



**CITY MANAGER'S OFFICE OF
COMMUNITY SOLUTIONS**

HEAT Project 2024

Housing Equity & Anti-Displacement Toolkit Project

Strategic Outcome: Housing Staff Work Actions Update



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February 5, 2024



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WHAT IS THE HEAT PROJECT? WHY IT MATTERS

It is acknowledged that not all neighborhoods are equally affordable. Still, with the further implementation of the City's Affordable Housing Plan and other measures, the city advances on a course to change that. Core Neighborhoods are our collective vision for what's possible. These are places where historic significance, affordability, and diversity converge. We aim to make them walkable havens where everyone can access various housing options, from single-unit homes to cozy apartments.

The Housing Equity and Anti-Displacement Toolkit (HEAT) project isn't just a work action plan; it's a commitment. Over the next five years, we're dedicated to increasing affordable housing options and partnering with our core neighborhoods to help plan, protect, preserve and produce livable vibrant, affordable, and inclusive spaces where every resident can thrive.

The Housing Equity and Anti-Displacement Toolkit (HEAT) project is our catalyst for change. Inspired by best practices and community feedback, it's a blueprint for preserving affordable housing opportunities and protecting long-term residents from rising costs. We're determined to align with zoning regulations favorably to make Core Neighborhoods a reality.



INTRODUCTION

The Office of Community Solutions (OCS)

OCS oversees the implementation of affordable housing programs, commercial revitalization and development, neighborhood and constituent services, Federal Entitlement Administration, and grant program management.

Strategic Outcome Area: Housing

The City of Charlottesville defines access to livable housing as a human right. It works to ensure housing choice and mobility are provided for all who seek it through the implementation of the [Affordable Housing Plan](#).





AFFORDABLE HOUSING PLAN

The (3) Core Initiatives of the Affordable Housing Plan and **Where We Are Today**

10 Million Dollar Commitment Per Year	Governance	Zoning Reform
<ul style="list-style-type: none">• Since 2021 over \$28 million in funding has been allocated or committed for Affordable Housing; and• Has supported an array of housing-related partners and housing and homelessness service programs, e.g., FY2022/2023:<ul style="list-style-type: none">◦ Charlottesville Affordable Housing Fund (CAHF) Grants: \$2,152,046 in awards; and Housing Operations & Program Support (HOPS) Grants: \$899,475 in awards for community partners servicing approximately 60+ households/year and 800/year individuals.	<ul style="list-style-type: none">• Since 2021, the city has worked to build Inclusive Governance at all Levels (Capacity, Policies, Technology)• In 2023, the city's Housing Advisory Committee reconvened under its new structure; the city hired a Housing Program Manager and Compliance Coordinator; and a Grants Analysts• IN PROGRESS: NEW Standard Order of Procedures for CAHF / NOFA- Housing Related Activates, CAHF/HOPS committee processes.	<ul style="list-style-type: none">• On Monday December 18, 2023, the Charlottesville City Council unanimously passed a set of transformative measures.• The ordinance will come into effect on February 19, 2024, and is not self-effectuating and requires adoption of the applicable manuals.• TODAY's PENDING ACTION: Adopting the Affordable Dwelling Unit (ADU) Monitoring and Procedures Manual as a crucial tool in promoting transparency and understanding of Chapter 34, Section 4.2.2. of the City's Development Code.



WHAT IS THE HEAT PROJECT? WHY IT MATTERS

Project Overview

The **Housing Equity** and **Anti-Displacement Toolkit** (HEAT) project and associated programs of service represents a strategic initiative to combat affordable housing challenges and displacement risks and promote housing equity in Charlottesville. Incorporating seven targeted measures, it aims to serve diverse groups within the community, from low-income families to developers, ensuring equitable access to housing solutions.

The planned work activities for the HEAT project and associated programs of service were and will continue to be formulated and informed by community-leader feedback and activities and are being modeled from best-in-practice approaches of “Local Housing Solutions,” a joint project of the NYU Furman Center and Abt Associates.

Plan

... to identify the neighborhoods (or other areas) where action may be needed to preserve affordable housing opportunities for low- and moderate-income households with high social vulnerability and cost burden.

Protect

... long-term residents from the adverse effects of rising rents and home prices. RKG's 2023 IZ feasibility analysis implicated various zones of core neighborhoods as at risk of negative trends like gentrifying pressures and unintended effects.

Preserve

... exiting housing while identifying mitigating measures that protect and produce livable, dedicated affordable housing for low- and moderate-income households; the toolkit is meant to interact with zoning favorably.

Produce

Consistent with the critical goal of the Affordable Housing Plan, HEAT's programs of service aim to increase affordable housing and strengthen the community by successfully meeting the intent and goal of the Affordable Housing Plan in the next five years.



TARGET AREAS FOR HOUSING EQUITY AND ANTI-DISPLACEMENT EFFORTS

HEAT Program Area 1

- Census Tracts: 2.01, 2.02, 7, and 10
- Neighborhoods: Rose Hill and 10th/Page

HEAT Program Area 2

- Census Tract: 8
- Neighborhood: The Meadows

HEAT Program Area 3

- Census Tracts: 10, 5.01, and parts of 4.01
- Neighborhoods: Fifeville, Ridge St., and Starr Hill





LAND BANK PROGRAM

The Land Bank Program is a specific measure enumerated in the Affordable Housing Plan as a recommendation for the City of Charlottesville to implement. Accordingly, this measure has the potential to acquire and refurbish vacant properties, which may increase housing options for low-to-moderate-income households. Developers could explore partnerships to access properties for affordable housing projects.

KEY CONSIDERATIONS

- Determine the governance structure of the Land Bank and its authority.
- Explore funding sources and mechanisms for property acquisition and refurbishment.
- Address potential challenges related to property acquisition, rehabilitation, regionalized approaches/ collaboration, and community impact.



CHARLOTTESVILLE AFFORDABLE HOUSING FUND (CAHF)

This fund supports developers and projects committed to affordable housing, providing opportunities for low-to-moderate-income households to access affordable homes. It also benefits community partners and service providers by increasing the availability of affordable housing units for their clients, ultimately reducing homelessness and housing insecurity in Charlottesville's Core Neighborhoods.

KEY CONSIDERATIONS

- Assess the fund's financial sustainability, identify potential funding sources, and optimize funding performance to align with goals and objectives of the Affordable Housing Plan and Council Focuses on Strategic Outcome Area: Housing.
- Ensure that funds are allocated in alignment with affordable housing goals; monitor development program/project tracking and compliance monitoring.
- Engage in meaningful conversations with experienced developers and reputable organizations committed to supporting initiatives to provide affordable housing solutions to those in need.



CHARLOTTESVILLE SUPPLEMENTAL RENTAL ASSISTANCE PROGRAM (CSRAP)

CSRAP directly aids households at risk of instability by providing rental assistance, which helps low-income residents maintain housing stability. This measure eases the burden on service providers who can refer clients to CSRAP for assistance, reducing homelessness and displacement risks.

KEY CONSIDERATIONS

- Assess the program's budgetary requirements for optimization and rescaling as needed.
- Review program criteria and eligibility to ensure it reaches those most at risk of instability.
- Collaborate with community organizations to increase program awareness.



REAL ESTATE TAX RELIEF PROGRAM

The Real Estate Tax Relief Program aids low-to-moderate-income homeowners in managing housing-related expenses, reducing the risk of displacement due to rising property taxes. It benefits individuals experiencing housing insecurity by providing financial relief. This program also supports community partners and service providers by assisting their clients in maintaining homeownership and stability.

KEY CONSIDERATIONS

- Promote the effective opening of the application period for eligible homeowners on February 1, 2024.
- Ensure program outreach reaches eligible homeowners, particularly seniors and disabled individuals.
- Monitor the program's budget and allocation to accommodate growing demand.



TAX INCREMENT REBATE/ PERFORMANCE AGREEMENT PROGRAM FOR AFFORDABLE HOUSING

Upon its revamping and July 1, 2024 relaunch, this program incentivizes developers to create affordable housing units, expanding housing options for low-to-moderate-income households. It benefits individuals experiencing homelessness by increasing the supply of affordable homes. Community partners and service providers can collaborate with developers to ensure these units serve those in need of stable housing.

KEY CONSIDERATIONS

- Assess the potential impact of the program on affordable housing development.
- Engage with stakeholders to understand their needs and preferences for incentives.
- Align the program with zoning and land use policies.



FEE WAIVER PROGRAMS

Fee waiver programs alleviate the financial strain on low-to-moderate-income households by subsidizing utility and service fees. This measure helps prevent housing instability by reducing financial burdens. Community partners and service providers can refer eligible clients to these programs, ensuring they receive necessary fee relief.

KEY CONSIDERATIONS

- Promote the availability of the City's Water and Wastewater Utilities fee waivers to eligible households.
- Review the budget allocation for fee waiver programs and identify any necessary adjustments.
- Collaborate with applicable city staff/ departments to streamline the process of accessing fee waivers.



CONSOLIDATION OF STRATEGIC INVESTMENT AREA AND SMALL AREA PLAN FUNDS:

The consolidation of funds streamlines resources for targeted neighborhood revitalization, including affordable housing components. This revitalization benefits Core Neighborhoods by preserving their unique characteristics and affordability. Developers, community partners, and service providers can engage in neighborhood projects, supporting housing equity and anti-displacement efforts while addressing

KEY CONSIDERATIONS

- Streamline resources for targeted core neighborhood revitalization, including affordable housing and other anti-displacement programmatic components.
- Ensure that the consolidation of funds does not hinder the progress of individual revitalization projects.
- Collaborate with community stakeholders and leaders to prioritize projects that align with neighborhood needs and aspirations.

QUESTIONS?