



## **Charlotte Housing Authority**

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#### **More than Shelter – 10 Year Implementation Plan to End and Prevent Homelessness**

#### **CHA Mission and Goals**

The Charlotte Housing Authority's mission is to lead, develop and execute community-wide strategies that meet the broad range of housing needs for families who cannot otherwise attain conventional housing. The Authority's strategic goals are to:

- Provide the greatest number of viable and affordable housing solutions from homelessness to permanent housing through sustainable strategic partnerships.
- Maximize economic, physical, and social value of CHA real estate portfolio.
- Ensure the Authority's long-term financial viability.
- Provide high quality, cost effective real estate services that integrate client families into the community's mainstream.
- Create an environment that encourages client families to reach their highest potential.

#### **CHA Position on Homelessness**

CHA has actively participated with strategic partners, in several developments that target homeless men, women, and those at risk of becoming homeless. These developments include McCreesh Place II with St. Peter's Homes, Inc., Moore Place with the Urban Ministry Center, and Hampton Creste (a transitional family project) with the Salvation Army.

While this is a good beginning, a recent study commissioned by the Authority and conducted by UNC Charlotte indicates there are over 4,000 homeless individuals and over 12,000 people who are couch homeless (those living with family or friends without entitlement). Any one of these individuals is precariously positioned and one step away from street homelessness.

The strategies for homeless men are clearly different than those for families. Moore Place and McCreesh Place are SRO or efficiency unit developments that meet the needs for single men - Hampton Creste is a garden apartment community for families. Success for both of these models depends on a combination of upfront capital assistance, supportive service delivery/funding, and long-term rental subsidies. The key to successful strategies for both is coordinating the capital contributions, the supportive services and the subsidies in the planning and execution phases of the developments. In other words, all three funding sources must work in tandem toward an agreed upon goal.

Location: Family sites must be located in areas that provide access to public transportation, shopping, jobs and quality schools (i.e., Hampton Creste). It is also important that they integrate into and benefit directly from the residential fabric of the neighborhood. Children do not benefit from isolation. Family sites may benefit from special zoning designations.

Sites for single men must also be located in areas that provide access to public transportation, shopping and jobs but more thought must be given to their compatibility with the surrounding neighborhood. These sites require more security measures onsite that control access to the developments and consequently, they are less physically integrated into the surrounding neighborhood.

Funding: As stated earlier, the funding sources for acquisition, rehab, new construction, operations and supportive services must be coordinated and established as a joint initiative aimed at a common goal. This means that the local legislative bodies and agencies will need to develop a comprehensive housing fund for the homeless that incorporates all three facets of development.

Research: The community should also develop a strategy for preventing homelessness based on the specific market forces that face Charlotte and proven strategies that have been tested in the industry.

### **CHA Facts and Figures**

The Charlotte Housing Authority's initiative "Moving Forward" is designed to improve housing and support services for our current clients. By pursuing partnerships with key agencies, we will provide these services and give our clients the resources they need to become self-reliant and no longer need CHA assistance. The initiative's main goal is to promote employment and self-reliance. Our hope is that by helping our clients in this way, they will move out of our properties or no longer need voucher assistance sooner so that more families in need can be helped. With the current state of the economy, it is crucial that we invest in our community now and reach out to those who are in need of a safety net.

CHA provides housing in mixed income housing developments, section 8 voucher program, and assisted or low income housing developments.

Mixed income housing is increasingly becoming the preferred model for providing affordable housing. The concept is to de-concentrate individuals who earn lower incomes and to assist those families in maintaining a residence in a community that serves various income levels. Families can find housing that is subsidized by the Authority discretely entrenched in higher income neighborhoods. The U.S. Department of Housing and Urban Development's HOPE VI program and the Tax Credit Program are examples of financial vehicles that have helped the Charlotte Housing Authority succeed at mixed income housing development. CHA's ability to successfully construct mixed income housing is tied directly to its positive public and private partnerships. The Authority has provided viable incentives for the private sector and local/ state government to invest in low-income housing.

CHA owns 3,342 public housing units which are also known as Conventional, Subsidized or ACC housing. There are 9-3 affordable housing units including tax credit – assisted units. 715 Market rate units, which includes units we will be converting to ACC & PBS8 but have not done so as of May 2010. Combined, 2,992 applicants are on a conventional public housing waiting list. There are 4,641 authorized section 8 vouchers, which includes 296 project-based vouchers where the subsidy is attached to a unit rather than a person or family. 521 portable vouchers exist in the portfolio. These are vouchers originally issued elsewhere but the voucher holder now lives in Charlotte. 2,343 individuals are on the section 8 wait list. The total of subsidized housing units in Mecklenburg County is 7,983. There are 19,581 people served in subsidized housing, which broken into categories include the following, seniors (62+) 1,429; Adults (18-61) 8,532; Children (0-17) 9, 620. The Charlotte Housing Authority is involved with fifty-one multi-family developments.