

Charlotte • Mecklenburg Housing Partnership

ANNUAL REPORT | 2002

A BLUEPRINT FOR BUILDING HOMES, COMMUNITIES, LIVES

ANNUAL
REPORT
-02-

1201 GREENWOOD CLIFF • SUITE 300
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Date: 2002

Project No.: 0012

Comments:

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Charlotte-Mecklenburg Housing Partnership, Inc. is a broad-based, private, non-profit housing development and finance corporation organized to expand affordable and well-maintained housing within stable neighborhoods for low and moderate income families in Charlotte Mecklenburg County with a continuing interest in the ability of occupants to more fully enter the economic mainstream.

MISSION STATEMENT

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"Blueprint" is an appropriate theme for this year's annual report. At CMHP we know that to be effective and efficient in addressing Charlotte's affordable housing needs, we must have a clear picture of our strategy and approach.

To that end, in 2002 the board, senior staff and important stakeholders spent two days evaluating our core competencies, customer and community needs and funding availability. We quickly recognized the challenges presented by the fact that CMHP has assembled a solid staff capable of many approaches, as well as by the ever-growing need for all types of affordable housing in our community. We concluded that to maximize our resources and effectiveness, we needed to create a specific blueprint. The result was a strategic plan focusing on two primary areas: neighborhood revitalization and multi-family development. This plan aligns the key skills and talents of CMHP with the most serious affordable housing needs in Charlotte. It is also consistent with the priorities of our close partner, the City of Charlotte.

In this annual report, we share with you how our focus has resulted in a significant increase in affordable housing for our Charlotte neighbors. And while we are pleased with the numbers of affordable units we have created or renovated, we are more proud that this approach ensures that we are building homes, neighborhoods and communities.

CMHP invites you to join us in celebrating our successes and in addressing the affordable housing challenges that lie before us.



Michael P. Rizer

Michael Rizer, Chair
Wachovia Bank

LETTER FROM THE BOARD CHAIR 3

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Pat Garrett
President

Our board has laid out the challenges for the Housing Partnership. We are challenged to produce more units and continue our revitalization strategies. These challenges mean that we must develop new partnerships, as well as continue to work with our longtime partners. In 2002, we expanded our efforts with the development of the Park at Oaklawn Hope VI development. Although the development is not complete, we have come a long way in both creating the units and in expanding our partnership with the Charlotte Housing Authority and The Crosland Group. The final result will be a beautiful site with numerous opportunities for both renters and owners and a project that all of us can view with pride.

If we are to produce more units, we must explore new ways of financing those units. With the help of our board, we are attempting our first bond-financed project. Those efforts began in 2002 and we hope that they will come to fruition this year. Once again we are forming new partnerships with bond counsels, underwriters and the experts needed to make a bond deal happen, at the same time realizing that our longtime partners must also be a part of this effort.

A new partnership was forged with Charlotte-Mecklenburg Senior Centers that resulted in the funding of a new elderly complex on the old Fairview Homes site. This was the first HUD 202 project funded in Mecklenburg County in seventeen years. In 2004 an eighty-three unit complex for seniors will be available with rental assistance so that many of the former Fairview Homes tenants can return to their community.

The Statesville Avenue Corridor continues to be our area targeted for revitalization. Our partnership with the City of Charlotte Neighborhood Department has enabled us to make strides in our efforts to acquire and stabilize some of the troubled areas. New construction is occurring on Statesville Avenue, and rehabilitation is going on in several units that we intend to rent for the long term. Things are looking up but challenges continue. We must not stop our efforts and we must resist the temptation to leave as improvements happen.

We truly have many challenges, but with the help of old partnerships and the development of new partnerships we can meet those challenges and win the fight for affordable housing in strong neighborhoods.

4 LETTER FROM THE PRESIDENT

There is probably no more apt a metaphor than a blueprint for what we do and how we operate at Charlotte-Mecklenburg Housing Partnership. A blueprint is a vision on its way to becoming a reality. Our vision is a community where quality affordable housing is available to all and where the positive ripple effects of home ownership lift up the entire community.



To build the foundation beneath this vision, we have studied, strategized, planned, set goals and labored to reach them. With 14 years under our toolbelt and developments totaling \$80 million currently in process, great strides are being made. But as any blueprint illustrates, it is a work in progress. So roll up your sleeves, put on a hardhat and come tour our sites. Change is all around.



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INTRODUCTION | 5

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Willie Greene, Sr. and Sarah C. Ballard, long-time Druid Hills neighborhood leaders.



For 50 years, Sarah C. Ballard has lived in the same house on Druid Hills Avenue. She describes a once-thriving neighborhood that went into decline and is now beginning to experience a renaissance. A mother, longtime teacher and somebody who believes we are "called to do what we can to make life better for others," Mrs. Ballard remembers loading her car with children when her son was young and driving across town so they could play in a park. Today two playgrounds are set to break ground at the new Druid Hills Park and a second phase of building will include a picnic shelter, a multi-purpose field, an amphitheater and basketball, tennis and volleyball courts. Neighborhood advocates were involved in site selection and design of the new neighborhood park which will be several blocks in size with affordable housing built around it.

6 DRUID HILLS

Mr. Willie Greene, Sr. remembers when his wife and others created the “Friendly Ten Club” in 1955 in Sarah Ballard’s basement to work for the good of their neighborhood. Today it is known as the Druid Hills Neighborhood Association, of which he is president.

“It has been a wonderful thing for Druid Hills to have the support of CMHP,” says Mr. Green, a 56-year resident. “They have been instrumental in making positive things happen.”

Druid Hills is poised to emulate the success of Genesis Park in both aesthetics and affordability. But it is part of an even greater story: the long range, all-encompassing Statesville Avenue Area Plan that was unanimously approved by Charlotte City Council in 2001.

Statesville Avenue, a corridor of many assets and challenges, has long been a concern of CMHP. We have had a positive



“Public participation is at the heart of all park and recreation planning in Mecklenburg County. The department heralds its citizens for their comprehensive support, input and ownership of neighborhood projects. Druid Hills Park is truly a dream come true for this community.”

– Wayne Weston, Director
Mecklenburg County Park and
Recreation Department



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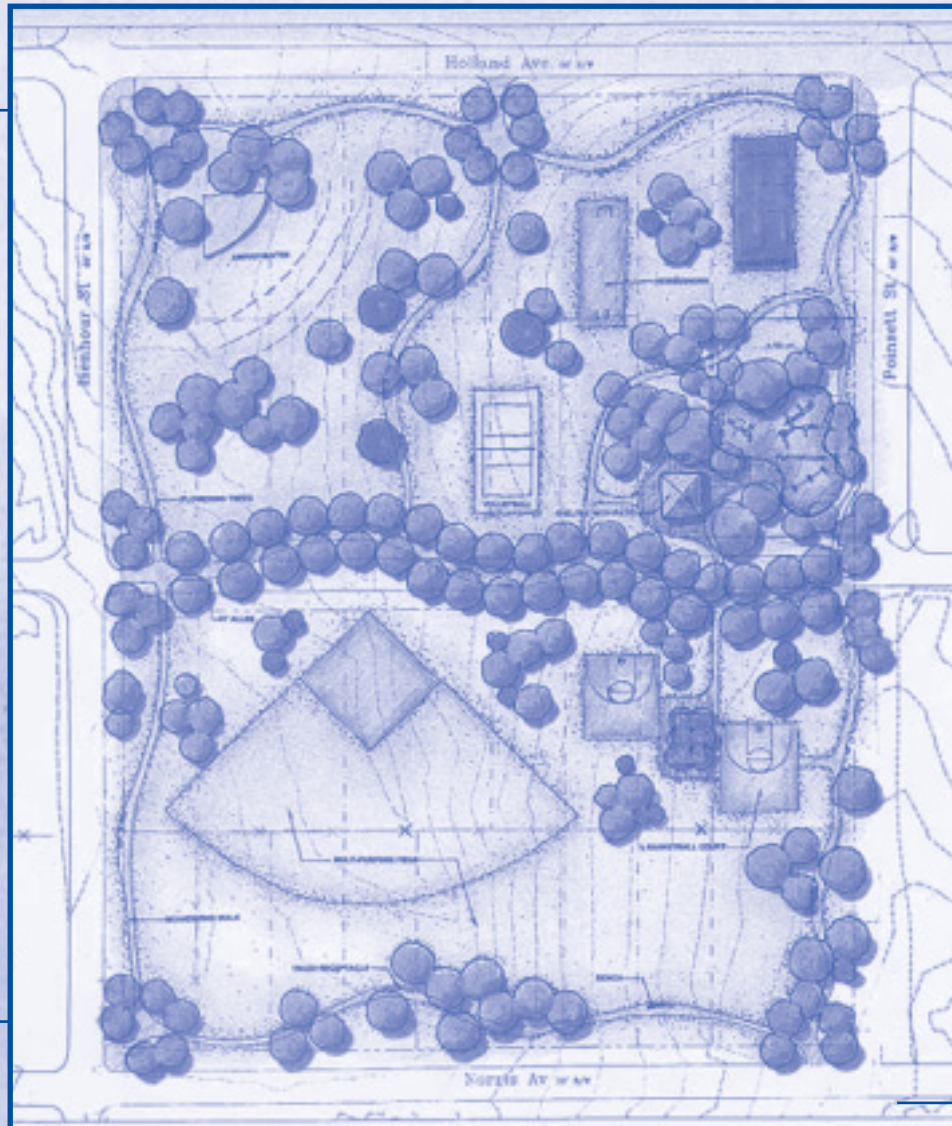


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impact on the area through the revitalization of the Greenville and Genesis Park communities and so were asked by the city to help shape the overall plan to raise the quality of life along this corridor. Economic development will be encouraged as well. The Plan calls for the rehabilitation or construction of 940 residential units, approximately 70% for sale. Currently, our efforts are concentrated on Statesville Avenue, Olando and Rachel Streets, and Kohler Avenue.

The tide began to turn from despair to celebration when the dilapidated homes along Kohler Avenue were bought by CMHP, and the "meanest street in Charlotte" was closed down.

CMHP broke ground on THE GABLES AT DRUID HILLS in the summer with completion expected in mid-2003. The first project

Plan for the new Druid Hills neighborhood and park

8 DRUID HILLS

of its kind for CMHP, this is a three-story, 63 unit development designed specifically for the elderly with elevators, corridors, laundry facilities, office and common areas. Situated on nearly 2.5 acres, there will also be walks, a gazebo and gardens. East of Statesville Avenue, between Kohler and Carter Avenues, The Gables is a \$4.1 million tax-credit project with Bank of America as the investor and Wachovia as the construction lender. "The citizens here are uplifted and politically engaged now," says James Mitchell, District 2 City Councilman. "They know they are backed by the City. We could not have accomplished this turn-around without CMHP taking the lead."

Also in Druid Hills, CMHP has completed renovations on several in-fill rental properties. Ten of the 20 family units on OLANDO STREET are already occupied and on RACHEL STREET, eight family units are being refurbished, with six completed. Financing comes from a combination of federal grants and City Council funding.



Future view of Olando Street

DRUID HILLS 9



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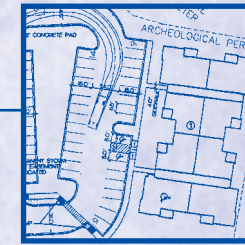
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The Village of Rosedale Apartments, Phase 1



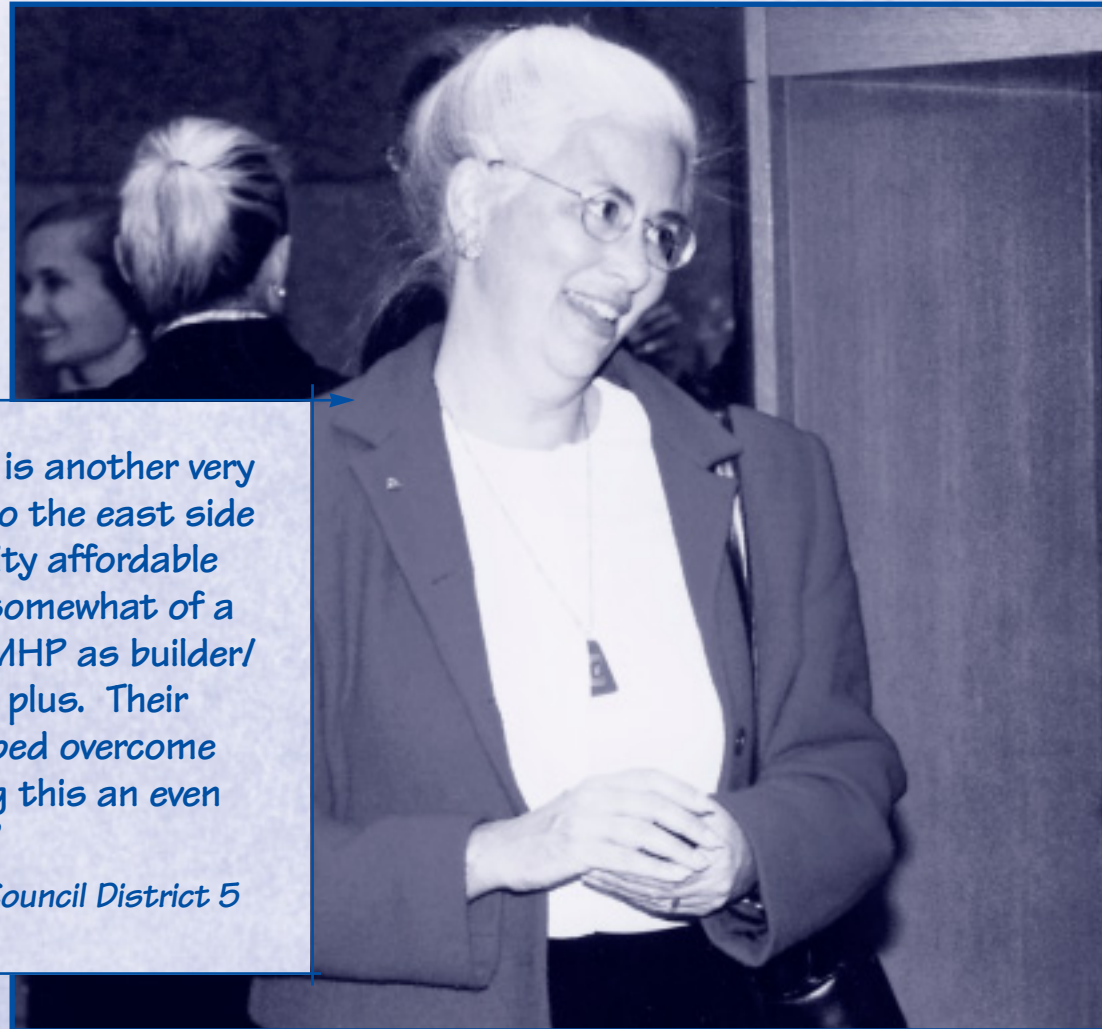
Charlotte-Mecklenburg Housing Partnership is hard at work on Charlotte's east side, too, where the second phase of development is underway in the Tryon North community. Phase I in The Village of Rosedale consisted of 74 new family units, all of which are now occupied. Economic, housing and educational momentum here centers around Highland Elementary School and a new public library.

Rosedale II will include 32 additional family units built on land leased from neighboring Hope Haven, a supportive residential environment where chemically dependent adults learn new skills leading to independence. Special priority will be given to clients who have successfully completed Hope Haven's program.

10 ROSEDALE II

“One of the greatest challenges for the many graduates of Hope Haven is finding safe, permanent housing,” says Executive Director Alice Harrison. “To be able to live in a wonderful new apartment is a great opportunity and provides a terrific incentive for residents to complete the program.”

Also on the east side, CMHP is building 40 new rental units at the Pleasant View site. The apartments are in an established neighborhood near Harrisburg Road, close to a popular county golf course. Demonstrating an efficient use of resources, this development utilizes land already in our portfolio and builds on the success of the 45 Pleasant View Apartments revitalized by CMHP seven years ago.



“Pleasant View II is another very welcome addition to the east side where building quality affordable housing has been somewhat of a struggle. Having CMHP as builder/ developer is such a plus. Their reputation has helped overcome any hurdles, making this an even better community.”
– Nancy Carter, City Council District 5

PLEASANT VIEW II | 11



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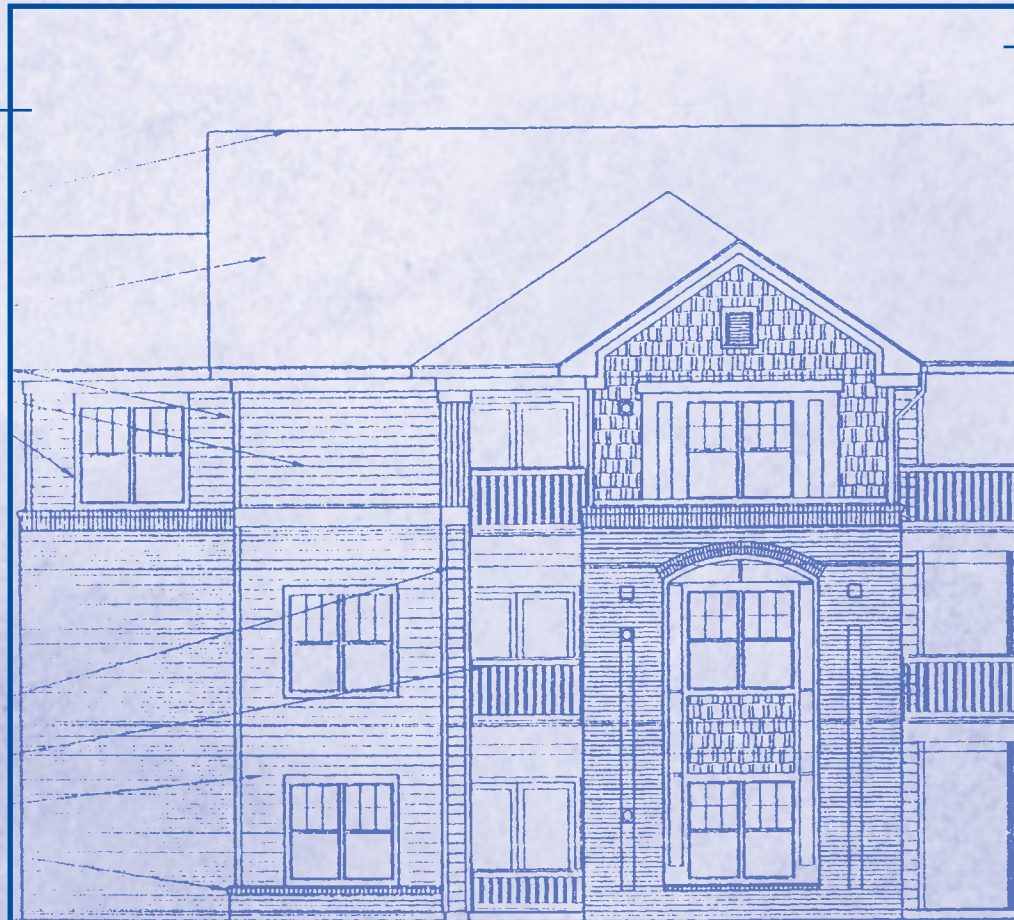


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2 BUILDING THREE - PARTIAL FRONT
AB
Elevation plan of Tyvola Crossing Apartments

The name Tyvola Crossing is a reflection of its location in the Reid Park community of Charlotte, which is in a major revitalization phase. This 80-unit project is at the crossroads of new residential and commercial development on the city's west side, providing desperately needed workforce housing to an area of Mecklenburg County that hosts more than 3,000 employers.

"The West Boulevard corridor continues to enjoy the benefits of revitalization and urban renewal," says Mona Lita Carr, Executive Director, CityWest Community Development Corporation. "Tyvola Crossing serves as another positive example of an effort to preserve and strengthen residential communities along the corridor and promote sustainable development opportunities that will foster healthy, safe living environments."

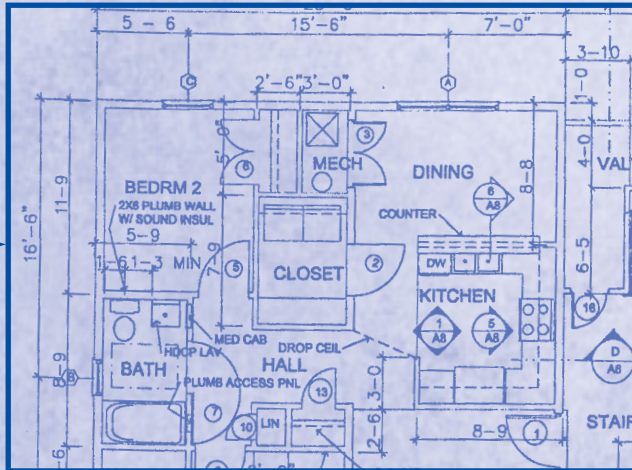
12 TYVOLA CROSSING

In the last several years the city, county, residents and local businesses have made an impressive and effective drive to revitalize the West Boulevard corridor from I-77 on the east to Charlotte-Douglas International Airport on the west. A 12,000 sq. ft., state-of-the-art public library has replaced the small, old branch that used to serve this neighborhood. Central Piedmont Community College opened its West Campus in 2001, and the YMCA has plans for a new, 40,000 sq. ft., \$4.2 million facility. As a result, home values in Reid Park have increased by 75% in the past five years.



“We have worked hard to create a stable, thriving environment. Tyvola Crossing is a great addition.”

– Harriette Mahoney,
President, Reid Park
Neighborhood Association



TYVOLA CROSSING 13



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In the shadow of Uptown Charlotte, sunlight and hope are streaming into a new community. This is where The Park at Oaklawn is taking shape as a part of the revitalization of Charlotte's oldest public housing complex where crime and disrepair had taken their toll. In 1998 the Charlotte Housing Authority was awarded a \$34.7 million HOPE VI grant to redevelop the 32-acre Fairview Homes site. There were 410 units demolished in 2000 with residents relocated to other Charlotte Housing Authority communities.

In a desire to better the old Fairview Homes and the quality of life for its residents, the Charlotte Housing Authority set out to find a bold and exciting vision for this redevelopment. The Housing Authority wanted to take the successes and lessons from their first two HOPE VI redevelopments to make

14 THE PARK AT OAKLAWN

the new Park at Oaklawn even better. This vision ultimately led to the Housing Authority selecting Charlotte-Mecklenburg Housing Partnership, Inc. as the Master Developer. The Crosland Group is serving as co-developer, builder and property manager.

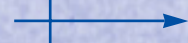
The plan calls for building a total of 338 new units on the site, a combination of multi-family rentals, single family homes and duplexes, and 83 units of affordable housing for low-income senior citizens. In addition, there will be plenty of green space and a community building with a computer lab, classrooms, meeting space, a gymnasium, pool and laundry facility.

Wallace and Pearlina Jones raised their family right next door in Genesis Park and have lived there for 38 years. They experienced firsthand the changes that came about when CMHP orchestrated major improvements throughout their community in the 1990's. But even so, they worried about friends and neighbors



“People are so excited to see the turnaround and they look forward to the future. Our property has gone up in value and I give the Housing Partnership credit for that.”

– Wallace and Pearlina Jones



THE PARK AT OAKLAWN 15



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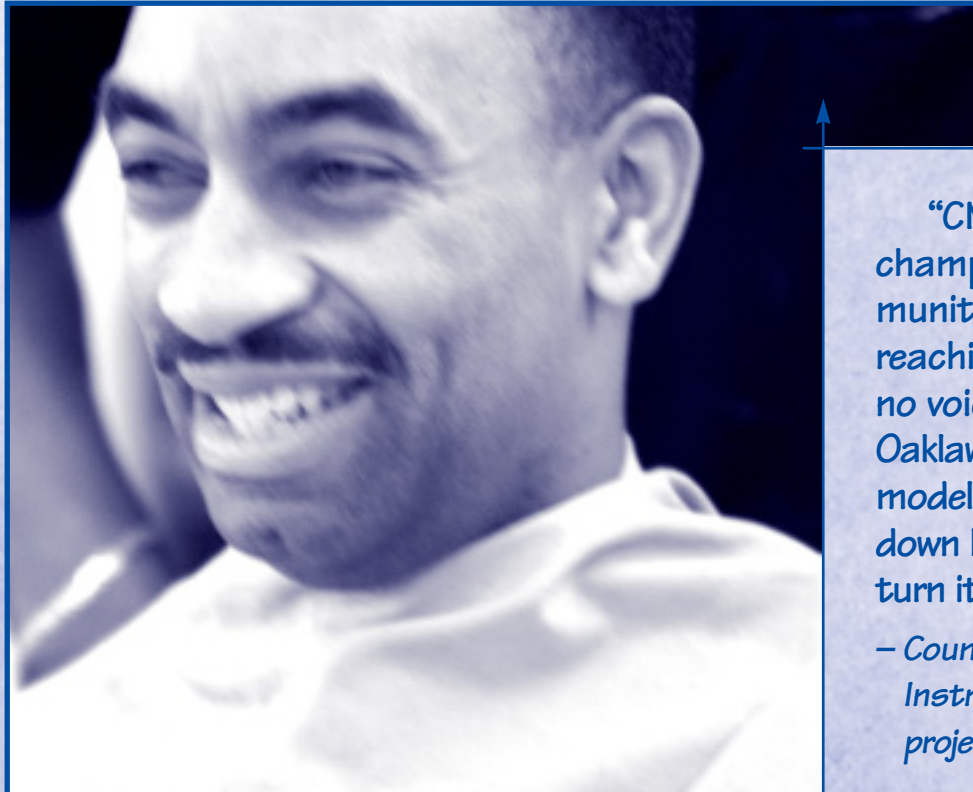
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Councilman Mitchell keeps up with the projects progress weekly when he visits his uncle's barbershop near the site.



"CMHP has a record for championing fragile communities and a mission of reaching people who have no voice. The Park at Oaklawn will be the new model of how to take a run-down housing project and turn it into a community."

*– Councilman Mitchell
Instrumental in getting the project launched.*

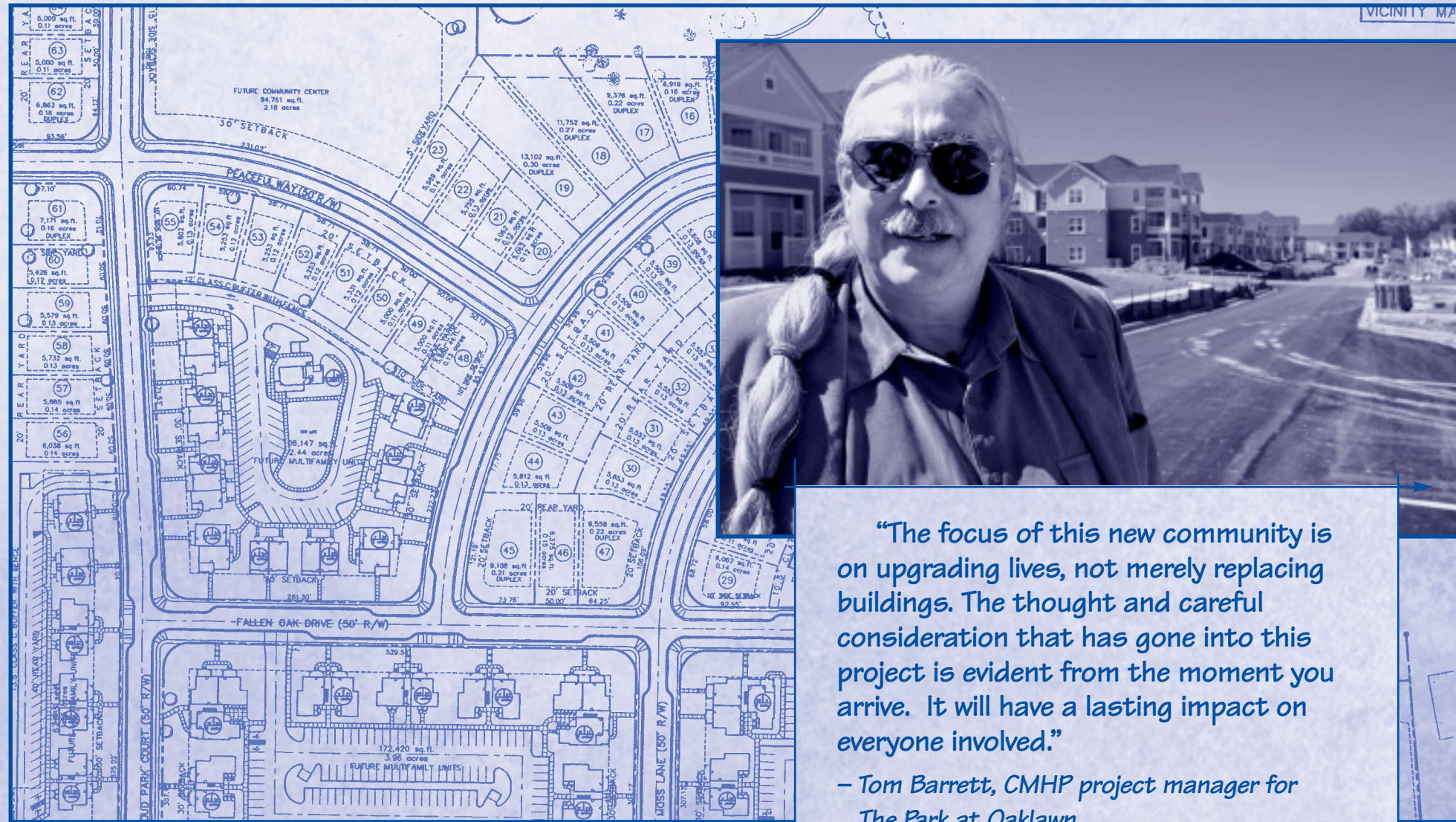
on the other side of their fence in the deteriorating Fairview Homes. Things are different now with the transformation that is occurring. While the changes are highly visible, many are also taking place on an emotional level.

Plans have been made for The Park at Oaklawn to be impeccably maintained, becoming self-sustaining over the years.

Construction is ahead of

schedule, with the first tenants set to move in this spring.

16 THE PARK AT OAKLAWN



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2002-2003

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18 CURRENT BOARD OF DIRECTORS

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