

An aerial photograph of the Charlotte, North Carolina metropolitan area, overlaid with a semi-transparent green map. The map shows major roads, highways, and green spaces. A large green bracket-like shape frames the central text. The text is white and prominently displays the number of residents and a phrase.

**872,498 RESIDENTS**  
*One Neighborhood*



THE HOUSING  
PARTNERSHIP  
2018 ANNUAL REPORT



A person who lives in Grier Heights puts on their pants one leg at a time just like a person in Eastover. A Sedgefield family looks forward to holidays as much as the family in Steele Creek. And people cheer for the Panthers from Biddleville to Ballantyne. Regardless of address, we have more in common than not. We all need air, water and food to survive. We need a roof overhead, transportation, high-quality education, jobs, nature, friends and fun in order to thrive. Instead of countless communities scattered across 305 square miles, how life-affirming it is to imagine Charlotte simply as one great neighborhood. With affordable housing at its heart.

*The Mulberry  
Senior Living Apartments*



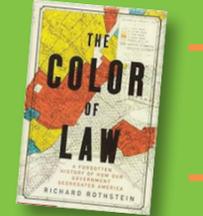
## It's a hopeful day in the neighborhood.

Approximately sixty people move to the Charlotte-Mecklenburg area each day. The need for housing keeps rising and families living at less than 50% of area median income are finding it nearly impossible to find an affordable place to live. This affects overall community well-being, so it is vital to understand how we got here and chart a sustainable way forward. The good news is that affordable housing is top of mind - and heart - right now: City, county and civic leaders are listening, the faith community is involved and public consensus is strong. Although momentum is high, if progress is not measured and

documented, there's concern that people will go on to a new topic. ■ One group that is seizing the moment is Equitable Communities CLT (ECC), founded by Mary and Peter Kelly, career bankers who are leveraging their corporate and technology skills to create change, and Dr. Ricky Woods of First Baptist Church West, who served as a Senior Economist for the U.S. Department of Labor and is passionate about social justice. ECC grew from a city-wide book discussion on *The Color of Law* into an organization devoted to educating citizens and measuring progress on the affordable housing crisis.

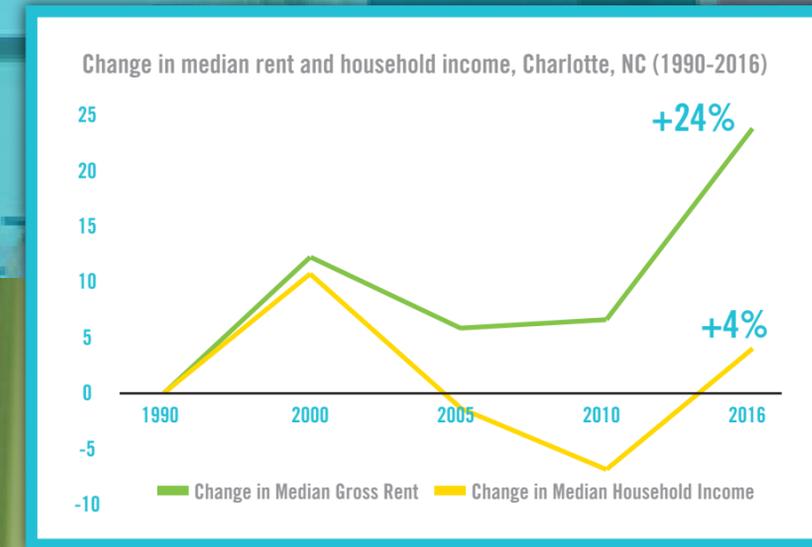
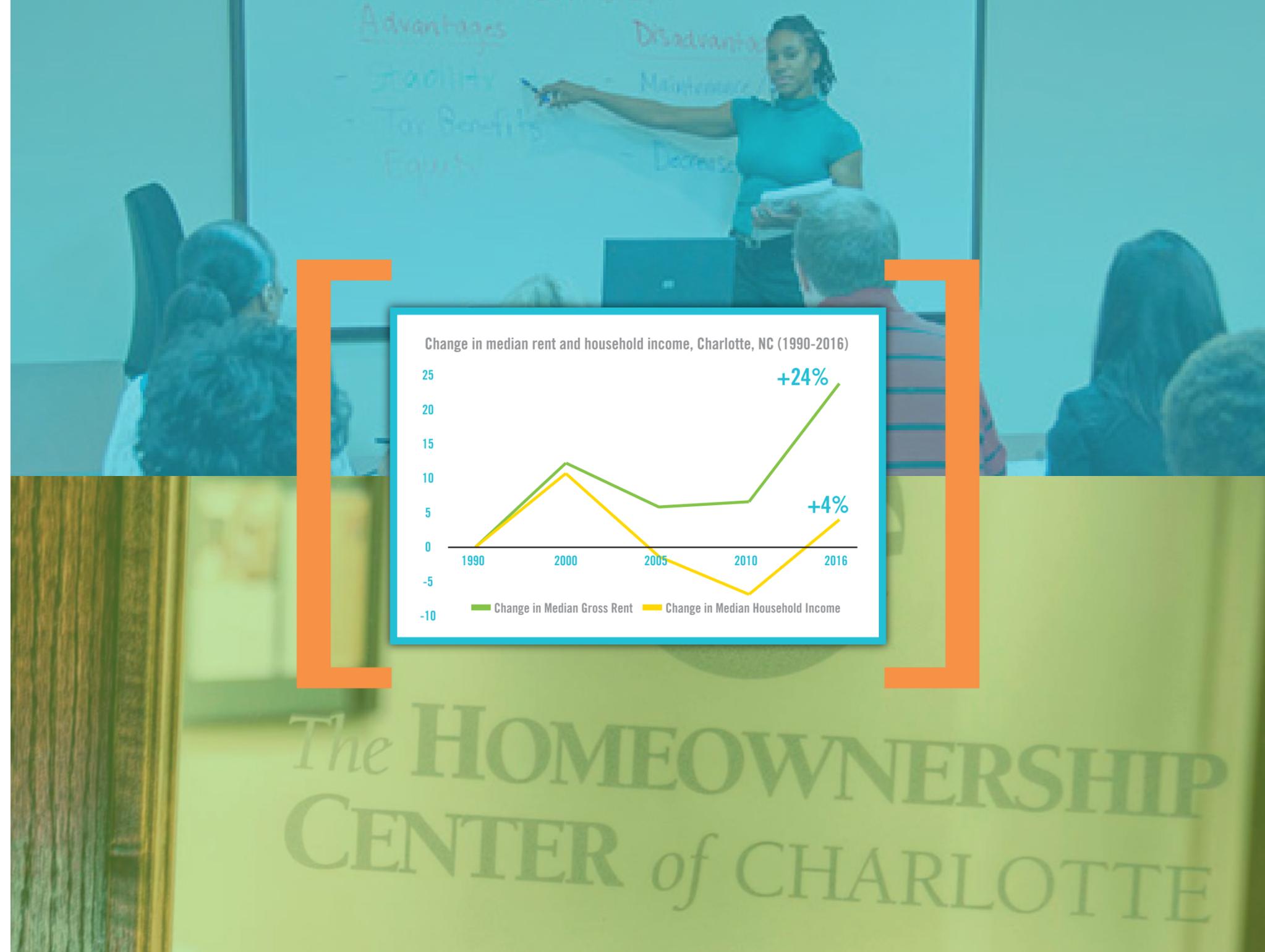
EQUITABLE COMMUNITIES CLT  
CO-FOUNDERS  
DR. RICKY A. WOODS  
MARY A. KELLY  
PETER KELLY

The irony, they say, is that the housing crisis is not about housing alone. ECC has dedicated significant time challenging faith leaders to look deeply into where they fit in solving Charlotte's affordability crisis. "Affordable housing is a piece of the problem. We can't build our way out when the root issue is income disparity," says ECC's Mary Kelly. "We have to acknowledge the gap, acknowledge the history and acknowledge the lingering impact. Then we need to work to help raise low-income levels through education, access, jobs,



**How to be an informed neighbor:**  
 Understand the issues.  
 Be engaged in the community.  
 Read *The Color of Law*.  
 Vote.

entrepreneurship and homeownership." One of the greatest deterrents to progress is a lack of awareness about significant help that *is* available, including downpayment assistance, homestead tax exemptions and city/county programs that support homeownership, aging in place and neighborhood transformation. This is where ECC and The Housing Partnership intersect. We've got to get the word out. We've got to get everyone to the table and have the critical conversations necessary for change.



# Love thy neighbor. And thy neighborhood.

“Providing affordable housing is concretization of faith,” says the Reverend Dr. Peter Wherry. “It presumes that everybody deserves a place to live that they can afford and that the world is made up of all kinds of people with the will to live together in peace.” ■ The senior pastor of Mayfield Memorial Missionary Baptist Church learned early in his career that lack of housing underpins all other distress. On a regular basis, people would come to church who were working as many as three jobs yet were unable to afford housing. While trying to assist one particular family in finding placement, the mother collapsed in

exhaustion at the bus stop. To do nothing to help, Dr. Wherry believes, is to be complicit. ■ Six years ago the pastor convened a group of scholars, business people, community activists, architects and public servants to discuss the notion of creating affordable housing on the church property. He considers this event a turning point in the project and in his life, providing a way to bring into existence what was in his heart. “This is my ‘why,’” he says. “I am willing to be defined by this work.” ■ The church owns its entire block in the Hidden Valley neighborhood where, in conjunction with



THE REVEREND DR. PETER M. WHERRY  
MAYFIELD MEMORIAL MISSIONARY  
BAPTIST CHURCH

## How to be a strong community:

Love and respect the common humanity of your neighbor.

Cease hateful rhetoric, divisive policy.

Learn all you can.

Teach and model positive change.

Join and support your community association.

Plug in where your gifts and skills allow.

Dr. Peter Wherry

The Housing Partnership and other community partners, it is preparing to build 50 units of mixed-income housing, including townhomes, garden villas and walk-ups. An even greater objective is to create a



template for other faith communities to follow. “We have more than a thousand churches and other faith communities in our city and are already having conversations with several of them,” says Dr. Wherry. “Imagine if even a third of them did this, too. That’s a dent! We consider it a ministry. Things can

change when people are committed to a cause.”

■ “The need for affordable housing is the local manifestation of the cry for justice in Charlotte, and justice is rooted faith,” says

Dr. Wherry, whose doctoral dissertation was on neighborhood revitalization and community development ministry. “From a faith perspective, justice is defined as kind, loving, disinterested generosity and concern for the vulnerable. It is the plumb line of the universe.”

# The business of being a good neighbor.

A neighborhood needs more than affordable housing. It also needs economic opportunity, jobs and businesses willing to invest and be involved. When Kurt Hogan decided to expand his hugely popular Heist Brewery to a second location, a commercial real estate broker “took him to a sleepy neighborhood along Statesville Avenue and told him all about The Housing Partnership,” which was selling a 2.5-acre site in Druid Hills. And on that site was a 22,000 sq.ft. building which a generation ago was used for manufacturing heavy machinery. ■ After nine months of rezoning and an epic renovation, today the setting is a taproom, brewery, distribution center, beer garden

and soon-to-be event space for one of the region’s top breweries. This vibrant retail addition across the street from The Housing Partnership’s Brightwalk development has quickly become a bright spot in the community, giving neighbors another place to enjoy in their own backyard. ■ “It’s a big burly building with unbelievable proximity to Uptown. There’s a clear shot of the skyline from our parking lot,” says Kurt. “If you were in Boston, Atlanta or Philly you could never get this much square footage this close to the center of the city. We are morphing right into the redevelopment of North End.” ■ Growing up in the northeast, Kurt always enjoyed working in kitchens.



KURT HOGAN  
HEIST BREWERY  
FOUNDER AND  
PRESIDENT

He studied the biosciences in college and learned how to make beer from his older brother who is now a bioscience professor. While in graduate school at Vanderbilt University, Kurt wrote a business plan for opening a



brewery and a mentor in Nashville encouraged him to make it happen. As he studied demographics, Charlotte became the clear choice. ■ “Charlotte is developing quickly, similar to Nashville and Austin, with 13% annual growth. It’s young, with lots of entrepreneurs,” says the Heist Brewery founder and president. This is an ideal place to start a business.” ■ Heist Brewery has had the number one craft beer in North Carolina

for three years running. But running a business for Kurt is not just about economics and analytics. His success and satisfaction is tied to being part of the fabric of community. He envisions Heist as a neighborhood hub, hosting functions that bring neighbors together, supporting a community garden and nearby Double Oaks Family Aquatic Center. And he wants to support other small businesses as “we all share the same concerns and anxieties.” ■ “We’ve put down roots and planted ourselves as a solid neighbor,” Kurt says. “It’s about relationships, connection, supporting the area and creating a safe spot for neighbors; a place to be happy.”



## LETTER FROM PRESIDENT AND BOARD CHAIR

When you think about a neighborhood, what images come to mind? For us, neighborhood means having a distinctive place to call home; it means friends and familiar faces. But, it also conjures up accountability to each other - checking in every now again to make sure an elderly neighbor is doing okay or working together to get speed bumps installed on a busy road. This annual report challenges every one of us to think about “neighborhood” and “community” differently. It highlights leaders who, through their work, encourage each of us to imagine Charlotte as one large neighborhood for which we



are all accountable. ■ The Housing Partnership has dedicated much of its 30-year history on improving high-poverty neighborhoods while also providing opportunities for residents to share in the revitalization through purchasing a home, attaining stable rental housing or working on other financial goals. We have had many successes, such as building 100 new homes in the Greenville neighborhood and rehabbing 94 homes in Genesis Park, all for affordable homeownership opportunities. Because of our long-term investment in affordable housing, these neighborhoods remain

mixed-income despite the upward pressure of Charlotte’s strong real estate market. As home prices in Charlotte have escalated, many of our original homebuyers still own their home and enjoy significant equity which they can leverage! ■ Traditionally African American neighborhoods close to uptown are now the “hot” new Charlotte communities where young people are flocking in order to live close to jobs and entertainment venues. For many long-time residents this has been terrific as they have seen their home values soar. For others, it has led to displacement because rents and taxes have risen too high for them to stay. We can’t sit by idly and allow market forces to completely change the fabric and sense of community in our neighborhoods. We also should not accept that neighborhoods in Charlotte must be in bad shape, with blighted structures,

poor infrastructure, high crime and high poverty in order to remain affordable! ■ The goal of The Housing Partnership’s work in neighborhoods is clear – revitalization not gentrification. We strive to deliver equitable development that is additive – efforts that improve the ability of existing residents and businesses to thrive, to grow opportunities for wealth building and to improve social networks while allowing the neighborhood to achieve a healthy mix of incomes.

  
Julie A. Porter  
President

  
Darryl L. White, Sr.  
Board Chair

**FINANCIALS**

JANUARY 1, 2018 -  
DECEMBER 31, 2018

**Assets**

Unrestricted Cash	\$	8,765,829
Restricted Cash	\$	4,085,320
Accounts Receivable	\$	390,201
Grants Receivable	\$	330,201
Interest Receivable - Single-Family Loans	\$	821,578
Interest Receivable - Multifamily Loans	\$	—
Reserves & Escrows	\$	9,911,076
Notes Receivable	\$	3,477,776
Projects in Development	\$	25,358,039
Rental Property	\$	124,224,622
Land Held for Sale	\$	4,476,290
Other Assets	\$	2,806,258
<b>Total Assets</b>	<b>\$</b>	<b>184,647,322</b>

**Liabilities and Net Assets**

Accounts Payable & Accrued Expenses	\$	12,500,407
Notes Payable	\$	106,995,759
Non-controlling Interest	\$	33,227,054
Net Assets	\$	31,924,102
<b>Total Liabilities and Net Assets</b>	<b>\$</b>	<b>184,647,322</b>

**Revenue and Support**

Increase in Restricted Net Assets	\$	340,000
Grants & Contributions	\$	4,907,788
Rental Income	\$	15,586,529
Interest Income	\$	122,442
Home & Single-Family Lot Sales	\$	3,270,103
Other Income	\$	1,699,436

**Total Revenue and Support \$ 25,926,298**

**Expenses**

Program Costs	\$	22,694,562
Support Services	\$	2,610,074
Interest Expense	\$	3,290,574

**Total Expenses \$ 28,595,210**

**Change in Net Assets**

Temporarily Restricted Net Assets	\$	(498,375)
Permanently Restricted Net Assets	\$	(577,786)
Unrestricted Net Assets	\$	481,721

**Total Change in Net Assets \$ (594,440)**



**2018 COMMUNITY FEATURE**

**The Mulberry**  
*Senior Living Apartments*

- 104-unit apartment for seniors age 55+
- 54 two-bedroom homes, 942 sf
- 50 one-bedroom homes, 670 sf
- 6.22 acre campus
- Fitness center
- Computer lab
- Community space
- Individual laundry facilities
- Storage rooms w designated lockers
- 21 units are available to residents at 30% AMI or less
- 62 units are available to residents with income up to 60%
- 21 units are reserved for veterans
- Close to VA Health Care Center
- One-mile to retail services and bus stop
- Covered entry allowing shielded entry and departure
- Fully leased

**IMPACT REPORT 2018**



*Families Counseled*

2018  
**2,701**  
Cumulative  
**28,273**



*Homeowners Created*

2018  
**324**  
Cumulative  
**4,131**



*Rental Homes Completed*

2018  
**110**  
Cumulative  
**3,013**



*Affordable Housing Investments*

2018  
**\$49,943,952**  
Cumulative  
**\$638,000,000**

## This annual report is dedicated to Charlotte's faith community.

Charlotte is in an affordable housing crisis with many low-income families finding it increasingly difficult to afford a place to call home. Charlotte's faith community has stepped up to the plate in unprecedented ways, advocating for those at the lowest end of the income spectrum and raising funds to invest directly in affordable housing rental communities. In more than one case, faith partners have committed land or buildings for affordable housing projects. Their generosity, advocacy and commitment will improve lives for decades to come.



**BOARD OF DIRECTORS**

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Jacqueline O'Garrow, Vice Chair  
Mr. Gene Bodycott, Secretary

Mr. Gene Bodycott  
(Retired)  
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Executive Director  
Simmons YMCA

Ms. Elyse Dashew  
Charlotte Mecklenburg Schools Board of Education  
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Public Relations Director  
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Jessica Beil Hindman  
Architect & Owner  
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Mr. Darren Swanson  
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Red Stone Equity Partners

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Assistant Dean, Diversity and Inclusion  
Queens University

Mr. Kevin Wright  
Vice President, Leveraged Finance Group  
Wells Fargo

**MISSION STATEMENT**

Charlotte Mecklenburg Housing Partnership develops affordable housing, creates vibrant communities and provides opportunity for strong futures.

**VISION STATEMENT**

Everyone lives in a safe, affordable home in a vibrant community that supports independence, opportunity and advancement.



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Charlotte population (872,498) based on 2018 U.S. Census Bureau estimate.