstream interventions that help our neighbors experiencing homelessness regain housing and keep it, including shelter, affordable housing, and cross-sector supports.

With strong representation from both the public and private sectors, the goal of this strategy is to help Charlotte-Mecklenburg lay the foundation for implementing and sustaining the systemic change required to both end and prevent homelessness.

Over the past two decades, Charlotte-Mecklenburg has made significant investments in prevention, emergency shelter, and permanent housing. In addition, the community ramped up its response to the COVID-19 pandemic to ensure that every person has a safe place to isolate or quarantine.

Yet, housing instability and homelessness continue to grow. So much so that on a single night in Charlotte-Mecklenburg, there are more than 3,000 individuals experiencing literal homelessness, in both sheltered and unsheltered locations. This number does not include the thousands of individuals and families who also experience homelessness by paying week to week to stay in hotels or living doubled up with family and friends. The number of households experiencing housing instability also continues to rise.

If Charlotte-Mecklenburg is to avoid the fate of other metro areas struggling to address housing instability

and homelessness, we must chart a new course in the community's approach to these problems, together.

It is important to understand what housing instability and homelessness mean. There are different understandings, and even definitions. In fact, historically, not all types of homelessness have been enumerated or funded. For the purpose of this work, and to ensure that all definitions could be encompassed within the proposed recommendations, the following definitions were used:

"Housing instability" is a type of housing status that can occur when an individual or household experiences any of the following: living in overcrowded and/or substandard housing; difficulty paying rent or mortgage; experiencing frequent moves due to economic or affordability reasons; doubling up with family or friends; or living in hotels/motels.

"Homelessness" is a type of housing status that, by definition, means the loss of housing. Homelessness can occur when a household lacks a fixed, regular, and adequate nighttime residence. This can include doubling up with family and/or friends; paying to stay week to week in hotels/motels; temporarily residing in a shelter and/or transitional housing facility; experiencing unsheltered homelessness; exiting an institutional setting within a set period of time after previously experiencing homelessness; and/or fleeing domestic violence.

These definitions, and examples of what they might look like in our community, are depicted on the Housing & Homelessness continuum below, which is taken from the Charlotte-Mecklenburg State of Housing Instability & Homelessness Report.

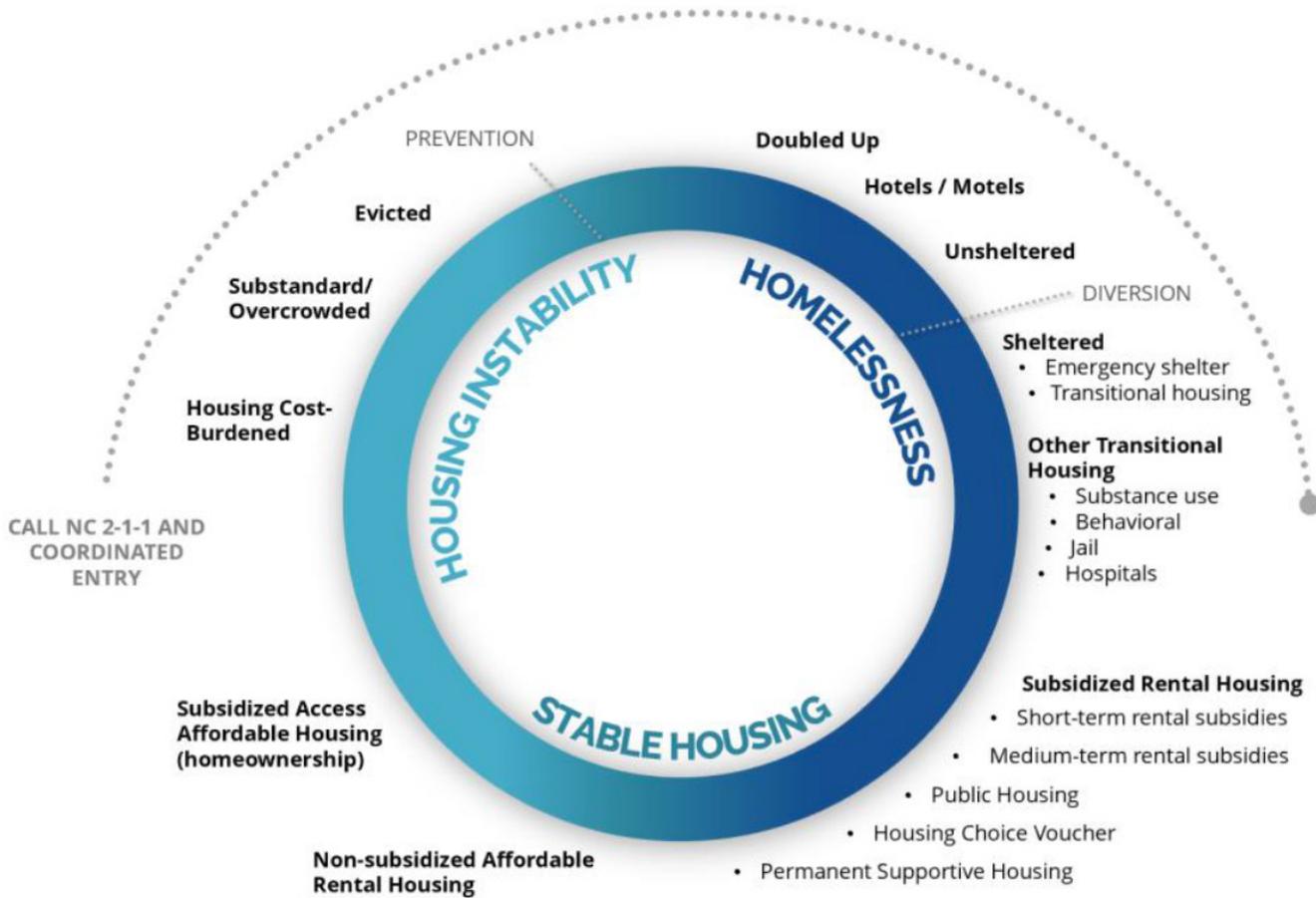
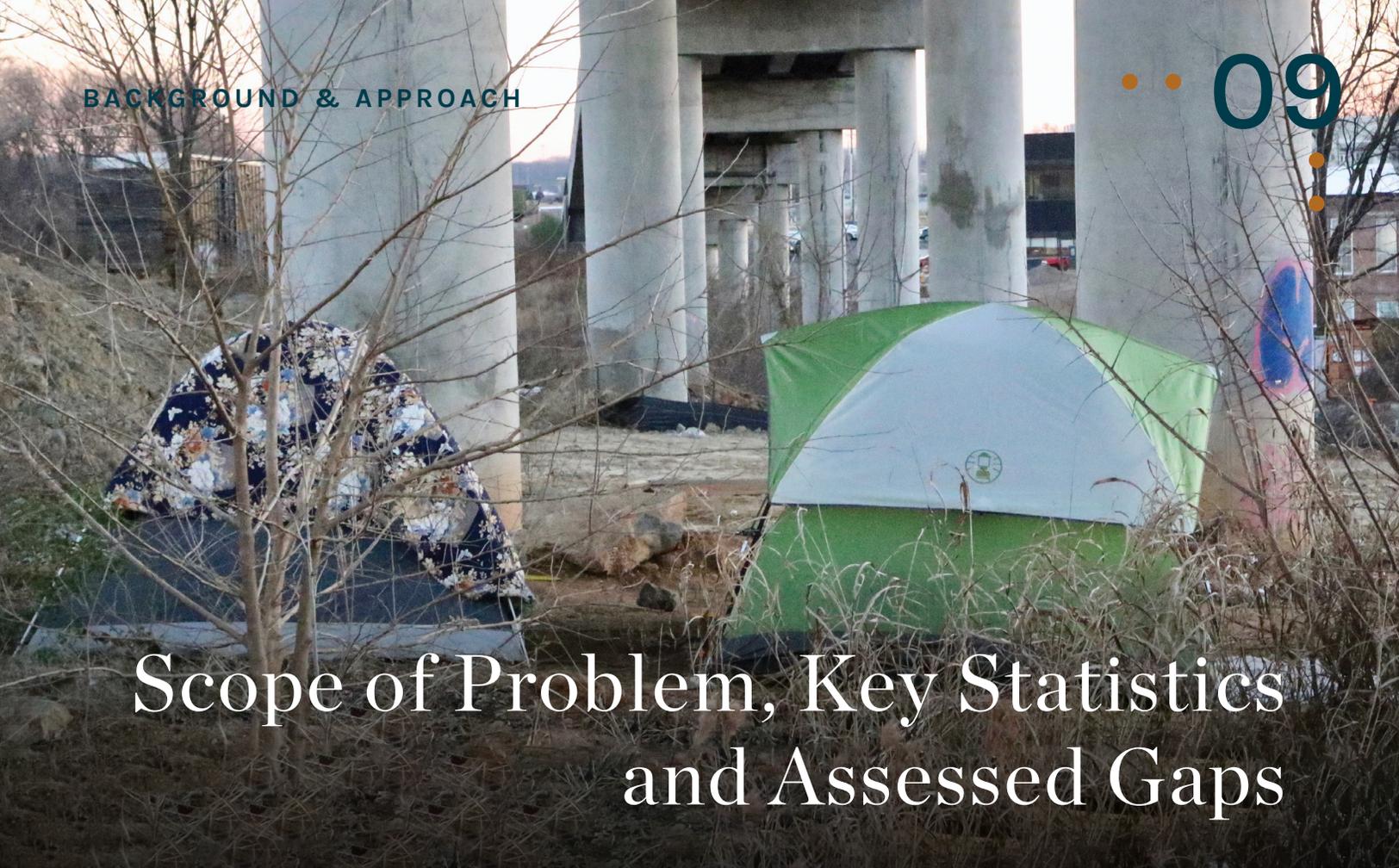


photo credit: Peter Safir

II

Background & Approach





Scope of Problem, Key Statistics and Assessed Gaps

photo credit: Peter Safir

OUR COMMUNITY HAS BEEN PROACTIVE, BUT WE STILL HAVE MUCH WORK TO DO. HOUSING INSTABILITY AND HOMELESSNESS ARE NOT NEW ISSUES IN CHARLOTTE-MECKLENBURG. BEFORE THE START OF THE CURRENT PANDEMIC, THE PROBLEM WAS ALREADY WORSENING. COVID-19 HAS NOT ONLY EXACERBATED THESE TRENDS, IT HAS WIDENED THE GULF OF PRE-EXISTING DISPARITIES.

Our current reality in Mecklenburg County includes more than 34,000 renter households, and another 15,000 owner-occupied households, who are severely cost-burdened¹. This represents more than 5% of our population. And it means these individuals are paying more than 50% of their income for housing-related expenses. A recent calculation by the UNC Charlotte Urban Institute estimates that 10,535 households are at an especially high risk of being evicted due to COVID-19². Even if a resident is not being physically evicted from their home, they are at risk of immediate and longer-term consequences that result from an eviction filing.



10,535 HOUSEHOLDS

are at an especially high risk of being evicted due to COVID-19



MORE THAN 5%

of our population is paying more than 50% of their income for housing-related expenses



At the other end of the housing continuum, a lack of housing inventory at all price points leads to increases in homelessness, longer stays in emergency shelters, and the need for even greater resources to help households regain housing - all adding up to a sum that far exceeds the cost of keeping people stably housed. If we compare the number of Charlotte-Mecklenburg households who earn 30% or below Area Median Income (about \$26,000 for a family of four) with the number of housing units available to them, we need 23,000 more units than we have now³. Not only are we starting at a deficit, we continue to lose existing affordable housing units: in fact, in 2019, units renting for less than \$800 account for only 22% of all rental units in Charlotte-Mecklenburg compared with 45% of all units in 2011.

As of October 2021, the total number of people experiencing homelessness was 3,171. That count includes 355 families, 2,051 single individuals, and 124 unaccompanied youth. This number has increased significantly over the previous year⁴.

The dire statistics do not stop there. Almost 4,000 students in Charlotte-Mecklenburg Schools lack a fixed, adequate, and regular nighttime residence during the course of the academic year⁵. These students often have significantly lower educational outcomes due to the instability they face. As additional complications, the North Carolina Division of Child Development and Early Education reports that babies, toddlers, and preschoolers experiencing homelessness are more likely to be born prematurely and at low birth weight, at high risk for a stay in the Neonatal Intensive Care Unit (NICU), and more likely to have social-emotional delays.

HOMELESSNESS, AND LIVING ON THE BRINK OF HOMELESSNESS, CAN CAUSE BOTH IMMEDIATE-TERM TRAUMA AND LONG-TERM CHALLENGES. THIS CONCERTED COMMUNITY EFFORT TO END AND PREVENT HOMELESSNESS IS NOT ONLY CRITICAL IN THE FACE OF HUMAN SUFFERING IN OUR COMMUNITY, IT IS IMPERATIVE TO THE GROWTH OF CHARLOTTE-MECKLENBURG AS A COMMUNITY WHERE EVERYONE CAN THRIVE.



The total number of people experiencing homelessness as of July 31, 2021



ONLY 1%

of total housing units built in Charlotte-Mecklenburg are affordable to households with income below 60% of Area Median Income



¹2021 Charlotte-Mecklenburg State of Housing Instability & Homelessness Report

²Five key findings about the impact of COVID-19 on local renters and prioritizing rental assistance" (UNC Charlotte Urban Institute, 2020)

³2021 Charlotte-Mecklenburg State of Housing Instability & Homelessness Report

⁴Mecklenburg County Housing & Homelessness Dashboard (mecklenburghousingdata.org)

⁵2021 Charlotte-Mecklenburg State of Housing Instability & Homelessness Report



Summary of Past Community Efforts and Milestones to Date

A HOME FOR ALL: CHARLOTTE-MECKLENBURG'S STRATEGY TO END AND PREVENT HOMELESSNESS builds upon the successes and integrates lessons learned from more than 20 years of systems-focused housing work.

Charlotte-Mecklenburg's first assessment and comprehensive plan was released in the early 2000s, followed by the community's 10-year plan to end and prevent homelessness.

During the past two decades, several programs have made gains in:

- Taking on chronic and veteran homelessness through the Housing Our Heroes initiative
- Centralizing and streamlining the intake process for assistance through Coordinated Entry
- Strengthening both the collection and dissemination of data by establishing the Charlotte-Mecklenburg Housing & Homelessness online dashboard and the Charlotte-Mecklenburg Housing Instability & Homelessness Report Series, which have helped to develop an ecosystem and reconstitute the Continuum of Care
- Focusing upstream on the prevention assistance system, most recently through the [EVALUATE UPSTREAM](#) community effort, which has provided the blueprint for the prevention aspects of this current comprehensive strategy

Clearly a lot of work has been done. Yet prior efforts, including the most successful ones, have only targeted a specific piece of the issue, such as chronic or veteran homelessness.



BACKGROUND & APPROACH

In 2015, Housing First Charlotte-Mecklenburg (HFCM), a public-private venture, launched with the mission of ending chronic homelessness in our community. Chronic homelessness is defined as the experience of homelessness that lasts for more than one year, coupled with a disabling condition. Over a five-year period, HFCM helped house more than 1,000 chronically homeless individuals, connected service providers to clients and each other, invested in research, and instituted systems and accountability measures.

Despite these advances, Charlotte-Mecklenburg still has more than 500 chronically homeless individuals experiencing homelessness today. Further, that initiative was not intended to address non-chronically homeless individuals, and families facing housing instability and homelessness. And it could not foresee the unique challenges of our current public health crisis.

The lack of access to and availability of affordable housing remains the primary driver of housing instability and homelessness. It has also become a top priority for the public and private sectors. In 2018, the City of Charlotte dramatically increased its biennial allocation of Housing Trust Fund bonds from \$15M to \$50M, approved by voters. The business and philanthropic communities then exceeded a matching fundraising goal of \$50M, drawing acclaim as a national example of cross-sector partnership and investment. In total - including a combined \$161.5 million raised by the Foundation For The Carolinas and the private sector, \$100 million from City of Charlotte bond campaigns, \$15 million from Mecklenburg County for rental subsidies, a \$25 million pledge from LISC, and \$26 million raised for A Way Home, a rental subsidy program - more than \$327 million in public and private sector funds, as well as low-return debt and equity, have been committed to support affordable housing since the campaign began in 2018.

Mecklenburg County has established dedicated funding streams to close the gap in housing costs, supported affordable housing development through the use of County-owned land, and increased financial commitment to help prevent evictions - all in addition to all of the other health and human services provided each day to help families ultimately sustain their housing.

As a result, while Charlotte-Mecklenburg has made meaningful progress in addressing these challenges, it is still not enough to close the almost 23,000-unit gap in affordable housing units for extremely low-income households in the community. The same entities, doing the same things in the same ways, will never produce different results. It is critical that we, as a community, change our approach.



OVER THE LAST 20 YEARS, CHARLOTTE-MECKLENBURG, HOUSING FIRST CHARLOTTE MECKLENBURG (THE MORE THAN \$327 MILLION RAISED BY THE PUBLIC/PRIVATE SECTOR FOR HOUSING) AND EVALUATE UPSTREAM HAVE CONTINUED TO EVOLVE INTO A MORE SYSTEMATIC APPROACH. THIS IS THE FIRST EFFORT TO INTEGRATE ACROSS THE CONTINUUM*.



*A list of resources, including links to these documents, is provided in the Appendix under Housing and Homelessness Resources

Community Engagement & Leadership for this Initiative

FROM THE VERY BEGINNING, THIS EFFORT HAS SOUGHT TO ENGAGE AS BROAD A SPECTRUM OF STAKEHOLDERS AS POSSIBLE THROUGH A VARIETY OF METHODS.

We are proud of the diverse voices and representation that our work is bringing to the table. More than 250 individuals representing more than 115 organizations participated in the strategic framework development work. We are also proud of the range of experiences and perspectives reflected by this group, which included more than 25 grassroots community organizations and advocates; more than 20 homelessness services providers; more than 15 housing developers and landlords; multiple faith-based organizations; representatives from many of Charlotte-Mecklenburg's educational institutions; more than 30 private sector organizations; Mecklenburg County, City of Charlotte and Charlotte-Mecklenburg Schools; and individuals with lived experience of homelessness and housing instability.

Before enacting any plans, it is imperative that we listen to any and all ideas from across our community. Therefore, in addition to the day-to-day work of this effort, we hosted:

CONVERSATIONS WITH MORE THAN 20 LOCAL PUBLIC AND PRIVATE SECTOR organizations and groups interested in learning more about the effort

12 FOCUS GROUPS WITH INDIVIDUALS EXPERIENCING HOMELESSNESS and housing instability across several of the emergency and transitional housing sites in our community

7 OPEN-INVITATION COMMUNITY FOCUS GROUPS and feedback sessions attended by more than 300 individuals

Prior to the launch in April 2021, McKinsey & Company provided a fact-based analysis on a pro-bono basis, collecting data and research on gaps in the existing housing continuum in Charlotte-Mecklenburg. In addition, McKinsey & Company compiled best practice solutions, including a community survey, in-depth interviews, and focus groups with over 100 homeless service providers, community and business leaders, funders, people with lived experience, local government staff, housing advocates, residents, and research institutions.

Informed by this data and research, a consortium comprised of representatives from Mecklenburg County, City of Charlotte, Charlotte-Mecklenburg Continuum of Care, Charlotte Center City Partners, Bank of America, and Atrium Health developed and designed the approach and governance structure to lay the foundation for a comprehensive, community-driven process to develop a sustainable strategy with shared ownership. Led by co-chairs Cathy Bessant and Eugene A. Woods, a broad consortium of the public, private, and non-profit sectors announced the launch of the community-wide effort to create a strategy around housing instability and homelessness in our community on Thursday, April 22, 2021.

The governance structure includes a working group, technical committee and nine Workstreams. This organizational structure lifted the voices of those with lived experience of housing insecurity and homelessness in our community.

Working Group Members

THE WORKING GROUP IS RESPONSIBLE FOR the guidance and approval of the direction of the comprehensive community effort, coordination of stakeholder participation, and ultimately a successful execution. This working group is comprised of business, non-profit, and public sector leadership to ensure that the work is adopted and owned by the larger community. *This group includes individuals with lived experience of housing instability and homelessness.*



CATHY BESSANT
Bank of America Co-Chair



EUGENE A. WOODS
Atrium Health Co-Chair



WILL ALSTON
Wells Fargo



GRIS BAILEY
Latin American Chamber of
Commerce



ERIN BARBEE
DreamKey Partners; Leading
On Opportunity



KRISTIN BLINSON
Hope Haven



LAURA YATES CLARK
United Way of Central
Carolinas



LIZ CLASEN-KELLY
Roof Above



JESSE CURETON
Novant Health



DENA DIORIO
Mecklenburg County



GEORGE DUNLAP
Mecklenburg Board of
County Commissioners



MARK ETHRIDGE
Ascent Capital



TOM FINKE
Adara Acquisitions



MALCOLM GRAHAM
Charlotte City Council



TRISH HOBSON
The Relatives;
Charlotte-Mecklenburg
Continuum of Care



CHRIS JACKSON
Goodwill Industries of the
Southern Piedmont



MARCUS JONES
City of Charlotte



VALERIE KOPETZKY
Anuvia Prevention &
Recovery Center



JANET LABAR
CLT Alliance



JAMES LEE
Stan Greenspon Center for
Peace & Social Justice



**MICHAEL
MARSICANO**
Foundation For The
Carolinas



FULTON MEACHEM
INLIVIAN



DERONDA METZ
Salvation Army Center of
Hope



DI MORAIS
Ally Financial



FRITZ NAUCK
McKinsey & Company;
Advisor to the Working
Group



KATHERINE NEEBE
Duke Energy



TIM SITTEMA
Crosland Southeast



MICHAEL SMITH
Charlotte Center City
Partners; Advisor to the
Working Group



LORI THOMAS
UNC Charlotte



EARNEST WINSTON
Charlotte-Mecklenburg
Schools



Technical Committee Members

THE TECHNICAL COMMITTEE INCLUDES REPRESENTATIVES with specific expertise in the sectors that are impacted by and/or have an impact on housing instability, homelessness, and affordable housing. This committee is responsible for synthesizing the recommendations generated from the nine Workstreams into a comprehensive framework and implementation plan that ensure alignment with the values and principles of the overall strategy.



STACY LOWRY
Mecklenburg County, Chair



LAURA BELCHER
Habitat for Humanity of the Greater Charlotte Region



KRISTIN BLINSON
Hope Haven



SHERRI CHISOLM
Leading on Opportunity



LIZ CLASEN-KELLY
Roof Above



KIMBERLEY COLE
Inlivian



JOE DAVIS
Hearts Beat As One Foundation



DENA DIORIO
Mecklenburg County



FRED DODSON
DreamKey Partners



KATHRYN FIRMIN-SELLERS
United Way of Central Carolinas; Charlotte-Mecklenburg CoC



CAROL HARDISON
Crisis Assistance Ministry



TAIWO JAIYEoba
City of Charlotte



COURTNEY LACARIA
Mecklenburg County



DERONDA METZ
Salvation Army Center of Hope



JAMES SEARCY
Promise Resource Network



MICHAEL SMITH
Charlotte Center City Partners



LORI THOMAS
UNC Charlotte



ANTHONY TROTMAN
Mecklenburg County



PAMELA WIDEMAN
City of Charlotte



DEBORAH WOOLARD
Block Love Charlotte

• • • This group includes individuals with lived experience of housing instability and homelessness.

Workstream Leaders

THE NINE PROJECT WORKSTREAMS ARE ORGANIZED AROUND WHAT WE ARE DOING AND HOW THE WORK WILL BE ACCOMPLISHED. Workstream co-leaders were paired with sponsors from the Working Group and completed charters that outlined the scope and objectives, roles and responsibilities, and deliverables to be produced. These charters helped ensure that the product and process of each Workstream remained in alignment with each other as well as our common vision. The output of the nine Workstreams, which has been adopted by the members of the technical committee and working group, has been synthesized into the final recommendations. The leaders of the workstreams are listed below:

STRENGTHEN PREVENTION SYSTEM

Courtney LaCaria, *Mecklenburg County*
James Searcy, *Promise Resource Network*

OPTIMIZE TEMPORARY HOUSING/SHELTER SYSTEM

Liz Clasen-Kelly, *Roof Above*
Deronda Metz, *Salvation Army Center of Hope*

GROW PERMANENT AFFORDABLE HOUSING

Fred Dodson, *DreamKey Partners*
Karen Pelletier, *Mecklenburg County*
Pamela Wideman, *City of Charlotte*

STRENGTHEN CROSS-SECTOR SUPPORTS

Anna London, *Charlotte Works*
Jerome Williams, *Novant Health*

UNIFIED POLICY ADVOCACY

Dena Diorio, *Mecklenburg County*
Marcus Jones, *City of Charlotte*

COORDINATED FUNDING ALIGNMENT

Shawn Heath, *City of Charlotte*
Kathryn Firmin-Sellers, *United Way of Central Carolinas*
Betsy Conway, *Lowe's*

INNOVATIVE DATA ANALYTICS

Stacy Lowry, *Mecklenburg County*
Lori Thomas, *UNC Charlotte Urban Institute*

EFFECTIVE COMMUNICATIONS

Courtney LaCaria, *Mecklenburg County*
Moira Quinn, *Charlotte Center City Partners*

ONGOING STRATEGY SUPPORT

Anthony Trotman, *Mecklenburg County*
Jenny Ward, *Bank of America*



Stakeholder Involvement

A Way Home Foundation	Charlotte Center for Legal Advocacy	CrossRoads Corporation	INLIVIAN	Samaritan House
Ada Jenkins Center	Charlotte Douglas International Airport	DreamKey Partners	International House	Serve Unity Outreach
Adara Acquisitions	Charlotte Executive Leadership Council	Duke Energy	Investments with Purpose, Incorporated	Smart Start
Ally Financial	Charlotte Family Housing	First United Methodist Church, Charlotte	JLL	Socialserve
American Airlines	Charlotte-Mecklenburg Schools	Florence Crittendon Services	Johnson C. Smith University	Stan Greenspon Center for Peace and Social Justice at Queens University
Anuvia Prevention and Recovery Center	Charlotte- Mecklenburg Continuum of Care	Foundation For The Carolinas	Latin American Chamber of Commerce	Supportive Housing Communities
Ascent Real Estate Capital	Charlotte Regional Business Alliance	Fifth Third Bank	Latin American Coalition	The Harvest Center
Atrium Health	Charlotte Regional Visitors Authority	Goodwill Industries of the Southern Piedmont	Laurel Street	The Relatives
Bank of America	Charlotte Rescue Mission	Greater Charlotte Apartment Association	Leading on Opportunity	Thompson Child & Family Focus Services
Barings	Charlotte Works	gruppOETICO	Legal Aid of North Carolina	Time Out Youth
Block Love Charlotte	Child Care Resources, Inc.	Habitat for Humanity of the Charlotte Region	Leon Levine Foundation	Truist Bank
Blue Cross and Blue Shield of North Carolina	City of Charlotte	Heal Charlotte	LISC	UCity Family Zone
Brookhouse Group	Common Wealth Charlotte	Hearts Beat as One Foundation	Loaves & Fishes	UNC Charlotte Urban Institute
Caldwell Presbyterian Church	Communities In Schools	Hearts for the Invisible Charlotte Coalition	Lowe's	United Way of Central Carolinas
Camino	Community Care Bridge	Home Again Foundation	McKinsey & Company	Urban League
Canopy Housing Foundation (charitable arm of Canopy Realtor Association)	Corning	Homeless Services Network	Mecklenburg County	Veterans Bridge Home
Care Ring	Council for Children's Rights	Hope Haven	MeckMIN	VoteRiders
Carolinas CARE Partnership	Covenant Presbyterian Church	Hope House Foundation	Merancas Foundation	Wells Fargo
Carolina Farm Trust	Crescent Communities	Hope Vibes	Messer Construction Company	West Side Community Land Trust
Caterpillar Ministries	Crisis Assistance Ministry	Individual community advocates and volunteers	Novant Health	YMCA of Greater Charlotte
Catholic Charities	Crosland Southeast	Individuals with lived experience of homelessness and housing instability	Promise Resource Network	YWCA Central Carolinas
Central Piedmont Community College			Project 658	
Charlotte Angels			Prospera	
Charlotte Area Transit System			Roof Above	
Charlotte Center City Partners			Safe Alliance	
			Salvation Army Center of Hope	



THE NINE WORKSTREAMS WERE LAUNCHED IN MAY 2021 WITH 170 INDIVIDUALS SIGNING UP TO PARTICIPATE – this number grew to include over 250 between May and October. Workstreams are organized around the following four pillars: Strengthen Prevention System (Evaluate Upstream), Optimize Temporary Housing/Rapid Response System, Grow Permanent Affordable Housing, and Strengthen Cross-Sector Supports. Five additional workstreams focus on how the work will be accomplished, including Unified Policy Advocacy, Coordinated Funding Alignment, Innovative Data Analytics, Effective Communications, and Ongoing Strategy Support. Project workstreams were tasked with identifying gaps and opportunities for change relative to their assigned areas.

what

how



STRENGTHEN PREVENTION SYSTEM

- Interventions that target and help households maintain housing on a path toward economic mobility*
- Systems & structures that address housing instability



OPTIMIZE TEMPORARY SHELTER / RAPID RESPONSE SYSTEM

- Initiatives that address diversion, emergency shelter, and transitional housing



GROW PERMANENT, AFFORDABLE HOUSING

- Initiatives to preserve, rehabilitate, develop, and access affordable housing¹
- Short- and long-term rental subsidies
- Affordable and accessible homeownership¹



STRENGTHEN CROSS-SECTOR SUPPORTS

- Initiatives to improve preventive support services (e.g., mental health, wages, substance use services, healthcare)
- Peripheral supports (e.g., childcare, transportation, education, workforce development)

UNIFIED POLICY ADVOCACY

Identified policy priorities for each workstream



COORDINATED FUNDING ALIGNMENT

Coordinated goals across funding sources

INNOVATIVE DATA ANALYTICS

Data-informed decisions and interventions



EFFECTIVE COMMUNICATIONS

Multi-pronged education and engagement strategy



ONGOING STRATEGY SUPPORT

Dedicated strategy implementation management



National Expertise & Research

IN ADDITION TO LOCAL EXPERTISE AND PERSPECTIVES, WE HAVE SOUGHT OUT NATIONAL EXPERTISE AND INSIGHTS FROM OTHER CITIES. Workstreams leveraged more than 18 interviews with peer cities; lessons learned from eight expert interviews and group discussions; community surveys, interviews and focus groups with service providers not already engaged in a Workstream; and data and policy mapping on the system level to help identify opportunities for improvement. More than 30 additional Charlotte-Mecklenburg organizations were engaged through this community research process.





Strategic Plan Framework

Value Framework Priority Areas

We begin with the values of this plan. There are four values that emerged. As the nine Workstreams created their recommendations, they realized common themes, or values that became the lens through which we viewed this work.

ADDRESS HISTORICAL AND STRUCTURAL INEQUITIES

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

PRIORITY AREAS

- Center racial justice and equity
- Reduce any stigma associated with affordable housing
- Help low-income BIPOC home buyers
- Remove barriers to accessing housing
- Integrate lived experience



EXPAND ACCESS TO AND AVAILABILITY OF INVENTORY AND RESOURCES

Increase access to and availability of housing, shelter, prevention resources, and support services to meet the need for them in the community

PRIORITY AREAS

- Help prevent people from losing housing
- Ensure shelters have needed beds and services
- Compile and share an updated list of all housing units and funding
- Implement programs for very low-income households:
 - Simplify and streamline access to basic services
 - Bring forward innovative housing options



COORDINATE SYSTEMS TO ENSURE THEY ARE EASY TO NAVIGATE

Coordinate and collaborate across agencies and sectors, improving information flow, data quality, and referral networks, and investing in systems and structures that help connect households with needed supports

PRIORITY AREAS

- Make it easy for individuals and families to:
 - Secure assistance to avoid losing housing
 - Find help to stay housed
 - Access and understand essential information on housing
 - Help individuals enter the housing system (NC 2-1-1 and Coordinated Entry)
- Add “Life Navigators” to assist individuals throughout their housing journey



CHANGE THE SYSTEM TO SUSTAIN LONG-TERM IMPACT

Enact policy, structural, and process-related changes to create an environment that facilitates and sustains the changes necessary and invest in the infrastructure and oversight needed to enable short-term and long-term impact

PRIORITY AREAS

- Rely on data and best practices in making all decisions
- Use clear and transparent communication in all activities
- Keep a long-range perspective and prioritize sustainability
- Coordinate goals, strategy and funding
- Advocate for policy changes to improve the housing system





photo credit: Peter Safir

Recommendations

THESE ARE THE PRIORITIZED RECOMMENDATIONS OF THE STRATEGIC PLAN FROM THE TEAMS WHO COMPRISED THE NINE WORKSTREAMS.

These Workstreams were made up of representatives from the private, public, non-profit, medical, educational and foundation sectors, including those with lived experience of housing insecurity and homelessness.

These teams met as often as twice a week for eight months. They collaborated, researched and created the following ambitious recommendations for our community to end and prevent homelessness.

This is the visionary, aspirational and collective work of our community, centering racial justice and equity in every workstream. These are the voice and recommendations of our community.

As we move into the Implementation Plan, we will use a long-term and short-term lens to determine a potential timeline and possible funding requests.





PREVENTION

MAJOR OBJECTIVES

- The number of households that are identified and appropriately referred prior to becoming homeless will increase.
- The number of at-risk households that receive person-centered, trauma-informed, intensive case management intake and referral will increase.
- Close gaps with disproportionality among race and ethnicity with returns to homelessness among households seeking emergency assistance.
- Reduce evictions, foreclosures that result in episodes of homelessness.
- Increase the proportion of individuals/households seeking assistance who receive the emergency support/financial resources they need to maintain housing.

INITIATIVES TO ACHIEVE THESE OBJECTIVES

- A. Center racial justice and equity on all action steps** (e.g. all elements of planning, decision-making, staffing and implementation)
- B. Evaluate the ability of NC 2-1-1** and Coordinated Entry conduct person-centered prevention assistance intake and triage. **Ensure adequate communication to the community** about the entry point for the system
- C. Employ a person-centered data management platform**
- D. Create an effective intake and triage system** that allows for seamless connections for individuals
- E. Create a prevention-focused, intensive, case management model**
- F. Develop a predictive model** to understand risk factors and inform system design
- G. Implement proactive outreach and geographic-specific targeted interventions** to effectively target prevention assistance and as part of a prevention case management model.
- H. Expand prevention assistance to households most at risk of losing their housing**, including short-term rental assistance, critical home repair, legal support
- I. Improve coordination with existing partners:** Align other intake and triage systems with prevention assistance intake and triage system; expand and strengthen system to receive referrals from qualified, non-traditional partners, including grassroots organizations
- J. Integrate prevention assistance system with complementary sectors** and organizations (further upstream “light touch” work vs. targeted prevention)
- K. Evaluate impact of prevention assistance system**, align funding with performance-based strategy, and integrate continuous quality improvement esp. in regards to equity



TEMPORARY SHELTER

MAJOR OBJECTIVES

- Increase placement rates into permanent housing.
- Reduce average and median number of days in temporary shelter without increasing exits to homelessness.
- Increase portion of safe exits from Safe Alliance.
- Reduce and/or eliminate turn-aways from emergency shelter and increase optimal utilization of current resources.
- Reduce the number of people experiencing unsheltered homelessness.
- Ensure equitable access to shelter across demographics and population groups and needs.

INITIATIVES TO ACHIEVE THESE OBJECTIVES

- A.** Invest in solutions to **increase access to landlords for individuals with challenging backgrounds** to increase flow out of emergency response system
- B.** Advocate for a **significant investment in case management**
- C.** Increase access to on-site and **in-person mental health and substance use services**
- D.** Determine the right capacity for emergency shelter and invest **to get to that capacity**
- E.** Create transitional housing opportunities for **individuals who desire additional support to transition successfully out of homelessness** to permanent housing (specific populations)
- F.** Explore **campground shelter** or other similar models to serve people with pets or resistant to traditional shelter models
- G.** Increase **low-barrier overnight shelter for men & women**, with outreach/case management
- H.** Increase shelter **capacity for special populations**
- I.** Ensure engaging in in-patient treatment **does not create a barrier for housing**
- J.** Advocate for **More Permanent Supportive Housing options** for individuals with mobility challenges, geriatric issues, and undocumented individuals with disabling conditions
- K.** **Improve information flow** for (1) people experiencing homelessness (2) outreach volunteers and community members
- L.** **Given the likely ongoing pandemic**, the emergency response system will need supports which undergird all of our solutions





AFFORDABLE HOUSING

MAJOR OBJECTIVES

- More effective and increased usage of public land for affordable housing development.
- Increase the total number of affordable housing units.
- Increase the number of affordable housing units constructed or preserved in high opportunity or transit-rich areas.
- Increase the proportion of extremely low (<30% AMI), very low (<60% AMI), and low (<80% AMI) income households receiving direct rental assistance (HCV, A Way Home, etc.).
- Reduce the gap between need and number of subsidies available for market rate units and for permanent supportive housing.
- Increase the number of homeownership opportunities for households with income \leq 80% AMI.
- Increase home ownership rates among Black, Indigenous, and Persons of Color.
- Increase in number of housing providers (and units) who will accept tenants experiencing homelessness.

INITIATIVES TO ACHIEVE THESE OBJECTIVES

- A.** Maximize the use of **publicly owned land**
- B.** Implement fee reimbursements, expedite inspections and plan review (**developer incentives**)
- C.** Increase the number of **monthly zoning slots** available
- D.** Implement a city-wide **Accessory Dwelling Unit policy**
- E.** Create hotel/motel acquisition strategies for **Permanent Supportive Housing and Mixed-Income Housing** between 30-60% AMI
- F.** **Expand and create new subsidies**
- G.** Establish an ongoing process to ensure an accurate assessment of **what is a considered a high opportunity or gentrifying area** as our city changes for purposes of the MOU between Inlivan, LISC, and the City of Charlotte
- H.** Eliminate the current **Housing Locational Policy** guidelines
- I.** Pursue the development of a **municipal land trust**
- J.** Incentivize the construction and sale of homes for **first time homebuyers**
- K.** **Expand on existing housing resource center** so it can serve as a robust, concerted gatekeeper and convener for both demand (individuals seeking affordable housing) and supply (housing providers)



CROSS-SECTOR SUPPORTS

MAJOR OBJECTIVES

- Children of families experiencing homelessness/housing instability can participate in high quality childcare.
- Decreased number of persons entering the homeless services system from institutions (e.g. jail).
- Improved educational outcomes among homeless students.
- Decreased number of youths entering the homeless services system from foster care.
- For individuals experiencing homelessness:
 - Increased access to Mental Health and Substance Use services
 - Decreased emergency room utilization
 - Increased income
 - Increase supports to accessing the public transportation system

INITIATIVES TO ACHIEVE THESE OBJECTIVES

- A.** Develop **focused advocacy efforts** to address barriers to housing for justice involved adults
- B.** **Increase Life Navigators** / single point of contact for navigation across sector supports
- C.** **Eliminate/reduce barriers to accessing child care subsidy**
- D.** Expand **outreach teams, specifically with** mental health & substance use focus
- E.** **Strengthen Community Based Healthcare** including Mobile Medical, Dental/Podiatry
- F.** **Expand coverage to pay for mental health & substance use services**
- G.** **Increase support for teens and young adults exiting foster care**
- H.** Link families experiencing homelessness to **family supports and education** resources
- I.** **Increase access to non-food household supplies** that are critical to basic needs
- J.** **Expand the scope of services** provided in rapid rehousing and permanent supportive housing; beyond just housing
- K.** Significantly expand and formalize Charlotte's **Second Chance Business Alliance**
- L.** Create an **Employer Assistance Program** that supports low wage earners
- M.** Advocate for creation of **Postsecondary Success programs for Housing Insecure/Homeless Youth**
- N.** Expand access to the CATS **"Charlotte Everybody Rides"** program for access to transit
- O.** Enable expanded access to transit **outside of CATS Operational Hours / Locations**
- P.** Standardize the **Care Transition Program**
- Q.** Increase **housing opportunities for justice involved adults**
- R.** **Leverage literacy programs** that provide tools to navigate supports/housing
- S.** Augment the Continuum of Care sub-committee for homeless students with **broad task forces**



INNOVATIVE DATA & ANALYTICS

MAJOR OBJECTIVES

- Monitor progress, guide decision-making, & evaluate impact across all stages of the data life cycle.
 - Planning for Monitoring & Evaluation.
 - Data acquisition and collection.
 - Data Infrastructure (Security, Processing, Storage, and Management).
 - Data Analysis.
 - Data & Research Dissemination (Visualization, Interpretation, Reports).
- Center Racial Equity and Justice Across the Research and Data Life Cycle.

INITIATIVES TO ACHIEVE THESE OBJECTIVES

- A.** Develop a **standardized cross-sector data collection process** and provide technical **assistance**
- B.** Leverage existing Institute for Social Capital infrastructure for research and data analysis to **improve operations and track outcomes**, add additional depositors (e.g. workforce development)
- C.** **Build community analytic capacity, including investment in staff resources**, to facilitate advanced research analytics and evaluation and monitoring of the 2025 plan
- D.** Implement a **data collection program** to help target homelessness and housing instability efforts and **utilize qualitative data to contextualize and supplement quantitative data**
- E.** Develop, implement a **continuous quality improvement process** and data feedback loop
- F.** Collaborate to use an **equity framework to evaluate all data** across the data life cycle
- G.** Take critical steps to enable an **integrated, central data repository for case management**
- H.** Create a **comprehensive inventory of affordable housing** options
- I.** **Assess opportunities to partner with complementary data systems** to improve care coordination and create a shorter-term solution to more effective case management
- J.** Identify useful predictive models and **ensure we have the inputs needed to use them**
- K.** **Coordinate existing research** and reports on homelessness and housing to reflect the 2025 plan
- L.** Ensure all research analyzes intersectional experiences, **acknowledges structural racism**
- M.** **Address privacy issues** / challenges by building research and data literacy
- N.** Partner, share data with **national research and advocacy entities**, leverage analytics capacity
- O.** Report research findings in an actionable format to **improve the lives of people represented**



UNIFIED POLICY ADVOCACY

- A. Advocate through **Ongoing Engagement Strategies**
- B. Create a **structure to more quickly engage** the community in housing-related advocacy efforts
- C. Establish an entity/process that **facilitates projects in partnership with the faith community**

LOCAL

- A. Create a Workgroup to address barriers to existing housing programs for **justice-involved adults**
- B. Support policy agendas that will **foster landlord participation** in programs
- C. Support & publicize recommendations of most recent **impediments study** by City of Charlotte
- D. Support the **2040 plan**
- E. Review current **fair housing ordinances** and update as needed, including enforcement
- F. Assess **benefits cliff and subsidy length** [Also Federal]
- G. Promote joint **public-private investment** in low-income communities
- H. Encourage employers, other private entities to invest in **employer-assisted housing** programs
- I. Encourage employers to pay employees a **sufficient wage** to afford housing in Char-Meck
- J. Pursue regulations that would enable **alternative small square footage home options**
- K. Advocate for **Tax Increment grants** for Affordable Housing

STATE

- A. Preserve **legal protections** for occupants of short-term rentals for whom it is primary residence
- B. Remove **barriers to ID access**
- C. Pursue credible opportunities for **state affordable housing tax credits** to parallel federal credits
- D. **Revise LIHTC program** to incorporate higher per unit costs for eligibility
- E. Reform **aging in place** programs
- F. Establish a law **limiting lookback** by landlords
- G. Pursue **mandatory inclusionary zoning**

FEDERAL

- A. Support **local flexibility of federal grants**
- B. Urge Congress to pass legislation **amending the Housing Choice Voucher Program**



EFFECTIVE COMMUNICATIONS

Draft strategy recommendation

CONTEXT FOR RECOMMENDATIONS

The goal of communications for this initiative is transparency and authenticity, giving voice to all members of our community, most especially those with lived experience.

COMMUNICATIONS STRATEGY RECOMMENDATIONS

- A.** Support **community engagement and adoption of CMHHS plan**
- B.** Launch **social media strategy**, focused on amplifying other efforts/information
- C.** Support a **holistic education plan** on the “why” and “what” (what does homelessness mean/look like, why are people homeless, how can we solve it)
 - Engage local creatives on how to tell this story in a different way
 - Understand and address **current sentiments**
 - Address common misconceptions and myths
 - Advance a **common language** for housing instability and homelessness
 - Share qualitative data and real people’s stories
- D.** **Ensure communications are accessible to a diverse audience** and are framed in a way that anyone can understand and continue to share with others (e.g. multi-lingual, multiple channels)
- E.** **Enable two-way communication**; create a continuous feedback loop
- F.** **Leverage media relations** and paid advertising
- G.** Maintain the effort website and other opportunities **to welcome incoming interest as well as outgoing communications**
- H.** Focus on telling **stories of positive outcomes and evidence of tangible progress**





COORDINATED FUNDING ALIGNMENT

Draft strategy recommendation

CONTEXT FOR RECOMMENDATIONS

Since 2018, Housing Trust Fund investments have resulted in approximately 4,000 affordable housing units in development, construction or completion. Since 2015, Housing First Charlotte-Mecklenburg has housed over 1,000 people and achieved a \$2.54 reduction in community services for every \$10 invested in permanent supportive housing

The housing and homelessness needs in our community are very real and urgent. The Funding Workstream shares the sense of urgency to translate the Strategic Framework into an Implementation Plan, and to then assemble the resources necessary to implement the recommendations, as quickly as possible.

STRATEGY OVERVIEW

Despite recent incremental investments, there is still a **huge gap to our goal** of ensuring that homelessness is rare, brief and non-recurring. Delivering **transformational outcomes will require transformational investments**. We must advance a **durable funding strategy** to achieve and sustain the desired outcomes associated with the 2025 CMHHS Strategy.

While many funding priorities reflected in the Plan may be best suited for public sector investments, we believe a **funding coalition** – including the public, private, philanthropic, and faith sectors – will be necessary to realize our collective vision. The Strategic Plan Framework is a **“call to action”, serving as the starting point** for local stakeholders to reflect on the merits of the recommendations, and to evaluate possible funding mechanisms/ levels and policy changes to activate the Plan.

The public sector’s level of ownership and commitment **will inform the ultimate Strategy and any associated fundraising campaign** targeting the private, philanthropic and faith sectors. Ultimately, we envision a campaign including a menu of investment options [cash grants, land donations, in-kind gifts, etc.]

It is reasonable to expect the public sector process to extend well into CY 2022. However, in that time there is significant work that can be launched including:

- Public education/engagement campaign
- **Refinement of Implementation Plan strategies/tactics** [including a consideration of how to stage/sequence initiatives]
- Identify possible **near-term “no regrets” investment opportunities**





ONGOING STRATEGY SUPPORT

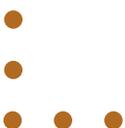
Draft strategy recommendation

SCOPE OF ONGOING STRATEGY SUPPORT ENTITY

- A. Lead execution of the plan
- B. Facilitate ongoing decision-making regarding plan
- C. Secure funding sources to implement plan (e.g. lead private fundraising efforts)
- D. Lead community advocacy and communications regarding 2025 plan
- E. Sustain system-wide coordination (e.g. staff support for task forces)
- F. Option to directly manage some cross-spectrum programs/services included in the plan that do not currently have a clear home in the community

ENDURING STRUCTURE RECOMMENDATIONS

- A. Public-private partnership model in which a nonprofit intermediary supports the city and county in implementation of the strategic plan framework.
 - If an existing Charlotte-Mecklenburg nonprofit were to take on this role, they would need to establish an auxiliary organization with its own Board dedicated to this work.
 - This nonprofit should not provide direct services in housing and homelessness so that it can serve as a neutral convener and facilitator.
- B. Board with prescribed membership/appointing authority articulated in by-laws; representation to include:
 - Individuals with lived experience
 - City of Charlotte
 - Mecklenburg County
 - Business community
 - Philanthropic & faith communities
 - Neighborhood associations
 - Universities
 - Law enforcement entities
 - Mental health and health care providers
- C. Technical Advisory Council focused on technical expertise, grassroots community engagement, and innovation should provide recommendations to the Board. This Council should be comprised primarily of service providers.
- D. Minimum of 3 staff members in year 1; could be supported by secondments. Need for up-front funding to ensure fundraising efforts can focus on the plan.



Our Vision for the Future

We believe in measuring our progress against our vision, using current measurements and setting equity goals. This is a key part of the plan.

HOUSING INSTABILITY & HOMELESSNESS

Reduce the Risk of Homelessness

Individuals are not at a high risk of homelessness due to their housing costs

Make Homelessness Rare

The experience of homelessness is infrequent in our community

Make Homelessness Brief

When an individual does experience homelessness, it is for a short period of time

Keep Homelessness From Happening Again

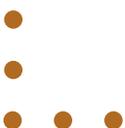
If an individual does experience homelessness, it only occurs once in their lifetime

HOUSING

Ensure Sufficient Supply

All members of our community have access to a place they are able to live in long-term

EACH OF OUR FOUR KEY INTERVENTION AREAS - Prevention, Temporary Shelter, Affordable Housing, and Cross-Sector Supports - also have specific objectives that their initiatives are designed to accomplish. All metrics wherever possible will be disaggregated by race, ethnicity, gender, and age to ensure the improvements made through the work of this strategy impact all members of our community equitably. Altogether, our vision is that the work across areas will make Charlotte-Mecklenburg a community in which homelessness is rare, brief, and nonrecurring, and that every person has access to permanent, affordable housing and the resources to sustain it.



WE WILL USE THE FOLLOWING METRICS TO ASSESS THE OUTCOMES OF OUR 5 KEY OBJECTIVES:

OBJECTIVE	GOAL	METRIC	CURRENT ¹	EQUITY GOAL
Housing Instability & Homelessness (Need)				
REDUCE RISK OF HOMELESSNESS	Individuals are not at a high risk of homelessness due to their housing costs	Number of renter and owner-occupied households that are severely cost-burdened (housing costs >50% of income)	34,299 renter households 15,884 owner-occupied households	The race / ethnic / gender / age breakdown of cost-burdened households is consistent with Mecklenburg County
MAKE HOMELESSNESS RARE	The experience of homelessness is infrequent in our community	Number of people actively experiencing homelessness in our community	3,171 people experiencing homelessness	The race / ethnic / gender / age breakdown of persons actively experiencing homeless is consistent with that of Mecklenburg County, based on census data
		Number of newly identified persons experiencing homelessness	5,027 new people experiencing homelessness	
MAKE HOMELESSNESS BRIEF	When an individual does experience homelessness, it is for a short period of time	Average length of time from approximate start date of homelessness to permanent housing	361 days	There is no disparity across race / ethnic / gender / age groups in length of time homeless (LOTH)
KEEP HOMELESSNESS FROM HAPPENING AGAIN	After regaining housing, a person has access to resources to sustain it	Number of persons returning from permanent housing to homelessness	734 people returning to homelessness	The race / ethnic / gender / age breakdown of persons returning to homelessness is consistent with Mecklenburg County
Available & Affordable Housing (Supply)				
ENSURE SUFFICIENT SUPPLY	Everyone has access to a housing unit that they can afford	Shortage of units affordable and available to extremely low (<30%), very low (<60%), low (<80%) income households	<ul style="list-style-type: none"> <30% AMI: 23,022-unit gap 31 - 50% AMI = 16,374-unit gap 51 - 80% AMI = 2,665-unit gap 	Units created/preserved are proportionate to the shortage in each area median income range

¹Annualized data is a snapshot as of 10/31/21 for the period of 8/1/20 - 10/31/21. Current data is limited to data in the HMIS system and individuals who meet the definition of literal homelessness. These data do not reflect an expanded definition of homelessness that includes individuals at risk of homelessness, all persons fleeing or attempting to flee domestic violence, or individuals who are homeless under other federal statutes.

How this is Different: Our Guiding Principles

Four principles have guided this community-driven effort as well as the content of this strategic framework:

1

TRANSPARENCY AND INCLUSIVITY

The effort is grounded in equity, transparency, and inclusivity, ensuring the broadest possible representation. All interested community members were welcomed into the strategy development process, and we worked hard to create numerous open-invitation and easily accessible opportunities for as many people as possible to engage and share feedback.

2

PEOPLE-CENTERED PERSPECTIVE

We have sought throughout this process to elevate the voices and priorities of those with lived experience to guide our work and decision-making, and ensure the purpose of anything we do is to enact real change in the lives of our community members.

3

SYSTEM-LEVEL SOLUTIONS

This strategy will do transformational work by comprehensively addressing the systems and structures that cause and perpetuate housing instability and homelessness. We will make meaningful changes, informed by research, that will directly impact our community in a lasting way.

4

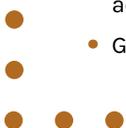
COMMUNITY-WIDE BENEFIT

We firmly believe that creating a community where everyone can thrive is a critical component of this work and will benefit all residents of Charlotte-Mecklenburg.

BY THE END OF 2026, we expect this strategy and its forthcoming implementation plan to better position Charlotte-Mecklenburg as a community where homelessness is rare, brief, and nonrecurring, and where every person has access to permanent, affordable housing as well as the resources to sustain it.

Several major action items will be required to successfully execute on this vision, including:

- Advancing a durable funding strategy to achieve and sustain the desired outcomes, which will require investment and dedicated support across the public and private sectors, as well as the philanthropic and faith communities
- Establishing a comprehensive and sustainable organizational and governance structure that will oversee and be held accountable for the implementation and evaluation of recommendations from the framework
- Gaining community buy-in and successfully advocating for policy changes to enable long-term impact



IV

Next Steps & How to Get Involved



A HOME FOR ALL Takes All of Us - Get Involved!

Our comprehensive strategy, created from the ground up with input from hundreds of individuals in the Charlotte-Mecklenburg community, serves to outline the steps needed to accomplish our bold, ambitious vision. We are excited by not only the number of individuals who have participated in some way with this important work, but the variety of experiences, personal and professional, these individuals bring to the table. Some have been working on this issue for years, while others are new and just want to help.

During the coming months, as we develop and refine steps for implementation, we will continue to reach out to the community for input through a variety of engagement opportunities. We are particularly focused on outlining and prioritizing system-level recommendations, the estimated total cost coupled with an overarching funding strategy to support them, and the permanent infrastructure and communication necessary to enable the successful transition to implementation.

WE HOPE THAT YOU WILL GET INVOLVED BY:



DOWNLOADING the associated toolkit and share information about the strategy with your networks



SIGNING UP for the Building Bridges blog, where you'll receive updates on progress made and further opportunities to get involved. Visit www.mecklenburghousingdata.org.

VISITING OUR WEBSITE where you can find more information and stay up to date at www.ahomeforallmeck.com.



CONTINUING TO SHARE your comments and/or ideas regarding the implementation planning process via email to info@ahomeforallmeck.com.



VI

Appendix





THE STRATEGIC (OR VALUE) FRAMEWORK reflects the major themes (or values) that have emerged across the four ‘what’ and five ‘how’ Workstreams and summarizes the primary objectives that our workstreams are seeking to achieve with their recommendations. These values, which encompass and organize all of the specific strategies and initiatives, speak to our “why” – why we are recommending these initiatives and, ultimately, why these matter for our community. At bottom, each value is about changing systems and structures that have prevented our community from making real progress.

Additional information on the initiatives, including specific strategies organized by Workstream, is provided in the Appendix.

	STRENGTHEN PREVENTION 	OPTIMIZE TEMPORARY HOUSING 	GROW AFFORDABLE HOUSING 	CROSS-SECTOR SUPPORTS 	POLICY ADVOCACY 	FUNDING ALIGNMENT 	DATA ANALYTICS 	COMMUNICATIONS 	STRATEGY SUPPORT 
ADDRESS HISTORICAL & STRUCTURAL INEQUITIES <i>Employ solutions that rectify or address historical and existing inequities, focusing on individuals and communities with the greatest barriers and centering racial justice and equity on all strategies.</i>									
PRIORITY AREAS									
• Center racial justice and equity	●	●	●	●	●	●	●	●	●
• Reduce any stigma associated with affordable housing			●					●	
• Help low-income BIPOC homebuyers			●						
• Remove barriers to accessing housing			●		●				
• Integrate lived experience	●	●	●	●	●	●	●	●	●

EXPAND ACCESS TO AND AVAILABILITY OF INVENTORY & RESOURCES

Increase access to and availability of housing, shelter, prevention resources, and supportive services to meet the need for them.

PRIORITY AREAS

• Help prevent people from losing housing	●		●	●	●	●			
• Ensure shelters have needed beds and services		●				●			
• Compile and share an updated list of all housing units and funding			●				●		
• Implement programs for very low-income households:									
• Simplify and streamline access to basic services	●								
• Bring forward innovative housing options			●						



COORDINATE SYSTEMS TO ENSURE THEY ARE EASY TO NAVIGATE

Coordinate and collaborate across agencies, improving information flow, data quality and referral networks, and investing in systems and structures that help connect households with needed supports.

PRIORITY AREAS

	STRENGTHEN PREVENTION 	OPTIMIZE TEMPORARY HOUSING 	GROW AFFORDABLE HOUSING 	CROSS-SECTOR SUPPORTS 	POLICY ADVOCACY 	FUNDING ALIGNMENT 	DATA ANALYTICS 	COMMUNICATIONS 	STRATEGY SUPPORT 
<ul style="list-style-type: none"> Make it easy for individuals and families to: 									
<ul style="list-style-type: none"> Secure assistance to avoid losing housing 	●			●		●			
<ul style="list-style-type: none"> Find help to stay housed 	●	●	●	●					
<ul style="list-style-type: none"> Access and understand essential information on housing 	●	●						●	
<ul style="list-style-type: none"> Help individuals enter the housing system (NC 2-1-1 and Coordinated Entry) 	●								
<ul style="list-style-type: none"> Add “Life Navigators” to assist individuals throughout their housing journey 				●					

CHANGE THE SYSTEM TO SUSTAIN LONG-TERM IMPACT

Enact policy, structural, and process-related changes to create an environment that facilitates and sustains the changes necessary and invest in the infrastructure and oversight to enable short-term and long-term impact.

PRIORITY AREAS

<ul style="list-style-type: none"> Rely on data and best practices in making all decisions 							●		●
<ul style="list-style-type: none"> Use clear and transparent communication in all activities 								●	
<ul style="list-style-type: none"> Keep a long-range perspective and prioritize sustainability 					●	●	●	●	●
<ul style="list-style-type: none"> Coordinate goals, strategy, and funding 	●	●	●	●	●	●	●	●	●
<ul style="list-style-type: none"> Advocate for policy changes to improve the housing system 					●				



Community Input

This information is based upon the responses of 106 individuals

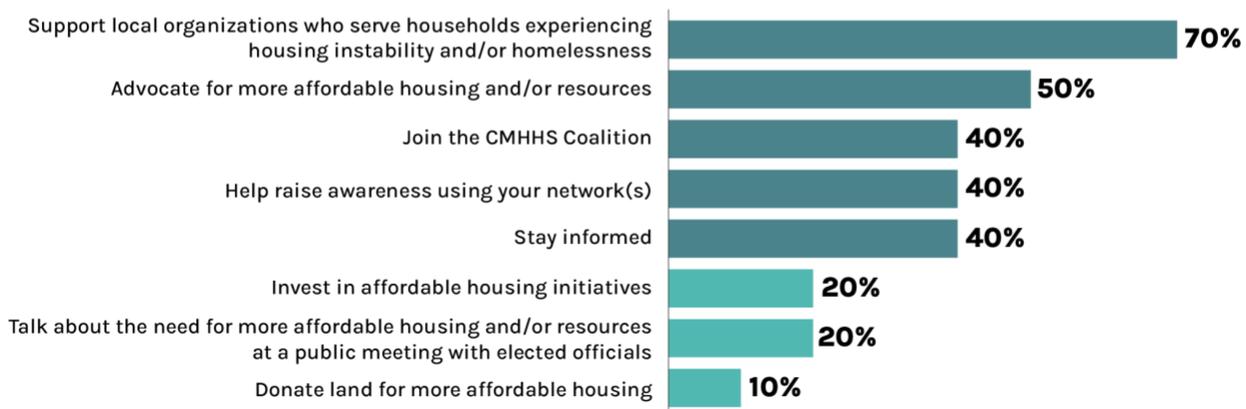
EXAMPLES OF COMMUNITY INPUT POLL RESULTS FROM COMMUNITY INFORMATION & FEEDBACK SESSIONS

What do you believe is most necessary to ensure successful implementation of these recommendations? (Top 3)



POLL RESULTS FROM COMMUNITY INFORMATION & FEEDBACK SESSIONS

What commitment(s) will you make to help support the vision of this strategy: “Homelessness is rare, brief, and non-recurring in Charlotte-Mecklenburg and that every person has access to permanent, affordable housing and the resources to sustain it.”



Common Definitions for Our Community

This list of terms and definitions covers all housing continuum components, including housing instability, homelessness, and permanent, affordable housing. In order to inform decision-making relative to the Housing & Homelessness Ecosystem, all stakeholders must have and use a common language.

The definitions below integrate existing housing definitions from the U.S. Department of Housing & Urban Development, the U.S. Department of Education, U.S. Department of Veterans Affairs, and the Charlotte-Mecklenburg Housing Instability & Homelessness Report Series, with nomenclature from local housing interventions to create a new, community-specific vocabulary.

As a result, the following provides a comprehensive and inclusive list that can be easily translated across funding sources. This is an important component for system alignment, which will lead to improved efficiency and effectiveness.

AFFORDABLE HOUSING

Housing is considered affordable if a household does not have to spend more than 30% of their pre-tax gross annual income on housing-related expenses (rent/mortgage and utilities). Generally, the term “affordable housing” is applied to households with annual income between 0% and 120% of Area Median Income (AMI). There are three primary considerations related to ensuring an inventory of permanent, affordable housing: preserving existing units and resources, adding new units and resources, and removing barriers to available units and resources, such as Source of Income Discrimination (SOID). Preserving existing housing stock includes the retention of Naturally Occurring Affordable Housing (NOAH) and other lower-cost rental inventories, as well as the rental subsidies needed to gap the difference in cost and affordability. Therefore, ensuring adequate levels of permanent, affordable housing means both the physical units themselves and the financial assistance used to gap the difference between what housing costs and what households can afford. Examples of financial assistance include short-term rental subsidies such as rapid re-housing, as well as long-term subsidies and/or vouchers, like permanent supportive housing and housing choice vouchers.

AREA MEDIAN INCOME (AMI)

The household income for the median – or middle – household in a specific region. The U.S. Department of Housing and Urban Development (HUD) uses AMI to determine the income eligibility requirements of federal housing programs. AMI categories most often used are 1). at or below 30% of AMI; 2). at or below 50% AMI; 3). at or below 60% AMI; and 4). at or below 80% AMI. AMI limits are typically updated by HUD in April every year.

CHILD-ONLY HOUSEHOLDS

Households with all members under the age of 18.

CHRONIC HOMELESSNESS

A specific type of homelessness defined by the following criteria: an individual or head of household with a disabling condition is experiencing literal homelessness and has either

been continuously homeless for at least 12 months or has experienced at least four episodes of homelessness in the last three years (where the combined occasions total at least 12 months). Occasions are separated by a break of at least seven nights. Stays in institutions of fewer than 90 days do not constitute a break.

CIVIL CASE PROCESSING SYSTEM (VCAP)

The online civil case processing system for the North Carolina Court System, which provides data on summary ejectment case filing and results.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

A flexible, federal funding source that is intended to primarily fund activities that benefit low- and moderate-income individuals. Eligible activities include property acquisition, relocation, demolition, and rehabilitation of affordable housing. Additional uses include infrastructure improvements, public services, energy conservation, and economic development. To be eligible for this funding source, 70% of funds in a jurisdiction must be used for low-income households with income at or below 80% Area Median Income (AMI) or extremely low-income households with income at or below 30% AMI.

COMMUNITY LAND TRUST

An affordable housing strategy to address the challenges of long-term affordability of housing. Land trusts are used to permanently retain the land under a residential unit (like a home) in which the owner owns the residential unit. Affordability requirements and resale restrictions are tied to the sale of the property, which ensures long-term affordability.

COMPLAINT IN SUMMARY EJECTMENT

A legal form that a landlord must complete in order to attempt to formally evict a tenant and regain possession of the premises or unit.

CONTINUUM OF CARE (COC)

Authorized by the U.S. Department of Housing and Urban Development (HUD), this program is designed to promote a communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

COORDINATED ENTRY

Charlotte-Mecklenburg's system portal that connects households who are experiencing homelessness or housing instability to an available shelter or other housing resources. Coordinated Entry also helps the community to both prioritize resources for the most vulnerable households and to identify gaps and shortages in housing resources. By participating in Coordinated Entry, housing organizations prioritize their temporary and

permanent housing assistance for households seeking assistance through the Coordinated Entry “front door.”

COST-BURDENED

A household is considered cost-burdened if more than 30% of gross income is spent on housing-related expenses (rent/mortgage and utilities).

DEED RESTRICTIONS

An affordable housing strategy to address the challenges of long-term affordability of housing. Affordable housing deed restrictions can be used to control the resale price of a home through a formula that determine the affordable resale price of the home, thereby protecting long-term affordability.

DEMAND-DRIVEN HOMELESSNESS PREVENTION FACTORS

Needs of individuals and families who face housing instability and homelessness, including rent and other household expenses, food, childcare, transportation, information about and access to affordable housing, and support and assistance navigating systems.

DIVERSION

A category of housing assistance that targets households who are experiencing homelessness and seeking emergency shelter. Diversion helps households resolve their immediate housing crisis by accessing alternatives to entering emergency shelter or the experience of unsheltered homelessness.

DOUBLED UP

A household is considered “doubled up” if the household includes at least one “extra” adult, meaning an adult who is not in school and is not the head of household or their spouse/partner. The living situation may be temporary or long-term in tenure and the reason for doubling up is linked to a housing crisis. Under the McKinney-Vento Act, children and youth who are sharing housing with another family due to the loss of housing or economic hardship are also considered to be doubled up.

EMERGENCY SOLUTIONS GRANT (ESG)

A federally funded, formula grant program that provides funding to engage homeless individuals and families living on the street, improve the number and quality of emergency shelters for homeless individuals and families, help operate these shelters, provide essential services to shelter residents, rapidly re-house homeless individuals and families, and prevent families and individuals from becoming homeless. ESG funds may be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS, as well as administrative activities (up to 7.5% of a recipient’s allocation can be used for administrative activities). Metropolitan cities, urban counties and territories may subgrant ESG funds to private nonprofit organizations. State recipients must subgrant all of their ESG funds (except for funds for administrative costs and under certain conditions, HMIS costs) to units of general purpose local government

and/or private nonprofit organizations. All recipients must consult with the Continuum of Care (CoC) operating within the jurisdiction in determining how to allocate ESG funds.

EMERGENCY SHELTER

A facility with the primary purpose of providing temporary shelter for people experiencing homelessness. It includes shelters that are open seasonally and year-round. Households who are residing in emergency shelter are considered literally homeless.

EMPLOYER-ASSISTED HOUSING

An affordable housing strategy to address the challenges of long-term affordability of housing. Generally, employer-assisted housing refers to a housing program that is fully or partially financed by an employer to incentivize and benefit employees to become homeowners or have access to affordable housing. In terms of affordable housing development, employers can provide cash financing for development costs, donate land, and/or develop affordable housing themselves.

EXPEDITED AND PREDICTABLE PROCESSES AND FEE WAIVERS

An affordable housing strategy to address the challenges of financial feasibility. It includes building permitting processes that are predictable and reduced fees to help decrease the development costs of affordable housing.

EXTREMELY LOW-INCOME

A household is considered extremely low-income if its annual household income does not exceed 30% of the Area Median Income.

FAIR HOUSING

The federal Fair Housing Act, 42 U.S.C. 3601 et seq. of 1968, prohibits discrimination by direct providers of housing, such as landlords and real estate companies as well as other entities, such as municipalities, banks or other lending institutions and homeowners insurance companies whose discriminatory practices make housing unavailable to persons because of race or color, religion, sex, national origin, familial status, or disability. In North Carolina, the State Fair Housing Act makes it illegal to discriminate in housing because of race, color, religion, sex, national origin, physical or mental handicaps, or family status (families with children). Discrimination could be any of the following: a property manager refuses to rent an apartment to a single woman, but he will rent the apartment to a single man; a landlord refuses to rent an apartment to a blind woman because she has a Seeing Eye dog; a female tenant and her family are evicted from their apartment because the woman refuses the landlord's sexual advances; and a landlord evicts a white tenant from her mobile home because her black friends visit her there. The State Fair Housing Act law applies to the sale, rental, and financing of residential housing. Apartments, houses, mobile homes, and vacant lots to be used for housing are covered by the Fair Housing Act. With a few exceptions, anyone who has control over residential property and real estate financing must obey the law. This includes rental managers, property owners, real estate agents, landlords, banks, developers, builders, and individual homeowners who are selling or renting their property.

FAMILY UNIFICATION PROGRAM (FUP)

A federally funded program administered by the local Public Housing Authority or PHA (INLIVIAN) in partnership with Public Child Welfare Agencies or PCWAs (Mecklenburg County Department Social Services) who are responsible for referring FUP families and youths to the PHA for determination of eligibility for rental assistance. FUP enables families to rent affordable housing for whom the lack of affordable housing is a primary factor in the separation of children from their families. FUP also enables eligible youth (for a period not to exceed 36 months) between 18 and 24 and who have left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act, and is homeless or is at risk of becoming homeless at age 16 or older.

FAIR MARKET RENT

According to 24 CFR 5.100, Fair Market Rent (FMR) is the rent that would be required to be paid in a particular housing market in order to obtain privately owned, decent, safe, and sanitary rental housing of modest (non-luxury) nature with suitable amenities. FMR includes utilities except telephone). The U.S. Department of Housing and Urban Development establishes separate FMRs for dwelling units of varying sizes (number of bedrooms).

FAMILY SELF-SUFFICIENCY (FSS) PROGRAM

A program utilizing rental assistance and public housing funds in combination with public and private resources to provide supportive services with the goal of achieving economic independence and self-sufficiency.

FLEEING/ATTEMPTING TO FLEE DOMESTIC VIOLENCE

Also known as Category 4, this is a category of homelessness set by the U.S. Department of Housing and Urban Development (HUD); it is used for determining eligibility for specific HUD-funded programs. To be considered homeless under this definition, individuals must meet the following criteria: any individual or family who: (i) Is fleeing, or is attempting to flee, domestic violence; (ii) Has no other residence; and (iii) Lacks the resources or support networks to obtain other permanent housing.

FORECLOSURE

A legal proceeding that can occur when a homeowner defaults on mortgage payments, resulting in the termination of a homeowner's right to retain their home.

FORMAL EVICTION

The legal process through which a landlord seeks to regain possession of a leased premises by concluding a tenant's right to occupy the premises.

GRANT AND PER DIEM PROGRAM (GPD)

The Homeless Providers Grant and Per Diem (GPD) Program is administered by the U.S. Department of Veterans Affairs and is offered annually (as funding permits) by the VA's Health Care for Homeless Veterans (HCHV) Programs to fund community agencies providing services to homeless veterans. The purpose of the GPD program is to promote the

development and provision of supportive housing and/or supportive services with the goal of helping homeless veterans achieve residential stability, increase their skill levels and/or income, and obtain greater self-determination. Only programs with supportive housing (up to 24 months) or service centers (offering services such as case management, education, crisis intervention, counseling, services targeted towards specialized populations including homeless women veterans, etc.) are eligible for these funds. The program has two levels of funding: the Grant Component and the Per Diem Component.

HEALTHCARE FOR HOMELESS VETERANS (HCHV) PROGRAM

A program administered by the U.S. Department of Veterans Affairs (VA). HCHV programs serve as the hub for both housing and other services that help veterans connect with VA services or provide an entry point to VA care. Outreach serves as the core of the HCHV program. The central goal is to reduce homelessness among veterans by conducting outreach to those who are the most vulnerable and not currently receiving services and engaging them in treatment and rehabilitative programs. Another aspect of HCHV is the Contract Residential Treatment program, which places Veterans with serious mental health diagnoses into quality, community-based, supportive housing.

HOME INVESTMENT PARTNERSHIPS (HOME)

HOME funds can be used to fund for home purchase, development, rehabilitation, tenant-based rental assistance (with certain restrictions), and program planning and administration. To be eligible for this funding source, a minimum of 90% of households must be at or below 60% Area Median Income (AMI) and developments with 5+ assisted units must have at least 20% of households with income at or below 50% AMI.

HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families, and persons at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

HOMELESS UNDER OTHER FEDERAL STATUTES

Also known as Category 3, this is a category of homelessness set by the U.S. Department of Housing and Urban Development (HUD); it is used for determining eligibility for specific HUD-funded programs. To be considered homeless under this definition, an individual must meet the following criteria: unaccompanied youth under 25 years of age and/or families with children and youth who do not otherwise qualify as homeless under any other definition but who: (i) Are defined as homeless under the other listed federal statutes; (ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application; (iii) Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; and (iv) Can be expected to continue in such status for an extended period of time due to special needs or barriers.

HOMELESSNESS

A type of housing status that exists along the housing instability and homelessness continuum. Homelessness, by definition, means the loss of housing. Homelessness can occur when a household lacks a fixed, regular, and adequate nighttime residence. This can include doubling up with family and/or friends, paying to stay week to week in hotels/motels, temporarily residing in a shelter and/or transitional housing facility, experiencing unsheltered homelessness, exiting an institutional setting within a set period of time after previously experiencing homelessness, and/or fleeing domestic violence. The definition of homelessness employed varies by funding source.

HOMELESSNESS EMERGENCY ASSISTANCE AND RAPID TRANSITION TO HOUSING (HEARTH) ACT

The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 was signed into law on May 20, 2009. The HEARTH Act of 2009 consolidates three of the separate homeless assistance programs administered by the U.S. Department of Housing & Urban Development (HUD) under the McKinney-Vento Homeless Assistance Act into a single grant program: the Continuum of Care (CoC) Program. These three programs include the Supportive Housing Program, the Shelter Plus Care Program, and the Moderate Rehabilitation/Single Room Occupancy (SRO) Program. The HEARTH Act of 2009 also codified into law the CoC planning process, a longstanding part of HUD's application process to assist homeless persons by providing greater coordination in responding to their needs. The HEARTH Act of 2009 directs HUD to promulgate regulations for these new programs and processes. The regulatory implementation of the CoC Program is achieved through the CoC Program interim rule. In addition, the HEARTH Act of 2009 also revises the Emergency Shelter Grants program and renamed it the Emergency Solutions Grants (ESG) program. Additional substantial changes include creation of a Rural Housing Stability Assistance Program, a change in HUD's definition of homelessness and chronic homelessness, a simplified match requirement, an increase in prevention resources; and an increase in emphasis on performance. On July 6, 2012, P.L. 112-141, the Moving Ahead for Progress in the 21st Century Act (MAP-21) was signed into law. Subtitle C, of Title II, Division F contained the following four HEARTH Act technical corrections: replaced the definition of "local government," replaced the definition of "State," provided that HUD could continue permitting assistance and projects awarded under the McKinney-Vento Act to be subject to 24 CFR Part 58 for environment review requirements, and provided that a metropolitan city and an urban county covered by a single Continuum of Care could jointly receive and administer a single grant under the Emergency Solutions Grants Program. On Dec. 4, 2015, the Fixing America's Surface Transportation Act under Section 79001, Authority to Administer Rental Assistance, amended the HEARTH Act to allow nonprofits to administer rental assistance under the CoC Program.

HOMEOWNERSHIP RATE

The number of owner-occupied units as a percentage of all occupied housing units.

HOUSEHOLD WITH ADULTS AND CHILDREN (FAMILIES)

Household that has at least one adult over the age of 18 and one child under the age of 18.

HOUSEHOLD WITH ADULTS ONLY

Household with single adult(s) and/or adult couple(s) unaccompanied by children under the age of 18.

HOUSING & HOMELESSNESS CONTINUUM

The Charlotte-Mecklenburg Housing & Homelessness Continuum (depicted below), developed by Mecklenburg County, illustrates the full continuum of housing status (housing instability, homelessness, and stable housing) and corresponding categories of interventions. The use of a continuum underscores the fact that i). causes of housing instability and homelessness are related; ii). the needs of households facing housing instability and homeless are varied and exist along a continuum; iii). there are different interventions targeting housing instability and homelessness (including with the category of stable housing or permanent affordable housing) which must both be tailored to meet the need of individual households and be aligned with each other across the full continuum; iv) preventing and ending homelessness and reducing housing instability is related to ensuring both access to and sustainability of permanent, affordable housing. The Charlotte-Mecklenburg Housing & Homelessness Continuum serves as the anchor for the annual Charlotte-Mecklenburg Housing Instability & Homelessness report, which can be accessed via [this link](#); definitions for the housing continuum and examples of organizations that meet these definitions are also provided within the Housing & Homelessness Ecosystem.

HOUSING AND HOMELESSNESS ECOSYSTEM

The Charlotte-Mecklenburg Housing & Homelessness Ecosystem (depicted below), developed by Mecklenburg County, visualizes the full ecosystem of emergency/temporary and permanent housing interventions (prevention, diversion, transitional housing, and permanent housing); standardizes definition, identifies roles and responsibilities across the housing continuum, quantifies housing capacities, and outlines funding sources. The Charlotte-Mecklenburg Housing & Homelessness Ecosystem is an online tool available via this link on the Charlotte-Mecklenburg Housing & Homelessness Dashboard. An “ecosystem” describes a group of interconnected elements both individually and by their interrelationships in a defined area. The typical ecosystem is a feedback loop, wherein dependencies and other conditions stressing one group can stretch an entire system to the breaking point. Observing, defining, and quantifying the discrete elements; cataloging their interconnectedness; and standardizing the tools for studying and evaluating the system is the only way to ensure the system is fully maximized for efficiency and effectiveness.

HOUSING CHOICE VOUCHER (HCV)

A type of affordable, permanent housing. It is defined as the federal government’s major rental assistance program for assisting very low-income households, elderly, and individuals with disabling conditions to afford decent, safe, and sanitary housing in the private market. INLIVIAN (formerly known as Charlotte Housing Authority) is part of the Moving to Work (MTW) Demonstration Program, which allows for flexibility to combine federal funds from public housing operating and modernization programs and HCV program into a “block grant.” Identified below are the multiple ways that the HCV program operates in Charlotte-Mecklenburg: Tenant-based HCV means that the household with a voucher is free to choose

any housing that meets the requirements of the program. Rental units must meet minimum standards of health and safety, as determined by INLIVIAN. Effective January 1, 2018, INLIVIAN implemented a mandatory work requirement. HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines HCV rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). Family Unification Program (FUP) enables families to rent affordable housing for whom the lack of affordable housing is a primary factor in the separation of children from their families. FUP also enables eligible youth (for a period not to exceed 36 months) between 18 and 24 and who have left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act and is homeless or is at risk of becoming homeless at age 16 or older. Family Self-Sufficiency utilizes rental assistance and public housing funds with public and private resources to provide supportive services with the goal of achieving economic independence and self-sufficiency. Supportive Housing Partnerships includes local partnerships in which INLIVIAN has partnered with housing providers to provide gap financing and housing subsidies. Some supportive housing providers are considered Other Permanent Housing (OPH), which is part of the Continuum of Care's (CoC) Housing Inventory Count. Criteria for inclusion is if the participating household is considered literally homeless according to the definition set by the U.S. Department of Housing and Urban Development (HUD). Project-Based Vouchers are located within specific properties throughout Charlotte-Mecklenburg. Voucher assistance can be attached to specific housing units if the property owner agrees to either rehabilitate or construct the units, or if the owner agrees to set aside a portion of the units in an existing development. Prospective residents apply directly to the property.

HOUSING IMPACT FEES

An affordable housing strategy to address the challenges of financial feasibility. The Housing Impact Fee is a fee on non-residential development that is used to offset the increased need for affordable housing because of the development.

HOUSING INSTABILITY

A type of housing status that exists along the housing instability and homelessness continuum. Housing instability can occur when an individual or household experiences any of the following: living in overcrowded and/or substandard housing, difficulty paying rent or mortgage, experiencing frequent moves due to economic or affordability reasons, doubling up with family or friends or living in hotels. Cost-burden is frequently used as a measure of housing instability. Many people who become homeless have faced housing instability.

HOUSING INVENTORY COUNT (HIC)

An annual snapshot of the number of beds and units on one night that are dedicated to households experiencing homelessness as well as the number of permanent housing beds/units dedicated to households who have previously experienced homelessness.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)

A program managed by the U.S. Department of Housing and Urban Development's (HUD) Office of HIV/AIDS Housing. The HOPWA program was established to provide housing

assistance and related supportive services for low-income persons living with HIV/AIDS and their families. Two types of grants are made under the HOPWA program: 1). HOPWA formula grants are made using a statutorily mandated formula to allocate approximately 90% of HOPWA funds to eligible cities on behalf of their metropolitan areas and to eligible states and 2). HOPWA competitive funds are awarded on the basis of a national competition. HOPWA funds may be used for a wide range of housing, social services, program planning, and development costs. These include, but are not limited to, the acquisition, rehabilitation, or new construction of housing units; costs for facility operations; rental assistance; and short-term payments to prevent homelessness. An essential component in providing housing assistance for this targeted special needs population is the coordination and delivery of support services. Consequently, HOPWA funds also may be used for services including (but not limited to) assessment and case management, substance abuse treatment, mental health treatment, nutritional services, job training and placement assistance, and assistance with daily living. Funding must be used on low-income persons with income at or below 80% of Area Median Income (AMI) that are medically diagnosed with HIV/AIDS and their families.

HOUSING TRUST FUND

An affordable housing strategy to address the challenges of financial feasibility. Housing Trust Funds by definition are dedicated sources of public funding for affordable housing. The City of Charlotte's Housing Trust Fund was established in 2001; it provides gap financing to housing developers for acquisition, new construction, rehabilitation, and preservation of housing units. The amount of funding available in the local Housing Trust Fund is based upon bonds that must be approved every few years. There is also a state-level Housing Trust Fund, which was established in 1987, that provides flexible capital for the development of affordable housing (rental and homeownership), rehabilitation, emergency repairs/accessibility modifications, and supportive housing. Finally, the national Housing Trust Fund, which was created in 2009, provides funding that can be utilized for the production of or preservation of affordable housing.

IMMINENT RISK OF HOMELESSNESS

Also known as Category 2, this is a category of homelessness set by the U.S. Department of Housing and Urban Development (HUD); it is used for determining eligibility for specific HUD-funded programs. The following criteria must be met to be considered at imminent risk of homelessness: individual or family who will imminently lose their primary nighttime residence, provided that: (i) residence will be lost within 14 days of the date of application for homeless assistance, (ii) no subsequent residence has been identified, and (iii) the individual or family lacks the resources or support networks needed to obtain other permanent housing. Since an individual has not yet lost their housing to be eligible to meet this definition, there is overlap between this category of homelessness and the definition of housing instability.

INCLUSIONARY ZONING

An affordable housing strategy to address the challenges of long-term affordability of housing. The goal of inclusionary zoning policies is to increase affordable housing by linking

the affordable housing units with market-rate private development through either voluntary incentive-based or mandatory requirements to include a certain percentage of affordable housing units in market rate developments.

INFORMAL EVICTION

A process of eviction that happens outside of the court system. It could consist of a landlord telling a tenant they must move or a landlord paying a tenant to move.

LAND USE INCENTIVE POLICIES

An affordable housing strategy to address the challenges of financial feasibility. Land use incentive policies include reduction in fees and grants backed by property taxes in exchange for inclusion of affordable and “locationally efficient” units.

LITERAL HOMELESSNESS

Also known as Category 1, this is a category of homelessness set by the U.S. Department of Housing and Urban Development (HUD); it is used for determining eligibility for specific HUD-funded programs. Individuals and families who lack a fixed, regular, and adequate nighttime residence, which includes households staying in emergency shelter, safe haven, and transitional housing (sheltered homelessness), and households who are unsheltered. This definition also includes a subset for an individual who is exiting an institution where they resided for 90 days or less and experienced literal homelessness before entering that institution.

LONG-TERM RENTAL SUBSIDY

A subsidy provided for three or more years. Subsidies may or may not be coupled with supportive services.

LOW-INCOME

A household is considered low-income if its annual income is at or below 80% of the Area Median Income.

LOW-INCOME HOUSING TAX CREDIT (LIHTC)

An affordable housing strategy and federal funding source to address the challenges of financial feasibility. The LIHTC program issues tax credits for affordable rental housing acquisition, rehabilitation, and construction. Developments have 15-year compliance periods; developments after 1989 have 30-year extended-use periods. Competitive awards are made by the North Carolina Housing Finance Agency based upon a Qualified Action Plan that informs how tax credits should be allocated. The 4% LIHTC provides an automatic tax credit for housing projects financed at least 50% with tax exempt bonds. LIHTC credits often require additional sources of equity to finance an affordable housing project. To be eligible for this funding source, a minimum of 20% of units must be for households at or below 50% Area Median Income (AMI) or a minimum of 40% of units must be for households at or below 60% AMI.

STUDENTS EXPERIENCING HOMELESSNESS AND IDENTIFIED AS ELIGIBLE FOR MCKINNEY-VENTO SERVICES

The total number of students and younger siblings in Charlotte-Mecklenburg Schools identified as homeless and eligible for McKinney-Vento services. This definition of homelessness is broader than other definitions and includes students in households who are living in hotels and/or motels or are doubled up with family and/or friends.

MEDIUM-TERM RENTAL SUBSIDIES

Medium-term rental subsidies, also referred to as other permanent housing (OPH), are provided for one to three years and are designed to help households quickly exit homelessness, return to housing in the community; and not become homeless again. OPH vouchers are conditional, and subsidies remain with the program after a household exits.

MIXED-INCOME HOUSING

A housing development in which there is a diversity of units at varied price points (which serve households with different income levels or Area Median Income).

MODERATE-INCOME

A household is considered moderate-income if its annual income is between 81% and 120% of the Area Median Income.

NATURALLY OCCURRING AFFORDABLE HOUSING (NOAH)

A type of affordable, permanent housing. It is defined as a rental housing unit that does not require a subsidy or other financial assistance to make it affordable. This means that the household does not have to pay more than 30% of their income on housing-related expenses. NOAH is also referred to as non-subsidized affordable rental housing.

NC 2-1-1

A health and human services information and referral system provided by United Way that operates 24/7/265. Coordinated Entry is Charlotte-Mecklenburg's portal to connect individuals and families who are homeless to an existing available shelter/housing resource.

NON-SUBSIDIZED AFFORDABLE RENTAL HOUSING

A type of affordable, permanent housing. It is defined as a rental housing unit that does not require a subsidy or other financial assistance to make it affordable. This means that the household does not have to pay more than 30% of their income on housing-related expenses. This definition also includes Naturally Occurring Affordable Housing (NOAH).

ONE NUMBER

A count of the total number of individuals and households within one list who are experiencing homelessness and in need of housing in Charlotte-Mecklenburg. The number is generated from data in the Homeless Management Information System (HMIS) and includes single adults, youth, veterans, people experiencing chronic homelessness, and individuals in families with children.

OVERLAY ZONE

An affordable housing strategy to address the challenges of financial feasibility. Overlay zones are a flexible zoning strategy whereby a new zoning district with modified standards is drawn on top of a base zoning district.

OTHER PERMANENT HOUSING (OPH)

A type of affordable, permanent housing. It is defined as a medium-term rental subsidy (one to three years) designed to help households quickly exit homelessness, return to housing in the community, and not become homeless again.

OTHER TRANSITIONAL HOUSING

Other non-emergency, temporary housing types including institutional and residential settings such as jails, hospitals, or mental health and/or substance use treatment programs for people experiencing homelessness.

OVERCROWDING

A household is considered overcrowded when there are more than two people per bedroom in a housing unit. An alternative measure of overcrowding is if there is more than one person per room.

PARENTING YOUTH

Youth (ages 18 to 24) who identify as the parent or legal guardian of one or more children who are present with or sleeping in the same place as that youth parent.

PROJECTS FOR ASSISTANCE IN TRANSITION FROM HOMELESSNESS (PATH)

A program administered by the Substance Abuse and Mental Health Services Administration (SAMHSA) that funds services for people with serious mental illness (SMI) experiencing homelessness. The PATH Program is a formula grant authorized by the McKinney Homeless Assistance Amendments Act of 1990 and was reauthorized by Section 9004 of the 21st Century Cures Act (P.L. 114-255). PATH grants are distributed annually to all states, which solicits proposals and awards funds to local public or nonprofit organizations, known as PATH providers.

PERMANENT HOUSING

Permanent housing is considered the desired destination for all people entering the homelessness services system. The category of permanent housing, which is used in the Homeless Management Information System (HMIS) to designate a “successful” exit, includes permanent housing programs which have financial assistance as well as other permanent housing destinations with no financial assistance. The full list in HMIS includes long-term care facility or nursing home, a unit that is owned or rented with or without a subsidy, and staying or living with friends and/or family that is considered to be permanent in tenure.

PERMANENT SUPPORTIVE HOUSING (PSH)

A type of affordable, permanent housing. It is defined as a long-term rental subsidy (three or more years) designed to provide housing and supportive services to assist households experiencing homelessness and who have a disabling condition, or families experiencing homelessness with an adult or child member who has a disabling condition, to access and sustain permanent housing.

POINT-IN-TIME COUNT

An annual, unduplicated one-night estimate of sheltered and unsheltered populations experiencing homelessness on one night in January. Participation in the PIT Count is a requirement of the Continuum of Care (CoC) who receive funding from the U.S. Department of Housing & Urban Development (HUD). The Charlotte-Mecklenburg Point-in-Time Count is known as EverybodyCountsCLT and typically takes place during the last Wednesday in January.

PRESERVATION

Housing preservation refers to one method available to communities for increasing affordable housing supply. Preservation refers to the action(s) taken to ensure a housing subsidy and/or low-income housing restriction(s) remains in place, preserving long-term housing affordability. Preservation is usually combined with repairs to the property. Often the property is purchased by a new owner who is committed to the long-term affordability of the property and is then renovated and managed along with those values. The locally funded Housing Trust Fund administered by the City of Charlotte can be used to fund housing preservation. Preserving affordable housing is generally considered more cost-effective and easier than new affordable housing construction.

PREVENTION

A category of housing assistance that targets households facing near-term housing instability who have not yet lost their housing. The continuum of prevention assistance includes three tiers: 1). community-wide interventions aimed at changing systems and structures that perpetuate housing instability, 2). cross-sector collaboration and coordination to reduce the prevalence of homelessness, and 3). targeted interventions including financial and legal assistance to help households maintain their housing.

PUBLIC HOUSING

A type of affordable, permanent housing established to provide quality and safe rental housing opportunities for eligible extremely low-income families, older adults, and persons with disabilities. Households generally pay about 30% of their income for rent and utilities. Public housing is managed and operated by INLIVIAN and comes in all sizes and types, from scattered single-family houses to multi-family developments.

RAPID RE-HOUSING (RRH)

A type of affordable, permanent housing. It is defined as a short-term rental subsidy (up to 24 months) designed to help households quickly exit homelessness, return to housing in the

community, and not become homeless again. RRH typically combines financial assistance and supportive services to help households obtain and sustain permanent housing.

RENTAL LEASE

A written or oral contract between a landlord and tenant that grants the tenant the right to reside at a premises for a specified period of time and under specific conditions, typically in exchange for an agreed-upon periodic payment.

RENTER-OCCUPIED

A rental unit that is not vacant but is occupied by a tenant.

SAFE HAVEN

A type of temporary housing that serves hard-to-reach homeless persons with severe mental illness who come primarily from the streets and have been unable or unwilling to participate in housing or supportive services. To qualify as a Safe Haven project, the following criteria must be met: located in a facility, meaning a structure, or structures, or clearly identifiable portion of a structure or structures; allow access to residence 24/7 for an unspecified duration; have private or semi-private accommodations; limit overnight occupancy to no more than 25 persons; prohibit the use of illegal drugs in the facility; provide access to needed services in a low-demand facility, but cannot require program participants to utilize them; and may include a drop-in center as part of outreach activities. Individuals residing in a Safe Haven facility are considered literally homeless and enumerated under the category of sheltered homelessness during the Point-in-Time Count.

SEVERE COST-BURDEN

A household is considered severely cost-burdened if more than 50% of gross income is spent on housing-related expenses (rent and utilities).

SHELTERED HOMELESSNESS

A type of homelessness in which households are residing in a supervised publicly or privately operated shelter designated to provide temporary living arrangements. This includes congregate shelters, transitional housing, and hotels and/or motels paid for by charitable organizations and/or by federal, state, or local government programs. This definition is used to enumerate the number of individuals experiencing sheltered homelessness during the Point-in-Time Count.

SINGLE ADULT HOMELESSNESS

The population of single-person adult households experiencing homelessness.

SHORT-TERM RENTAL SUBSIDY

Short-term rental subsidies, also referred to as rapid re-housing (RRH), are provided for up to 24 months and are designed to help households quickly exit homelessness, return to housing in the community, and not become homeless again. RRH typically combines financial assistance and supportive services to help households obtain and sustain housing.

SSI/SSDI OUTREACH, ACCESS, AND RECOVERY (SOAR)

The goal of the SOAR program, which is administered by the Substance Abuse and Mental Health Services Association (SAMHSA) is increase access to Social Security disability benefits for eligible children and adults who are currently experiencing or at risk of homelessness and have a serious mental illness, medical impairment, and/or co-occurring substance use disorder. SOAR-trained case managers provide comprehensive SSI/SSDI application assistance for eligible individuals who are experiencing or at risk of homelessness.

SOURCE OF INCOME DISCRIMINATION (SOID)

Source of Income Discrimination (SOID) occurs when a housing provider refuses to accept payment for housing from any legal form of monetary payment, such as employment income, disability benefits, or subsidized voucher. SOID is not currently recognized as a form of housing discrimination by the federal Fair Housing Act or City of Charlotte Fair Housing Ordinance.

STABLE HOUSING

A type of housing status that exists along the housing instability and homelessness continuum. A household is considered stably housed if they are in fixed, safe, adequate housing and do not have to spend more than 30% of their income on housing-related expenses.

STRATEGIC USE OF PUBLIC, PRIVATE AND NON-PROFIT OWNED LAND

An affordable housing strategy to address the challenges of financial feasibility. In this strategy, lands are donated, sold, or leased at a reduced price for the development of affordable housing as a standalone project or in conjunction with development of public facilities.

STREET OUTREACH

Targeted outreach intervention to households sleeping outside in unsheltered locations, including on the street, camps, abandoned buildings, and under bridges. The goal of street outreach is to connect households experiencing unsheltered homelessness with supportive services and permanent housing.

SUBSIDIZED ACCESS AFFORDABLE HOUSING

A type of affordable, permanent housing. It is defined as an affordable housing unit combined with down-payment assistance and/or program services that enable a household to obtain homeownership. A household may or may not receive ongoing financial assistance.

SUBSTANDARD HOUSING

Housing that poses a health and/or safety risk to its occupants. Common causes of substandard housing include water leaks, lead paint, severe mold, and animal or insect infestations.

SUPPORTIVE SERVICES FOR VETERAN FAMILIES (SSVF)

A federal program administered by the U.S. Department of Veterans Affairs (VA), established in 2011 to provide rapid re-housing and supportive services to veteran households who are experiencing literal homelessness or who meet the definition of imminent homelessness. In addition, SSVF funds can be used to provide outreach services, case management, resource linkage, and prevention activities.

SUPPLY-DRIVEN HOMELESSNESS PREVENTION FACTORS

Resources to ensure access to and sustainability of permanent, affordable housing.

SYSTEMS AND STRUCTURES-DRIVEN HOMELESSNESS PREVENTION FACTORS

Policies, practices, and institutions that prohibit or facilitate positive change.

SYSTEM PERFORMANCE MEASURES (SPM)

A “set” of system metrics that provide the community with information about how different components of the homeless services system are performing and to what extent each component might impact one another. Continuums of Care (CoCs) are required to report SPMs as a condition of receiving funding from the U.S. Department of Housing & Urban Development (HUD).

TAX-EXEMPT BOND

This state-level funding source provides long-term, below-market financing for the construction and rehabilitation of affordable rental units. To be eligible for this funding source, a minimum of 20% of units must be for households at or below 50% Area Median Income (AMI) or a minimum of 40% of units must be for households at or below 60% AMI.

TAX INCREMENT FINANCING AND SYNTHETIC TIFs

An affordable housing strategy to address the challenges of financial feasibility. TIFs and Synthetic TIFs work by incentivizing and paying for the construction of new buildings and public resources that will improve property values and tax revenues in the specified area and then to use the increased revenues to pay for the project.

TENANT-BASED HOUSING CHOICE VOUCHER

A type of Housing Choice Voucher in which the household with a voucher is free to choose any housing that meets the requirements of the program. Rental units must meet minimum standards of health and safety, as determined by INLIVIAN. Effective Jan. 1, 2018, INLIVIAN also implemented a mandatory work requirement.

TRANSITIONAL HOUSING (TH)

Temporary housing usually coupled with supportive services to facilitate the movement of households experiencing homelessness to permanent housing within a reasonable amount of time (up to 24 months). Households who are residing in transitional housing are considered literally homeless.

UNACCOMPANIED CHILD(REN)

Individual(s) who is not part of a family unit during their episode of homelessness and is under age 18.

UNACCOMPANIED YOUTH

Individual(s) who is not part of family unit during their episode of homelessness and is between the ages of 18 and 24.

UNSHELTERED HOMELESSNESS

A type of homelessness defined as a primary nighttime residence that is not designed for or ordinarily used as a regular sleeping accommodation for human beings. The definition is used to enumerate individuals experiencing unsheltered homelessness in the Point-in-Time Count. Households who are experiencing unsheltered homelessness are considered literally homeless.

VERY LOW-INCOME

A household is considered very low-income if its annual income is at or below 50% of the Area Median Income.

VETERAN

Anyone who has ever been on active duty in the Armed Forces of the United States regardless of discharge status or length of service; anyone who was disabled in the line of duty during a period of active-duty training; or anyone who was disabled from an injury incurred in the line of duty or from an acute myocardial infarction, a cardiac arrest, or a cerebrovascular accident during a period of inactive duty training.

VETERAN AFFAIRS SUPPORTIVE HOUSING (HUD-VASH)

A program of the U.S. Department of Housing & Urban Development (HUD) that combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services; it is administered by the Department of Veterans Affairs (VA).

WORKFORCE HOUSING LOAN PROGRAM

A state-level funding source that partially replaced the State Housing Credit in 2014 and must be approved every year. Program funds are used in conjunction with the Low-Income Housing Tax Credit (LIHTC) and provide a 30-year deferred payment loan at 0% interest for a portion of the rental property's development cost. To be eligible for this funding source, a minimum of 20% of units must be for households at or below 50% Area Median Income (AMI) or a minimum of 40% of units must be for households at or below 60% AMI.

YOUTH HOMELESSNESS DEMONSTRATION PROGRAM (YHDP)

A federally funded initiative led by the U.S. Department of Housing and Urban Development (HUD) designed to reduce the number of youths experiencing homelessness. To be considered for funding as a YHDP community, which is competitively awarded by HUD,

communities must: 1). bring together a wide variety of stakeholders, including housing providers, local and state child welfare agencies, school districts, workforce development organizations, and the juvenile justice system; 2). convene Youth Action Boards, comprised of youth that have current or past lived experience of homelessness, to lead the planning and implementation of the YHDP; 3). assess the needs of special populations at higher risk of experiencing homelessness, including racial and ethnic minorities, LGBTQ+ youth, parenting youth, youth involved in the foster care and juvenile justice systems, and youth victims of human trafficking; 4). create a coordinated community plan that assesses the needs of youth at-risk of and experiencing homelessness in the community and addresses how it will use the money from the YHDP grant, along with other funding sources, to address these needs; and 5). propose innovative projects and test new approaches to address youth homelessness.

Housing & Homelessness Resources

Listed below are local, regional and national reports and materials related to housing instability and homelessness. These resources help illustrate the current state of housing instability and homelessness as well as provide context for understanding the problem and developing system-focused solutions in the community. Links are embedded in the title and/or description for each item on the list.

[Charlotte-Mecklenburg State Of Housing Instability & Homelessness Report](#)

The annual Charlotte-Mecklenburg State of Housing Instability & Homelessness Report (SoHIH) includes local, regional, and national data on the full housing continuum. It also features data from the Point-in-Time Count; housing inventory; rental gaps; and system performance metrics. It provides a single, “go-to” document for all housing and homelessness-related data and information pertaining to Charlotte-Mecklenburg. This [link](#) provides access to the full report, toolkit, factsheet and other complementary materials.

[Charlotte-Mecklenburg Housing & Homelessness Dashboard](#)

Created by Mecklenburg County Community Support Services in 2017, the Charlotte-Mecklenburg Housing & Homelessness Dashboard (“Dashboard”) serves as the online hub for housing-related data in Mecklenburg County, including data, research, and weekly briefings via the “Building Bridges” blog.

National Reports & Books With Local Data

This [link](#) connects you to a Building Bridges blog post that features five new (or older, but still important) housing-related reports and books. Considered together, this list provides a more comprehensive understanding of a deep rooted, multifaceted problem. The post provides a brief overview of each report/book; why you should read the report; and what each means for Charlotte-Mecklenburg.

[Launch Upstream: Homelessness Prevention in Charlotte-Mecklenburg \(2019\)](#)

This report provides the community with a comprehensive look at the overall prevention assistance system. Despite an influx of new funding, and the recognized potential for broad community impacts, prevention remains underutilized as a system tool. Charlotte-Mecklenburg can use this report to look at prevention assistance with a new lens, aligning existing resources and efforts to optimize the housing and homelessness system by targeting resources upstream, where they can be more effectively and efficiently used.

[Evaluate Upstream: Optimizing the Homelessness Prevention Assistance System In Charlotte-Mecklenburg \(2020 – 2021\)](#)

In May 2020, Mecklenburg County, North Carolina launched a community project called “Evaluate Upstream: Optimizing the Homelessness Prevention Assistance System” focused on homelessness prevention. The project was funded by a Continuum of Care (CoC) planning grant from the U.S. Department of Housing and Urban Development (HUD). The goals of the project were to document existing prevention resources across Charlotte-Mecklenburg and determine whether and how they work together, to design an optimally functioning prevention network and to develop an evaluation framework for a homelessness prevention system that is truly impactful in Charlotte-Mecklenburg. The HUD CoC prevention grant provided a unique opportunity to invest in prevention planning “upstream” from homelessness and, more importantly, to do so in a way that focused on what is working or has worked for those who are unstably housed.

Understanding the Charlotte-Mecklenburg Housing & Homelessness Ecosystem

This [link](#) provides information on the Charlotte-Mecklenburg Housing & Homelessness Ecosystem, which provides standardized definitions; identifies roles and responsibilities across the continuum; quantifies housing capacities; and outlines funding sources. Definitions are provided for all terms like “permanent, affordable housing” and a database makes available the current landscape of providers across the housing continuum, including bed capacity and populations served.

[The State of Housing in Charlotte Report \(2021\)](#)

This report is released by the UNC Charlotte Childress Klein Center for Real Estate. This report is the second report release that is part of a five-year research project. The report aims to provide a comprehensive, data-driven analysis of the current state of the housing markets in the Charlotte region and an overview of the recent trends. The report focuses on the eight-county Charlotte region: Mecklenburg, Cabarrus, Gaston, Iredell, Lincoln and Union counties in North Carolina, and Lancaster and York counties in South Carolina.

[Charlotte Opportunity Initiative: 2020 Report \(November 2020\)](#)

This report is the outcome of work completed by Opportunity Insights, a research and policy institute founded by Professors Raj Chetty, John Friedman, and Nathan Hendren in partnership with Leading on Opportunity and Foundation For The Carolinas, Gambrell Foundation, Brookings Institution and the Institute for Social Capital at the UNC Charlotte Urban Institute. Report components include data and analysis outline the factors that drive opportunity and inequality in Charlotte; research-based priority policy areas and policy pathways that can significantly improve economic mobility rates; areas where additional research is needed; and summary of conversations and efforts that can promote policy and systems change.

Charlotte-Mecklenburg Hub For Housing Info related to COVID-19

The Charlotte-Mecklenburg Hub for Housing Info related to COVID-19 provides a dedicated space for local, regional and national information in response to the novel coronavirus. Information is updated regularly and organized into nine main categories: local information and resources; crisis response information; community planning and preparedness; funding; policy; HMIS; client supportive services and resources; websites & webinars; and news and announcements. New information, resources and data are posted as they are made available.

- Direct link to [local and national COVID-19 housing and related news](#)
- Direct link to [community planning and preparedness](#), which includes examples of other community responses
- Direct link to [crisis response](#), which includes local resources

Short-Term Responses related to COVID-19 that can be transformed to Long-Term Strategies

The COVID-19 pandemic has communities around the world grappling with their response, especially to highly vulnerable populations. These include people currently experiencing housing instability and homelessness, and those at the greatest risk of losing their housing. In addition to guidance from entities like the U.S. Department of Housing & Urban Development (HUD); the U.S. Interagency Council on Homelessness (USICH); and the Centers for Disease Control and Prevention (CDC), communities are sharing information with each other about how they are responding to the crisis. The information below highlights solutions from other communities, including interventions that can be used in Charlotte-Mecklenburg.

- [Eviction Prevention](#)
- [Funding Distribution & Flexibility](#)
- [Expanding Shelter Capacity](#)
- [Information & Communication](#)
- [Evaluation & Performance](#)
- [From Hotels to Housing](#)
- [Telecommunication](#)

[Charlotte-Mecklenburg Emergency Shelter System: Assessment of Capacity and Utilization \(2019\)](#)

This assessment provides the community with a comprehensive look at the overall emergency shelter system. The assessment illustrates the importance of connecting solutions for housing and homelessness. Readily available affordable housing would help address capacity issues in the shelters. However, there will always be a need for a crisis response system to serve individuals and families. The link provides access to the full report and a toolkit that translates the information into action steps.

[Evergreen Team Taskforce Affordable Housing Strategic Recommendations \(2018\)](#)

This report produced by the Evergreen Team, a volunteer committee of public and private leaders who agreed to meet monthly during calendar year 2017 to identify some bold ideas for affordable and workforce housing. The report explores “innovative and sustainable” affordable housing strategies that reduce barriers to the free market and more fully enable the capacity of the private sector, as well as existing affordable housing developers and agencies, to meet the housing needs of every family in the Charlotte region.

[Charlotte-Mecklenburg Evictions Part 1: An Introduction to Evictions \(2017\)](#)

This report provides an overview of the impact of evictions, the formal eviction process in Mecklenburg County and county level data. The report is part of a local series about housing instability and homelessness funded by Mecklenburg County Community Support Services and authored by the UNC Charlotte Urban Institute. The link includes access to a community toolkit for action.

[Charlotte-Mecklenburg Evictions Part 2: Mapping Evictions \(2018\)](#)

This report maps evictions at the neighborhood level in Mecklenburg County, showing where evictions occur and exploring characteristics of neighborhoods with high and low rates of evictions. The report is part of a local series about housing instability and homelessness funded by Mecklenburg County Community Support Services and authored by the UNC Charlotte Urban Institute. The link includes access to a community toolkit for action.

[Charlotte-Mecklenburg Evictions Part 3: One-month Snapshot of Eviction Court Records \(2018\)](#)

Evictions Part 3: One-month Snapshot of Eviction Court Records marks the first time that local eviction data from court records have been analyzed and reported, focusing on how and why tenants are evicted and the cost of evictions for landlords and tenants. The report is part of a local series about housing instability and homelessness funded by Mecklenburg County Community Support Services and authored by the UNC Charlotte Urban Institute. The link includes access to a community toolkit for action.

[Strategies for Affordable Housing Development in Charlotte-Mecklenburg \(2015\)](#)

This report highlights two challenges to affordable housing development: the financial feasibility of development and how to ensure long-term affordability of units. The report is part of a local series about housing instability and homelessness funded by Mecklenburg County Community Support Services and authored by the UNC Charlotte Urban Institute. The link includes access to a community toolkit for action.

[The Charlotte-Mecklenburg Opportunity Task Force Report \(2017\)](#)

Released in March 2017, this report summarizes the work from the task force that was formed after the 2013 Harvard University/UC Berkeley study revealing Charlotte last in economic mobility. The task force identified determinants and cross-cutting factors believed to be most likely to have the greatest influence on the opportunity trajectory of an individual. The report describes in detail their process, findings and recommendations for the community.

[Housing Charlotte: A Framework for Building and Expanding Access to Opportunity through Housing Investments by the City of Charlotte Department of Housing & Neighborhood Services prepared in partnership with Enterprise Community Partners, Inc. \(2018\)](#)

The Housing Charlotte framework builds off recent community initiatives, plans, and studies including the City Council's 2016 Community Letter, the Urban Land Institute's Terwilliger, Leading on Opportunity that propose solutions and recommend forging closer partnerships to address the growing need for affordable housing. (City of Charlotte).

[MORE THAN SHELTER! Charlotte-Mecklenburg's Ten-Year Implementation Plan to End and Prevent Homelessness---One Person /One Family at a Time \(2006\)](#)

This report, which contains an implementation plan, represents a movement to the third phase in the community work to address the growing homelessness crisis in Charlotte-Mecklenburg, building on the broad vision and direction created by the task force in “Out of the Shadows”. The implementation plan includes a response to the federal mandate for communities to develop ten-year plans to end homelessness, particularly chronic homelessness, as part of a unified national movement and as a requirement to continue receiving certain housing and homeless-related federal funds. As context: in 2000, Charlotte-Mecklenburg first began exploring how to address increases in homelessness on a systemic level with the release of “In the Shadows, An Assessment of Homelessness in Mecklenburg County,” which established a baseline for the current state. After the publication of “In the Shadows,” “community leaders convened a 23-member task force to develop a vision and strategic plan to address the issues and challenges outlined in the report. After ten months of task force meetings and input from over 100 people serving on issue-focused subcommittees, “Out of the Shadows, A Plan to Reduce the Prevalence, Duration and Impact of Homelessness in Mecklenburg County,” was completed in the summer of 2002.”