



**City of Charlotte
And Charlotte-Mecklenburg
Regional Housing Consortium
Five-Year Consolidated Plan
And FY2006 Annual Action Plan**

June 2005

Table of Contents

Standard Forms 424

FY2006-2010 Consolidated Plan Highlights

Five-Year Plan Executive Summary	ii
Introduction	1
A. Plan Purpose and Process	1
B. Plan Framework	4
Chapter 1: Community Profile	9
I. Population and Households	9
II. Economic Conditions	12
III. Poverty	12
IV. Ethnicity and Race	15
Chapter 2: Decent, Affordable Housing	17
I. Housing Needs Assessment and Market Analysis	17
A. Priority Needs Housing	17
What is Priority Needs Household?	17
How Many Priority Needs Households in County?	18
Unmet Priority Housing Needs	19
B. Rental/For-Sale Housing Market Trends	23
C. Public Housing Needs	27
D. Special Housing Needs (Non-Homeless)	29
Elderly Housing	29
Non-Elderly Special Needs Housing	30
II. Five-Year Housing Strategy	34
A. Affordable Housing Priorities	34
B. Affordable Housing Partners	35
C. Key Strategies and Targets	37
D. Public Housing Strategy	47
E. Lead-Safe Housing Overview and Strategy	48
Chapter 3. Economic Opportunity	50
I. Overview of Needs and Issues	50
A. Distressed Business Districts	50
B. Businesses and Households in Low Income Areas	51
II. Five-Year Economic Opportunity Strategy	53
Chapter 4. Suitable Living Environment	60
I. Overview of Needs and Issues	60
A. Revitalization of Neighborhoods	60
B. Human Services Needs	62
II. Five-Year Suitable Living Environment Strategy	63
Chapter 5: Homelessness in Charlotte	69
I. Assessment	69
A. Nature and Extent of Homelessness	69
B. Available Shelter and Housing	70
C. Unmet Need	72
D. Non-Housing Services	73
II. Homeless Strategy	76
Chapter 6: Monitoring and Implementation	79
I. Plan Monitoring	79
II. Anti-poverty Strategy and its Implementation	80
FY06 Annual Action Plan	AP-1
I. Certifications	
II. Appendices	

Executive Summary

Introduction

The City of Charlotte and the Charlotte-Mecklenburg Regional Housing Consortium Five-Year Consolidated Plan identifies the community's affordable housing, community development and economic development needs and outlines a comprehensive and coordinated strategy for addressing them. It also serves as the application for funding for the following federal entitlement programs that serve low-income individuals and/or families:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership (HOME)
- Emergency Shelter Grants (ESG)
- Housing Opportunities for Persons with AIDS (HOPWA)
- American Dream Downpayment Initiative (ADDI)

HUD has established three priority goals for jurisdictions across the country to pursue as part of their consolidated planning efforts:

CONSOLIDATED PLAN PRIORITY GOALS

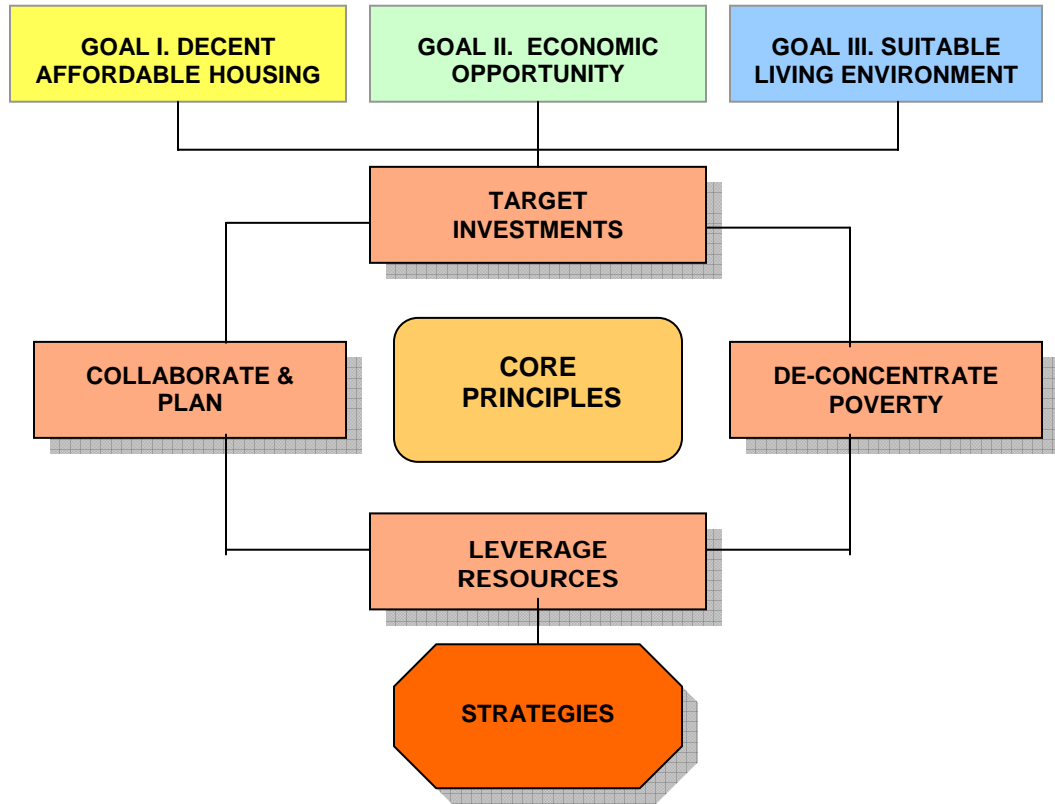
- GOAL I: DECENT, AFFORDABLE HOUSING:** Provide decent, affordable housing for the community's lowest income households, including households with special needs.
- GOAL II: EXPANDED ECONOMIC OPPORTUNITY:** Create economic opportunities for residents and businesses in low income areas of the community.
- GOAL III: SUITABLE LIVING ENVIRONMENT:** Improve the living environment/quality of life in low-income neighborhoods.

These goals align with existing local housing and community development plans and the ongoing revitalization work of the City of Charlotte and its housing and community development partners. Therefore, Charlotte's Consolidated Plan embraces HUD's priority goals and is structurally organized around them.

Guiding Principles

Four guiding principles are at the core of Charlotte's affordable housing and community development strategy, as illustrated in the diagram on the next page. These principles include: 1) **targeting investments** in low wealth and distressed areas of the community; 2) **de-concentrating poverty** where possible by promoting sustainable, mixed-income development or redevelopment; 3) **leveraging federal, state and local government resources** with private and non-profit resources to expand opportunities; and 4) **planning and creating partnerships and other collaborative relationships** within all sectors and stakeholder groups in the community.

FRAMEWORK OF STRATEGY PLAN



The five-year strategy focuses primarily on devoting federal and local housing and community development resources in Charlotte’s urban core, where the greatest concentration of poverty and blight exist. In particular, the nine CWAC neighborhoods that have been the targeted for revitalization (Belmont, Druid Hills, Grier Heights, Lakewood, Lincoln Heights, Reid Park, Thomasboro-Hoskins, Washington Heights, and Wingate) will continue to be targeted over the next five years. However, as these targeted neighborhoods stabilize they will “graduate” from the high priority list, and new challenged or transitioning neighborhoods will be targeted. Key urban corridors and business districts that are blighted will also be targeted for revitalization and other economic development support.

Organization of Plan

The following elements are included in the plan:

- Community Profile
- Decent Affordable Housing---Needs Assessment and Strategy
- Economic Opportunity---Needs Assessment and Strategy
- Suitable Living---Needs Assessment and Strategy
- Homelessness in Charlotte
- One-Year Action Plan (FY2006)

I. Community Profile¹

Understanding demographic and economic trends is important to developing a housing and community development strategy. The following are key facts relating to population and household composition and growth, economic conditions, poverty, and race and ethnicity in Mecklenburg County.

Key Facts

- In 2004, the county's estimated population was 764,418 residents within 300,751 households. While the growth rate remains strong (average annual rate of 2.9% between 1990 and 2004), it is forecasted to slow to approximately 2.1% over the next five years. Despite the slowing estimated growth, Mecklenburg County will gain approximately 6,700 new households annually through 2009.
- As of January 2005, the unemployment rate was 5%, with a total of 21,080 residents unemployed in the county's labor force of 425,268.²
- Twenty-nine percent (29%) of Mecklenburg County households have incomes of less than \$35,000. Thirty-five percent (35%) of the county's households have annual incomes between \$35,000 and \$75,000, 26% have incomes between \$75,000 and \$150,000 and 9% have incomes over \$150,000.
- In 1999, 62,652 people, or 9.2% of the Mecklenburg County's total population, were living at or below the poverty level. The poverty threshold for a two-parent family of four in Mecklenburg County is \$18,660. For a two-person household with at least one member 65 or over, the poverty level is \$11,122.
- Poverty in Mecklenburg County is generally concentrated in the urban core, and particularly in census tracts on the City's Westside and northeast of the Center City. In 2000, three census tracts had between 40% and 50% of their families living below the poverty line; these are all census tracts with a large number of public housing units. Ten census tracts had between 30% and 40% of their households living below the poverty line.
- Blacks and Hispanics/Latinos comprise the largest percentage of population in the high poverty census tracts. In the ten census tracts with between 30% and 50% of their population living below the poverty line, 75% of the residents are black and 16% are Hispanic/Latino. Blacks also comprise the largest percentage (92%) of families living in public housing.

¹ Source: Affordable Housing Needs Assessment prepared by Robert Charles Lesser and Co., LLC (2004)

² Source: NC Employment Securities Commission, January 2005.

II. Decent Affordable Housing

GOAL: Increase the supply of and access to decent, affordable housing for the community's lowest income households, including households with special needs.

A. Needs Assessment

As part of its consolidated planning process, the City of Charlotte retained Robert Charles Lesser and Co., LLC (RCLCo), a real estate consulting firm, to conduct a full assessment of the affordable rental and for-sale housing supply and demand in Mecklenburg County. Available demographic, economic and housing data for the Charlotte market was used to quantify the current and projected five-year housing supply and demand for priority needs households in the county.

Priority Needs Households

Defined by HUD, the following are the priority needs households that are addressed in the Consolidated Plan.

- **Extremely Low Income Households:** Those with gross incomes of 30% or less of the area median income
- **Low Income Households:** Those with gross incomes between 31% and 50% of the area median income
- **Moderate Income Households:** Those with gross incomes between 51% and 80% of the area median income

Key Findings

- 51.4% of Mecklenburg County households were priority needs households.
- Of the 154,560 priority needs households in the county, 64,743 (42%) were non-special needs renter households; 61,789 (40%) were non-special needs owner-occupied households; and 28,028 (18%) were special needs renter and owner-occupied households.
- Of the total number of priority housing renter households, 19,817 (31%) were extremely low income; 20,981 (32%) were low income; and 23,945 (37%) were moderate income.
- 51% of all priority owner households were moderate-income households; 28% were low-income households; and 21% were extremely-low income households.

- Non-homeless special needs households comprised 28,028, or 18% of all priority needs housing.
- The total number of priority needs households is projected to grow by approximately 13% (23,549 households) by 2010, or 52.1% of total households in Mecklenburg County.

Unmet Affordable Housing Demand

In 2004 there was a net unmet demand of **11,272 affordable housing units** for priority needs households, including both rental and owner housing units. The greatest unmet demand is for rental housing for the extremely low-income households, (30% or less).

Figure 2: Net Unmet Demand for Affordable Housing in Mecklenburg County

Year	Rental Housing Units	Owner-Occupied Housing Units	Total Housing Units
2000	(9,045)	(4,001)	(13,046)
2004	(10,178)	(1,094)	(11,272)
2010	(12,530)	(4,154)	(16,684)

Key Findings

Rental Housing

- In 2004, an unmet demand of 10,178 affordable rental-housing units existed in Mecklenburg County. A majority (73%) of this unmet demand was from those households earning less than \$8,000 per year (requiring a \$200 per month rental housing payment); the remainder of the unmet demand came from those earning less than \$16,000 per year (requiring a monthly rental housing payment less than \$400).
- In 2010, a need for approximately 12,530 affordable rental-housing units is projected to increase, with approximately 8,000 (63%) of those units requiring rents of less than \$200 per month. The remaining 4,530 affordable units will require rents between \$200 and \$400 per month.
- The majority of the unmet demand for rental housing units is located in the Central Mecklenburg County Planning District. In 2004, the Central Planning District had an unmet demand for approximately 4,600 rental-housing units with rents under \$300 per month, and an additional unmet demand for 2,900 units with rents between \$400 and \$700 per month.

Owner-Occupied Housing

- In 2004, an unmet demand of 1,094 affordable owner-occupied housing units existed in Mecklenburg County. All of the unmet demand was from households earning less than \$15,000 per year (requiring a maximum \$375 per month housing payment).
- A majority of the 2004 unmet demand for owner-occupied housing units was located in the Central Planning District. However, through 2010, the largest share of unmet demand for affordable owner-occupied housing units will be in the South Planning District due to rapid land appreciation and a lack of affordable homes.

- In 2010, a need for approximately 4,154 additional affordable owner-occupied housing units, or 1.9% of total owner-occupied housing units in Mecklenburg County is projected.

Housing/Household Market Analysis

Key Findings

- In 2000, approximately 103,450 renter households existed in Mecklenburg County, or 38% of the total households, and approximately 170,000 owner households existed in the county, or 62% of total households. While the number of renter households is growing at a rate of approximately 1.7% annually, the number of owner households in Mecklenburg County is projected to grow at a rate of 2.6% -- thus outpacing renter household growth.
- In 2004, approximately 17,400 Mecklenburg County renter households had an annual income less than \$15,000 (16% of all renter households), equating to an affordable monthly rent of less than \$375. The total number of renter households earning less than \$15,000 is projected to remain stable, at approximately 17,500 households, through 2010.
- Twenty-eight percent (28%) of renter households in Mecklenburg County pay more than 30% of their annual household income towards rent, and almost 16% of renter households pay in excess of 50% of their annual household income towards rent. These renter households are generally those earning less than \$20,000 annual income.
- Approximately 16% of all homes in Mecklenburg County are valued under \$100,000. The median housing value in Mecklenburg County was \$161,832 in 2004, compared to \$141,249 in the United States and \$119,912 in the Southeast.

Public Housing

The Charlotte Housing Authority (CHA) administers all public and Section 8 housing in Charlotte-Mecklenburg. In total, the agency manages 3,253 units of public rental housing that are, on average, in fair to good condition. These units are located within 36 different CHA communities throughout Charlotte. CHA also currently administers 4,217 Section 8 Certificates or Vouchers, which provide over \$20 million in housing assistance to private landlords. In early 2005, 3,406 families were on the waiting list for a public housing unit and 825 families were on the Section 8 waiting list, for a total of 4,231 families.

Special Needs Housing (Non-Homeless)

The special needs population includes individuals having mobility impairments, disabilities or that require supportive services. An estimated 28,028 special needs households (renter and owner) who have annual incomes of 80% or less of the area median income existed in Mecklenburg County in 2004. Between 2000 and 2004, the number of special population individuals increased by 21.5%, with a 12% increase projected between 2004 and 2010. The largest number of

special needs priority households (15.4%) has annual gross incomes of \$9,000 or less.

B. Five-Year Housing Strategy

Affordable Housing Priorities

Faced with the reality of limited federal and local government resources for housing, Charlotte has been challenged to create a comprehensive, affordable housing program to meet the demands of priority needs households along the entire housing continuum---rental, ownership, special needs, supportive housing, etc. While the large unmet need for rental housing for extremely low income households might suggest that all resources should be devoted to addressing this gap, resources must also be devoted to addressing the housing needs of low and moderate income households that have cost burdens and other housing problems to ensure the housing continuum is intact and flowing. This includes enabling more homeownership among these income groups, which the City has determined is important for stabilizing families and neighborhoods. It also includes preserving the existing affordable housing stock, also key for neighborhood revitalization.

To meet the needs of households along the entire housing continuum, the City has identified the following as its top priorities for using CDBG, HOME and other public funds between 2006 and 2010 for affordable housing.

Top Priorities

1. **Extremely low- and low-income renter households**, including Elderly households, Small households and Large households with cost burdens, severe cost burdens and substandard conditions
2. **Extremely low- and low-income owner households**, including Elderly and Non-Elderly, with substandard housing and cost burdens
3. **Moderate-income renter households and owner households** with cost burdens, and other housing problems, including Elderly, Small and Large renters, and Elderly and Non-Elderly owners

Strategy Plan

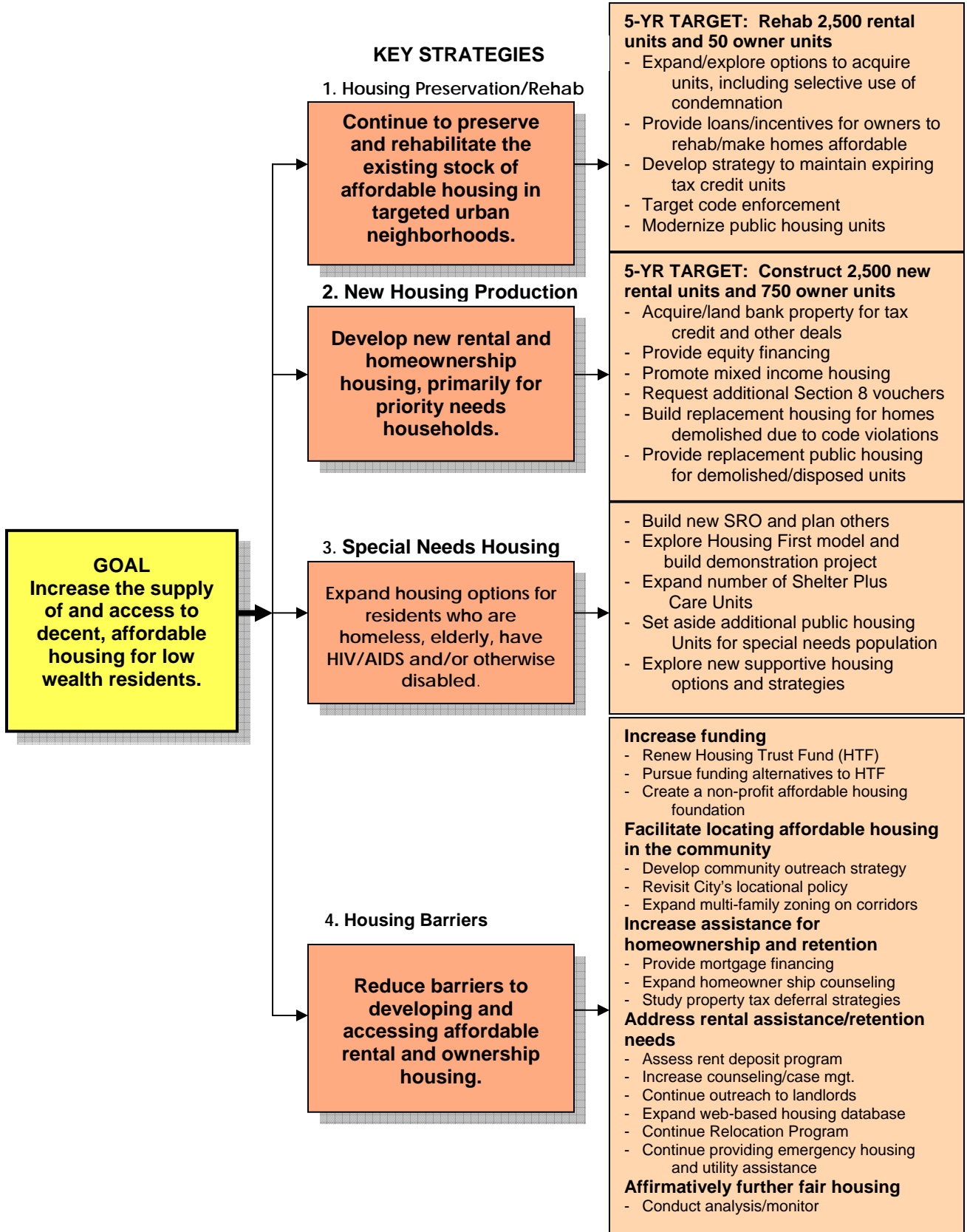
Over the next five years, a total of 5,800 affordable units are targeted to be rehabilitated or constructed in Charlotte, with 47% of the total units for extremely low income households, 35% for low income households and 18% for moderate income households; this is consistent with the above priorities. The projected cost to meet this target will be approximately \$119.5 million. CBDG and HOME dollars will be used to fund approximately \$20 million of this total (17%), with the remainder funded locally.

Important to underscore again, this target of 5,800 units does not adequately address the unmet need for affordable housing units in Charlotte-Mecklenburg. In effect, it will only address approximately 20% of the unmet need. This is a conservative, realistic targets based on the assumptions that: 1) federal funds will remain the same, or may even decline as a result of program cuts, and 2) local funds will remain somewhat constant over the next five years through the Housing Trust Fund. If additional sources of funding are identified, a higher percentage of the unmet need could then be met.

The diagram on the following page provides a comprehensive overview of the five-year housing strategy.

AFFORDABLE HOUSING STRATEGY

ACTIVITIES/ACTION



III. Economic Opportunity

GOAL: *Create economic opportunities for residents and businesses in low-income areas of the community.*

A. Needs Assessment

Distressed Urban Business Districts

Revitalizing distressed urban business corridors has been one of the City's top economic development goals of the last decade and half. A number of urban business districts have been targeted for improvements and investment. While each of these business districts are unique, they all share common physical needs and issues, some with greater needs than others. These needs include:

- Improved infrastructure such as sidewalks and curb and gutter
- Improvements to the appearance of the corridor or area---landscaping, removal of dilapidated structures and other eyesores, enhancements to building facades, signage, parking lots etc.
- Pedestrian amenities such as streetlights, benches, bus shelters, etc.
- Improved traffic flow, including the reduction of curb cuts
- Market analyses
- Business development and support
- Crime prevention
- Community/business group organizing.

Poverty/Economic Disadvantage

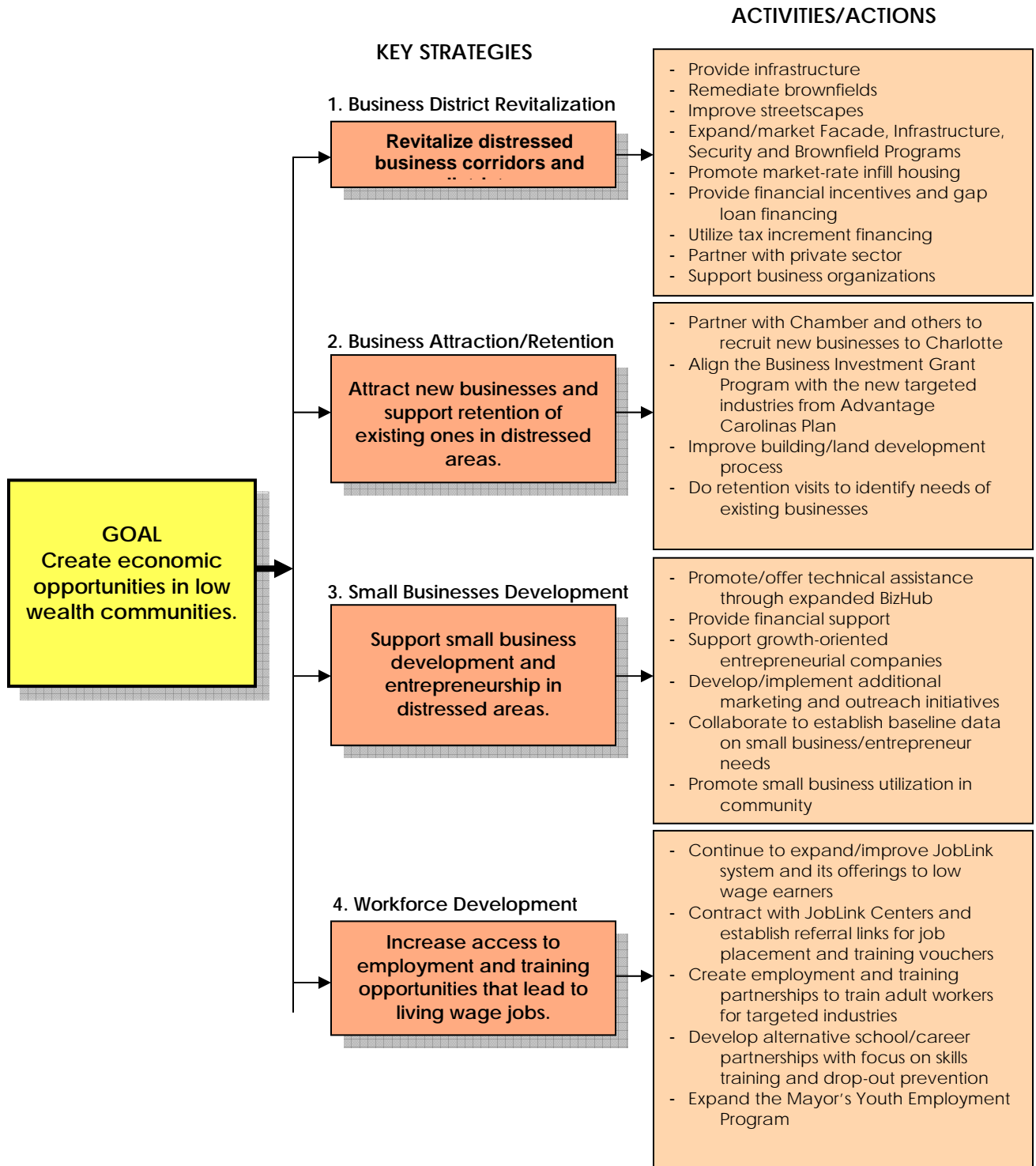
While many Charlotte residents are experiencing economic success, a significant segment of the population is not able to participate in the economic mainstream. An estimated 9.2% of the total county population was living in poverty in 2004, with 11.5% of all children under the age of 18 living in poverty. The majority of people living in poverty reside in CWAC neighborhoods. The nine neighborhoods targeted for City investment all have a high percentage of people living in poverty. The median income of these neighborhoods is between 40% and 60% of the median income citywide, and house values are between 40% and 74% of the median house value citywide. In addition to residents experiencing economic problems, many of the area businesses, which include many minority owned businesses, often struggle to survive. The greatest needs related to economic opportunity for both residents and businesses areas include:

- Jobs/business development
- Business loans and other financial and technical support for existing and prospective small businesses and entrepreneurs
- Employment and training support that will lead to higher earning jobs

B. Five-Year Economic Opportunity Strategy

The strategy for addressing both business district revitalization and economic opportunities for businesses and households in distressed areas of the community is outlined on the following diagram.

Creating Economic Opportunity Strategy



IV. Suitable Living Environment

GOAL: *Improve the living environment/quality of life in low-income neighborhoods.*

A. Needs Assessment

Distressed Neighborhoods

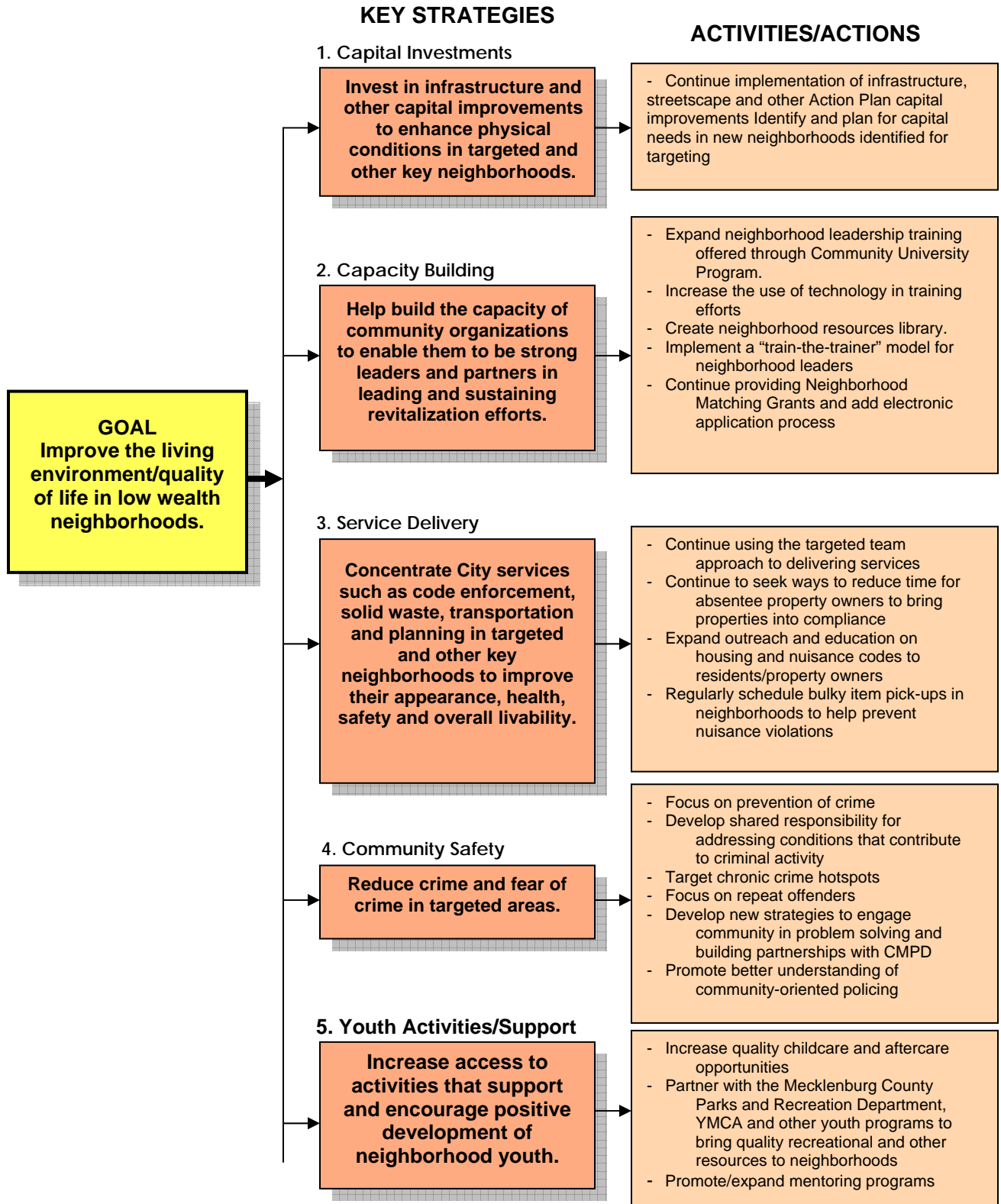
The 2004 Quality of Life Study, commissioned by the City of Charlotte, revealed that city-wide, 27 neighborhood statistical areas are considered “challenged”, 54 are “transitioning” and 92 are “stable”. While pockets of distress exist throughout the community, the greatest concentration of fragile and threatened neighborhoods exists in the City-Within-A-City (CWAC) area. Seven challenged and two transitioning neighborhoods have been targeted by the City for intensive re-investment. (Belmont, Druid Hills, Grier Heights, Lakewood, Lincoln Heights, Reid Park, Thomasboro-Hoskins, Washington Heights, and Wingate). Common needs in these neighborhoods include:

- Infrastructure improvements
- Visual improvements such as landscaping, property maintenance, demolition/rehabilitation of deteriorated structures, removal of junk cars, etc.
- Reduction of criminal activity/security
- Educational and recreational opportunities for youth
- Greater access to public transportation
- Greater access to retail and other services
- Community leadership and organization support

B. Five-Year Livable Environment Strategy

The strategy for improving the living environment and quality of life of low wealth neighborhoods and the people who live there is outlined on the following diagram.

Suitable Living Environment/Neighborhood Revitalization Strategy



III. Homelessness in Charlotte-Mecklenburg

A. Overview

Homelessness is on the rise in Mecklenburg County. Local shelters and agencies that serve the homeless are reporting record-breaking numbers of individuals and families requesting shelter and other types of assistance. A 2000 assessment of homelessness for Mecklenburg County (Living in the Shadows) revealed that over 9,000 men, women and children (unduplicated) stayed in emergency shelters in 2000, more than doubling the 1996 count. The study further estimated that on any given night, 5,000 individuals are homeless in Charlotte-Mecklenburg.

The 2004 annual point-in-time count, conducted in late January 2004, identified approximately 2,000 people who met HUD's definition of homelessness; all agree this number did not represent all homeless individuals on the night of the count. While single men and women comprise the largest percentage of the homeless population, an increasing number of families with children are experiencing homelessness and seeking assistance. Nearly a quarter of those identified in the 2004 point-in-time count were members of a family unit. Approximately 16% were categorized as chronic homeless.

A variety of housing resources exist for homeless individuals and families in Charlotte Mecklenburg. These include:

- Five year-around emergency shelters that can accommodate up to 375 people, including 234 individuals and 44 families
- Two seasonal emergency shelter programs including the Men's Winter Shelter, which can accommodate 150 men, and the Room in the Inn Program, which provides shelter in over 90 places of faith during the winter months.
- Seventeen transitional housing programs, which can accommodate 1,026 individuals, including 711 individuals and 315 family members in a total of 105 families.
- Seven permanent housing programs, which can accommodate 326 individuals and 144 family members in 33 families. Thirty-six percent (36%) of these units are provided through Shelter Plus Care and Section 8 Housing Vouchers.

Based on the 2004 point-in-time count, an unmet need of 800 beds/units for individuals and 230 beds/units for persons in families with children was identified.

B. Strategy to Address Homelessness

In early 2003, elected officials endorsed Out of the Shadows, a strategic plan to reduce the prevalence, duration and impact of homelessness. The plan focused on achieving the following big picture outcomes:

Out of the Shadows Desired Big Picture Outcomes

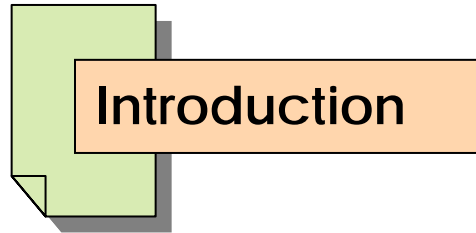
- A stronger safety net for those who are vulnerable to becoming homeless
- Faster movement from homelessness to permanent housing
- More alternatives for the chronic homeless population
- The cycle of homelessness broken
- A safer community for everyone, both the homeless and rest of community
- A more aware and involved community around issues of homelessness
- An organized and solid infrastructure to sustain public policy decisions, collaborative planning and funding

The priority objectives for which strategies were identified in the plan include:

1. Bolster commitment from corporate, faith community and public sector
2. Increase supply of/access to affordable rental housing for residents making 30% or less of the median income, including supportive housing
3. Fill critical gaps in emergency and transitional housing
4. Focus on helping homeless obtain/retain successful employment
5. Increase access to/integration with mainstream behavioral and physical health services.
6. Devote more attention and resources to the prevention of homelessness
7. Provide fair and reasonable solutions to addressing fears and concerns of business owners and residents about aggressive panhandling and other obtrusive behaviors.

One of the major outcomes of the plan was the creation of A Way Home, the Mecklenburg County Council on Homelessness. This non-profit organization is charged with implementing the plan, increasing community awareness and advocacy on issues of homelessness, and expanding overall funding for housing, programs and services in the community. A Way Home is working closely with the local Homeless Services Network, which includes the homeless service agencies in the community.

To further HUD's goal of ending chronic homelessness by 2012, A Way Home, with the financial support of the City of Charlotte and the Knight Foundation, will lead the effort to further refine the Out of the Shadows Plan so that it more aggressively pursues HUD's goal of ending chronic homelessness. This planning process will begin in spring 2005 and is expected to come to a conclusion in early 2006. The implementation plan will provide specific actions and short, medium and longer-term targets. Providing greater access to permanent affordable housing and supportive housing, increasing effective outreach, developing more employment opportunities and promoting greater coordination with Area Mental Health will be key priorities pursued.



A. Plan Purpose and Process

The Five-Year Consolidated Plan identifies Charlotte-Mecklenburg's affordable housing and community development needs and outlines a comprehensive and coordinated strategy for addressing them. All communities that receive federal funding for Community Planning and Development programs are required by the Department of Housing and Urban Development (HUD) to prepare such a plan. In effect, the Consolidated Plan serves as the City of Charlotte's and Charlotte-Mecklenburg Consortium's application for funding for the following federal entitlement programs that serve low income individuals and/or families³.

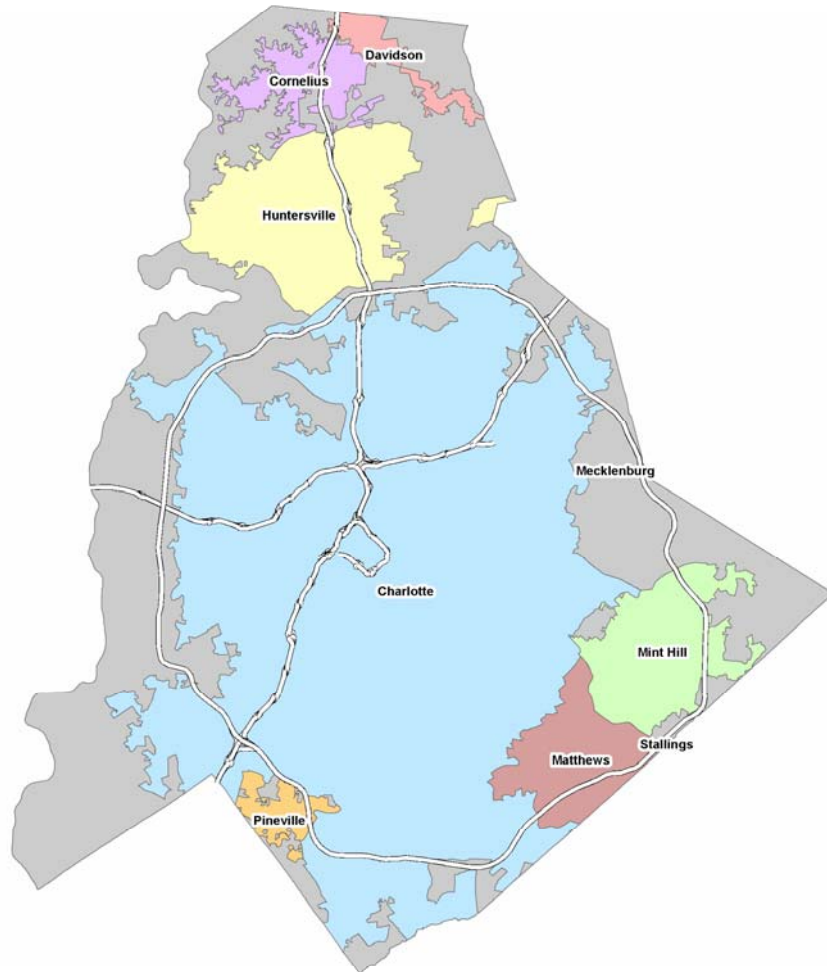
- **Community Development Block Grant Program (CDBG)**, which provides funds to local governments for a wide range of community development activities for low-income persons such as housing rehabilitation, homeownership assistance, shelters, public services, lead-based paint detection and removal, loans or grants to businesses.
- **Emergency Shelter Grant Program (ESG)**, which provides funds for basic shelter and support services for homeless individuals and families.
- **HOME Investment Partnership Program (HOME)**, which provides funds for the development and rehabilitation of affordable rental and ownership housing for low income households, including such activities as building acquisition, new construction, rehabilitation, homebuyer assistance and tenant-based rental assistance.
- **Housing Opportunities for Persons with AIDS (HOPWA)**, which provides funds to design long-term comprehensive strategies for meeting the housing needs of low income people living with HIV/AIDS, including acquisition, housing rehabilitation and construction, facility operations, rental assistance and short-term payments to prevent homelessness.
- **American Dream Downpayment Initiative (ADDI)**, which provides downpayment, closing cost and rehabilitation assistance to eligible first-time homebuyers.

Charlotte-Mecklenburg's first Five-Year Consolidated Plan was completed in 1996, and the second one completed in 2001. The 2006-2010 Consolidated Plan builds on these previous five-year plans and reflects continued learning and improvements with the plan development process.

³ Each of the federal programs serves different income groups as defined by HUD. For the purposes of the Consolidated Plan and focus on priority income groups, HUD uses the following income definitions: Extremely Low Income: 0-30% of the Area Median Income (AMI); Low Income: 31-50% AMI; and Moderate Income: 51-80% of AMI.

The geographic area covered by the Charlotte-Mecklenburg Consortium includes the City of Charlotte, five of the county's six smaller jurisdictions (Cornelius, Huntersville, Matthews, Pineville and Mint Hill) and the unincorporated areas of the county. (The Town of Davidson, in the northern end of the county, is included in another planning consortium to the north of Mecklenburg County.)

Charlotte-Mecklenburg Consolidated Plan Regional Housing Consortium Geographic Area



The City of Charlotte Neighborhood Development Key Business is the lead local agency charged with preparing the Consolidated Plan and reporting on federal program activities for the Charlotte-Mecklenburg Regional Housing Consortium. In this capacity, the City works in partnership with other key government agencies and non-profit organizations focused on affordable housing, homelessness and other community development issues. These partnerships are vital to the community's overall success in making Charlotte-Mecklenburg a livable community for all its residents, in particular residents of low-income areas who often lack access to decent housing they can afford,

economic opportunity, and services, amenities and support that help provide a suitable living environment.

To help develop the Consolidated Plan, the City's Neighborhood Development Key Business called upon its partners to form a Consolidated Plan Steering Committee. This committee, composed of representatives from the key agencies and organizations, focused on the "big picture" strategy and ways to integrate existing plans, policies and expectations into the Consolidated Plan. Entities represented included:

- A Way Home, Mecklenburg Council on Homelessness
- Charlotte Housing Trust Fund
- Charlotte Housing Authority
- Charlotte-Mecklenburg Housing Partnership
- City of Charlotte Community Relations Committee
- City of Charlotte Economic Development Department
- City of Charlotte Manager's Office
- City of Charlotte Neighborhood Development Department
- City of Charlotte Police Department
- Habitat for Humanity
- Lincoln Heights Neighborhood Association
- Mecklenburg County Department of Social Services
- Regional HIV/AIDS Consortium

In addition to the work of the Steering Committee, numerous public information meetings were held throughout the community to solicit broader input during the planning process and after completion of the draft plan. These included meetings with several of the Mecklenburg County towns. Charlotte City Council held a public hearing on the plan on May 23, 2005 and officially approved it in June 13, 2005.⁴

⁴ The Citizen Participation Plan outlined in the Appendix of document provides details on the process.

B. Plan Framework

Priority Goals

HUD has established three priority goals for jurisdictions across the country to pursue as part of their consolidated planning efforts:

CONSOLIDATED PLAN PRIORITY GOALS

GOAL I: DECENT, AFFORDABLE HOUSING: Provide decent, affordable housing for the community's lowest income households, including households with special needs.

GOAL II: EXPANDED ECONOMIC OPPORTUNITY: Create economic opportunities for residents and businesses in low income areas of the community.

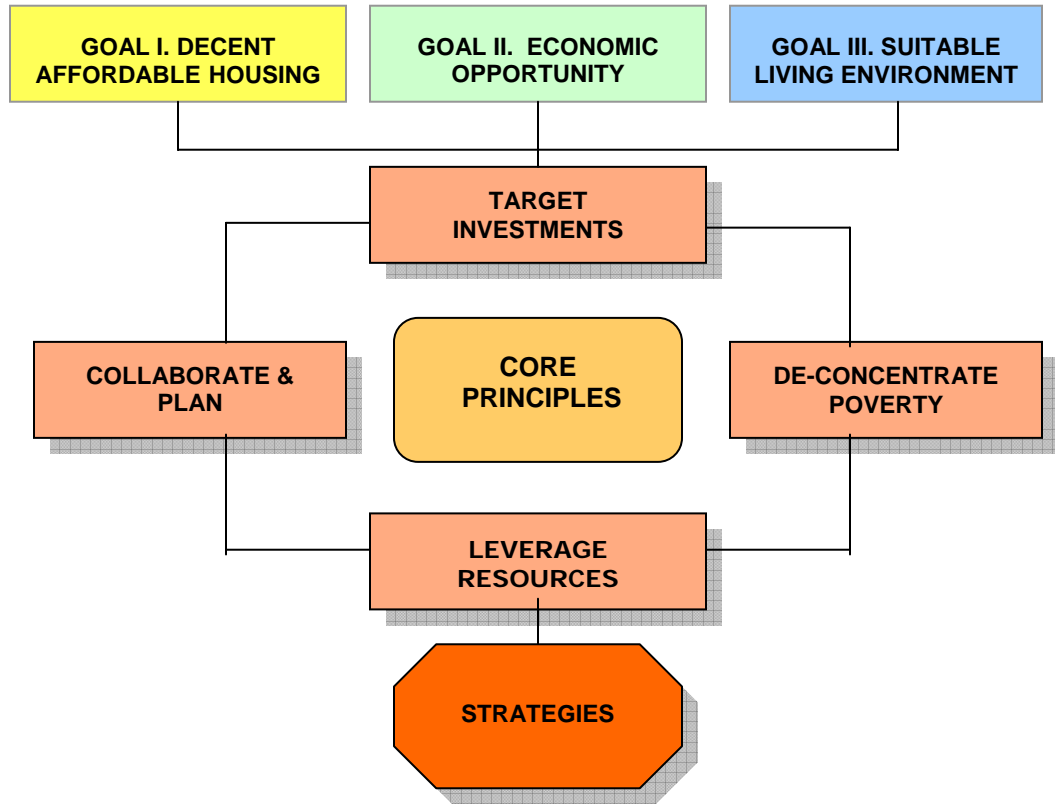
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Four guiding principles are at the core of Charlotte's affordable housing and community development strategy, as illustrated in the diagram on page 5. These principles include: 1) **targeting investments** in low wealth and distressed areas of the community; 2) **de-concentrating poverty** where possible by promoting sustainable, mixed-income development or redevelopment; 3) **leveraging federal, state and local government resources** with private and non-profit resources to expand opportunities; and 4) **planning and creating partnerships and other collaborative relationships** within all sectors and stakeholder groups in the community.

FRAMEWORK OF STRATEGY PLAN

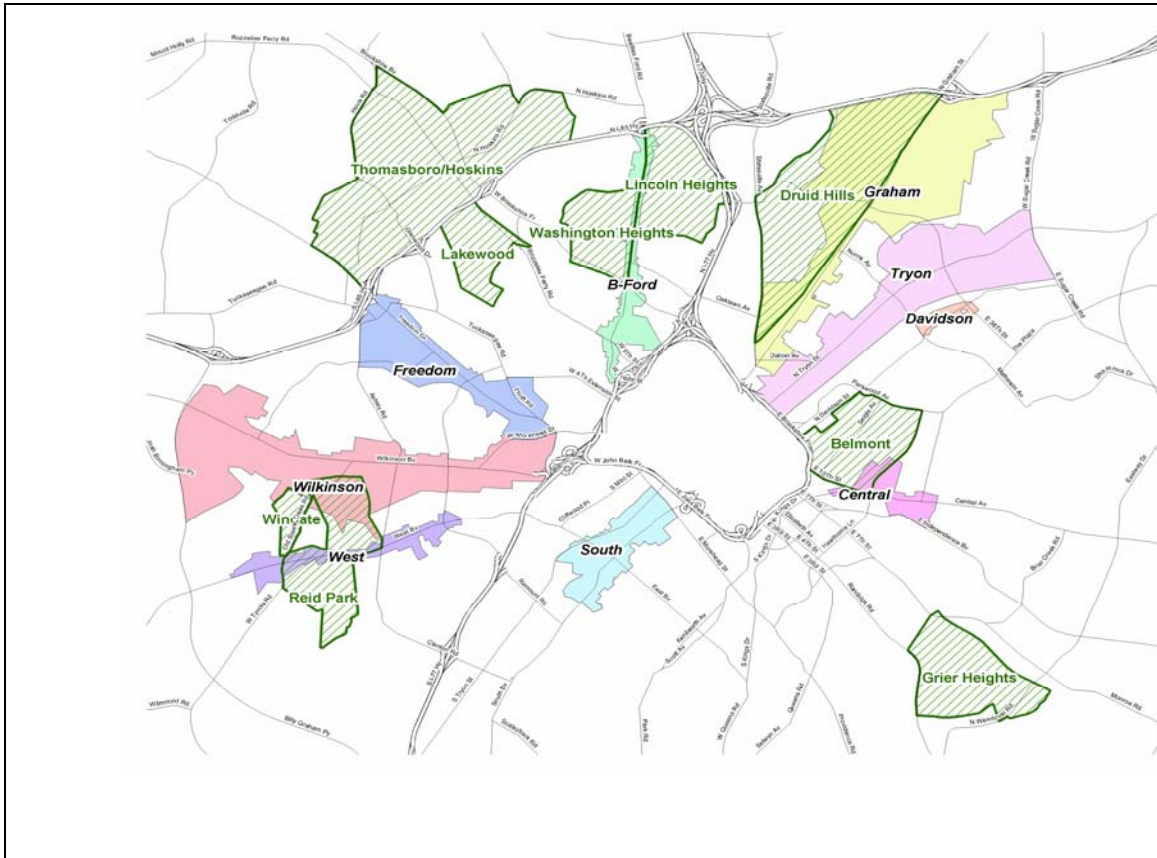


What Do These Guiding Principles Really Mean?

■ **Targeting Resources in Areas of Greatest Need**

While the majority of Mecklenburg County is included in the Charlotte-Mecklenburg Consortium’s geographic domain, the five-year strategy is to continue focusing resources on addressing the revitalization and other housing and community development needs in Charlotte’s urban core--- otherwise known as the City-Within-A-City (CWAC); this is where the greatest concentration of poverty and blight exist. In particular, the CWAC neighborhoods and business districts that have been specifically targeted for revitalization by the City for the last five years will continue to be targeted until they are stabilized and their plans are fully implemented. Once stable, the nine neighborhoods will “graduate” from the high priority list, and new challenged or transitional neighborhoods will become targets for investment. Other neighborhoods and business districts with pressing needs will also be given attention over the next five years, but not to the same extent as the targeted areas. The map on page 6 depicts the areas being targeted.

Map of Targeted Neighborhoods and Corridors



■ De-Concentrating Poverty

Poverty alone does not cause urban problems. It's the concentration of poverty that distresses neighborhoods and produces a range of social problems and other dysfunctions. Charlotte joins HUD and other communities across the country in promoting a policy of de-concentration of the urban poor. This is being accomplished by: 1) implementing the scattered multi-family housing policy; 2) shifting housing subsidies from project based public housing to tenant-based; 3) encouraging development of mixed income communities, as well as in market rate developments in areas around transit station, along corridors and in other appropriate areas for such development; and 4) demolishing or revitalizing extreme concentrations of public housing such as has been done with the HOPE VI projects in Charlotte (First Ward, Arbor Glen and The Park at Oaklawn.) The revitalization of Piedmont Courts will be the last of the HOPE VI projects undertaken in Charlotte over the next five years.

The challenge and caution with implementing a policy of de-concentration, however, is ensuring that people who may be displaced have viable housing options and that there is not a re-concentration of poverty inadvertently created by displaced residents or households with tenant-based housing vouchers. The City will continue to explore options and alternatives that will help prevent this from occurring.

- **Leveraging Resources**

Leveraging resources means that the City and its partners in the community will, wherever possible, identify and use other public and private resources to increase the total amount of funds for housing and community development activities. Leveraging has allowed Charlotte to expand the use of HUD funding for numerous projects in the past. It is challenging, if not impossible, for private sector developers to build housing for households earning 30% or less of the median income; therefore, leveraging resources to create opportunities to provide housing for the community's lowest income households is essential. The threat of federal funding cutbacks and rising land and construction costs will necessitate the City's seeking additional leveraging opportunities.

- **Planning and Collaboration**

While planning and collaboration are implicit in leveraging resources, they go beyond just that. Planning and collaboration are about bringing community groups, developers, other private sector stakeholders, non-profit organizations and government entities together to systematically solve problems, create opportunities and develop partnerships around mutual goals. Such community collaboration is essential for successfully achieving the goals of this strategic plan.

Organization of Plan

The Consolidated Plan is organized into six separate, but related chapters as outlined below. In addition, a one-year action plan for FY06 is provided at the end of the plan that identifies how Charlotte intends to invest federal funds in FY06 to begin implementation of the five-year plan.

Five-Year Plan Chapters

1. **COMMUNITY PROFILE:** Provides information on relevant demographic, household and economic trends that have an impact on affordable housing and community development needs and issues.
2. **DECENT AFFORDABLE HOUSING:** Provides an assessment of the unmet rental and ownership housing needs for low-income households, key information on the local housing market and a five-year strategy for addressing needs along the entire affordable housing continuum.
3. **ECONOMIC OPPORTUNITY:** Provides an overview of needs relating to economic development and a five-year strategy for creating greater economic opportunities for low wealth urban areas and households.
4. **SUITABLE COMMUNITY STRATEGY:** Provides an overview of the critical needs/issues associated with revitalizing neighborhoods and a five-year strategy for revitalizing Charlotte's most challenged neighborhoods.
5. **HOMELESSNESS IN CHARLOTTE:** Includes information on the nature and extent of homelessness, the housing/shelter needs and gaps, services that are available and the community response and strategy for reducing/ending homelessness.
6. **PLAN MONITORING AND IMPLEMENTATION:** Provides information on how the five-year strategy plan will be monitored and implemented over the next five years, as well as information on the community's anti-poverty strategy and how it will be carried out.

Chapter 1. Community Profile

This chapter of the Consolidated Plan provides key demographic and other information that is relevant to understanding the community's housing and community development needs and issues. It includes information on population and household composition and growth, economic conditions, poverty, and race and ethnicity in Mecklenburg County.

I. Population and Households

Charlotte-Mecklenburg is one of the fastest growing communities in the southeast. According to the U.S. Census Bureau, Mecklenburg County's population reached 695,454 in 2000, a 26% increase since 1990. **In 2004 the county's estimated population was 764,418 residents living within 300,751 households.** While the growth rate remains strong (average annual rate of 2.9% between 1990 and 2004), it is forecasted to slow to approximately 2.1% over the next five years. **By 2010, the county's population is projected to grow to approximately 866,000.** Figure 1 below reflects the annual population growth of Mecklenburg County in comparison to the United States and the Southeast region. Despite the projected slower growth, Mecklenburg County will gain approximately 6,700 new households annually through 2009, continuing to gain a larger share of the Southeast's population base.

Figure1: Mecklenburg County Population Growth Rate Compared to Southeast and US

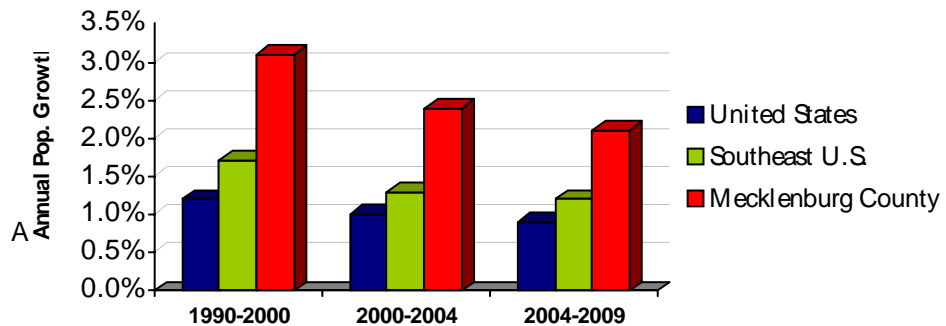


Figure 2 provides a breakdown of household growth by size as well as income for Mecklenburg County between 1996 and 2003. The number of households earning an annual income less than \$20,000 (slightly more than 30% of the area median income) in 2003 comprised 14% of the county's population in 2003, which was progressively lower than the percentage in 1999 and 1996. The map on page 11 shows census tracts in Mecklenburg County that have the largest

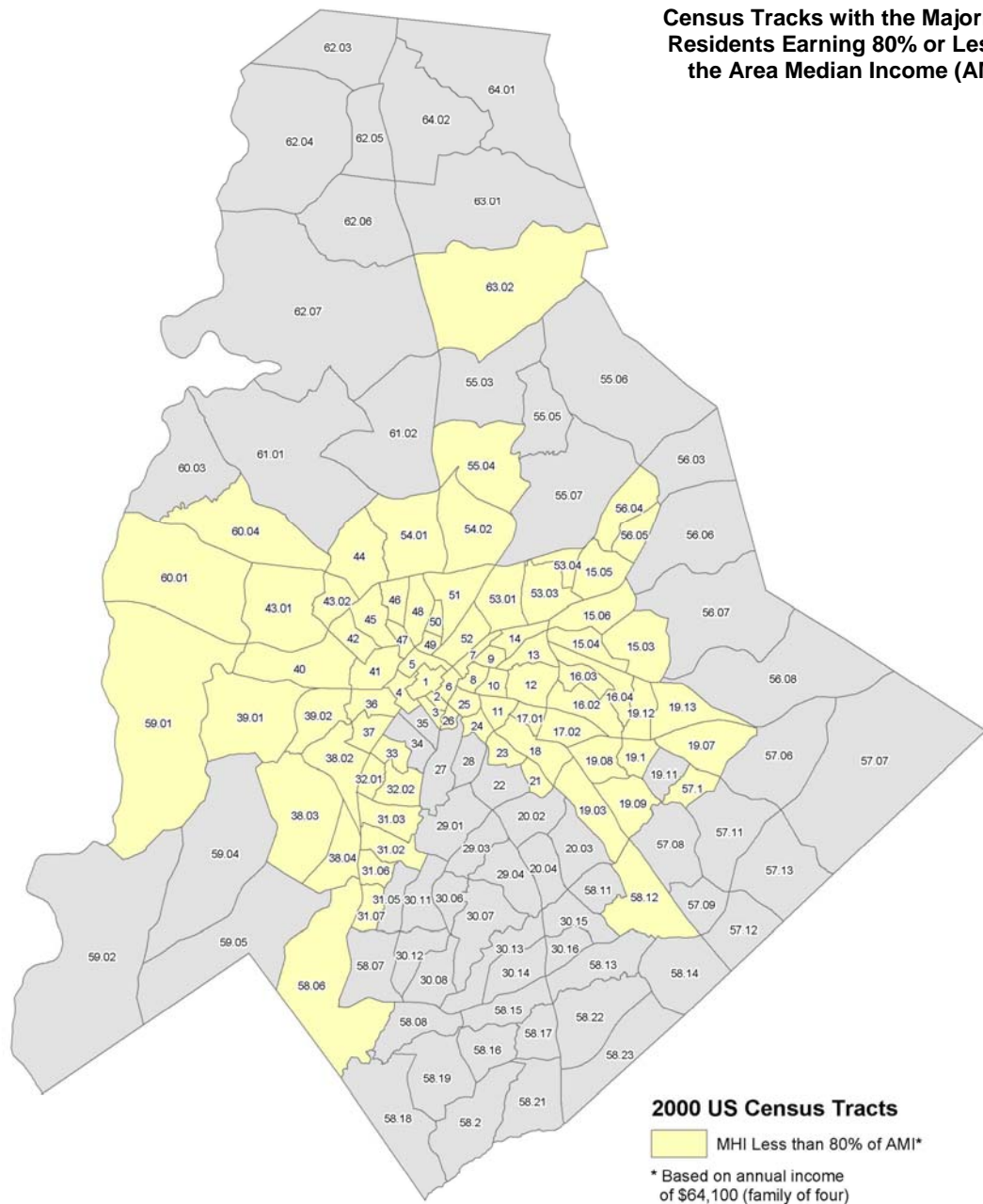
concentrations of households earning less than 80% of the area median income (AMI).

Figure 2: Household Growth by Size and Income in Mecklenburg County⁵

HOUSEHOLD CHARACTERISTICS	1996 TOTAL HOUSEHOLDS		1999 TOTAL HOUSEHOLDS		2003 TOTAL HOUSEHOLDS	
	NUMBER (232,521)	PERCENT 100%	NUMBER (251,564)	PERCENT 100%	NUMBER (294,211)	PERCENT 100%
NUMBER IN HOUSEHOLD						
One person	61,822	26.6%	63,550	25.3%	81,767	27.8%
Two persons	77,126	33.2%	83,787	33.3%	96,507	32.8%
Three persons	40,635	17.5%	43,553	17.3%	49,528	16.8%
Four persons	34,758	14.9%	40,785	16.2%	40,347	13.7%
Five persons	15,716	6.8%	16,205	6.4%	16,939	5.8%
Six or more persons	2,464	1.0%	3,683	1.5%	9,123	3.1%
HOUSEHOLD INCOME⁶						
Less than \$5,000	4,994	2.1%	4,203	1.7%	4,990	1.7%
\$5,000-\$7,499	6,119	2.6%	4,901	1.9%	4,994	1.7%
\$7,500-\$9,999	7,488	3.2%	5,331	2.1%	4,837	1.6%
\$10,000-\$12,499	7,179	3.1%	7,272	2.9%	6,126	2.1%
\$12,500-\$14,999	6,874	3.0%	6,407	2.5%	5,059	1.7%
\$15,000-\$17,499	6,456	2.8%	7,483	3.0%	6,867	2.3%
\$17,500-\$19,999	7,652	3.3%	7,873	3.1%	7,745	2.6%
\$20,000-\$24,999	14,271	6.1%	8,355	3.3%	9,542	3.2%
\$25,000-\$29,999	15,208	6.5%	15,107	6.0%	12,436	4.2%
\$30,000-\$34,999	16,311	7.0%	11,711	4.7%	18,568	6.3%
\$35,000-\$49,999	42,775	18.4%	37,913	15.1%	45,889	15.6%
\$50,000 or more	97,194	41.8%	135,007	53.7%	167,161	56.8%
\$50,000-\$74,999	NA	NA	NA	NA	60,268	20.5%
\$75,000 or more	NA	NA	NA	NA	106,893	36.3%

⁵ Source: Mecklenburg County Department of Social Services.

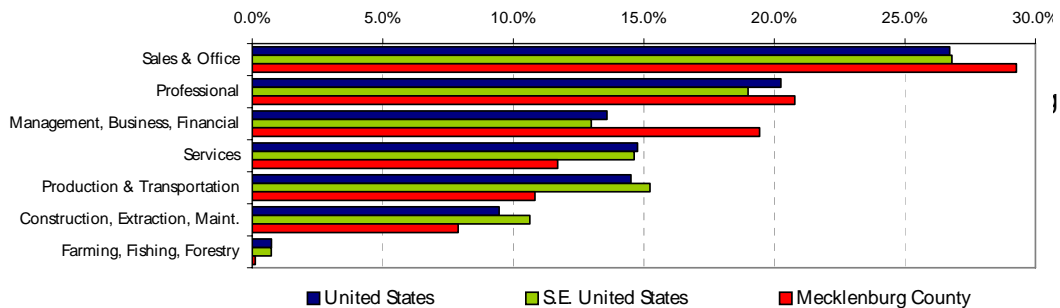
⁶ Household income has not been standardized to either 1996 dollars, 1999 dollars or 2003 dollars.



II. Economic Conditions

Despite being more negatively impacted than the overall country by the 2002 recession, the economic forecast for the Charlotte area continues to improve. Mecklenburg County gained approximately 18,000 new jobs in 2004, and unemployment was down 0.5% over the same period in 2003. **As of January 2005, the unemployment rate was 5%, with a total of 21,080 residents unemployed in the county's labor force of 425,268.**⁷ Due to Charlotte's strong financial and banking industries, the majority of future employment growth is projected in the finance, insurance and real estate sector. As shown on Figure 3 a high percentage of county residents---approximately 70%--- are currently employed in the Sales/Office, Professional, and Management-Business-Financial Fields.

Figure 3: Employment By Sector in Mecklenburg County



Mecklenburg County is generally more affluent than the United States and the majority of the Southeast, with **only 29% of Mecklenburg County households having incomes of less than \$35,000**, compared to 38% in the United States and 42% in the Southeast. Thirty-five percent (35%) of the county's households have annual incomes between \$35,000 and \$75,000, 26% have incomes between \$75,000 and \$150,000 and 9% have incomes over \$150,000.

Over the next five years, household income growth in Mecklenburg County will be very strong in the \$100,000 plus range, with the strongest in the \$125,000-\$150,000 range. Growth will be moderate in the \$35,000-\$100,000 annual income range and will be negative in the under \$35,000 range, partially due to inflation. The lowest area median incomes are located in Central and East Mecklenburg County.

III. Poverty

In 1999, 62,652 people, or 9.2% of the Mecklenburg County's total population, were living at or below the poverty level. Poverty thresholds are based on total family or individual incomes. Such thresholds for different age and size of family in Mecklenburg County are reflected in Figure 4 below. **The**

⁷ NC Employment Securities Commission, January 2005.

⁸ Per Claris, Inc.; the median area income is \$64,100.

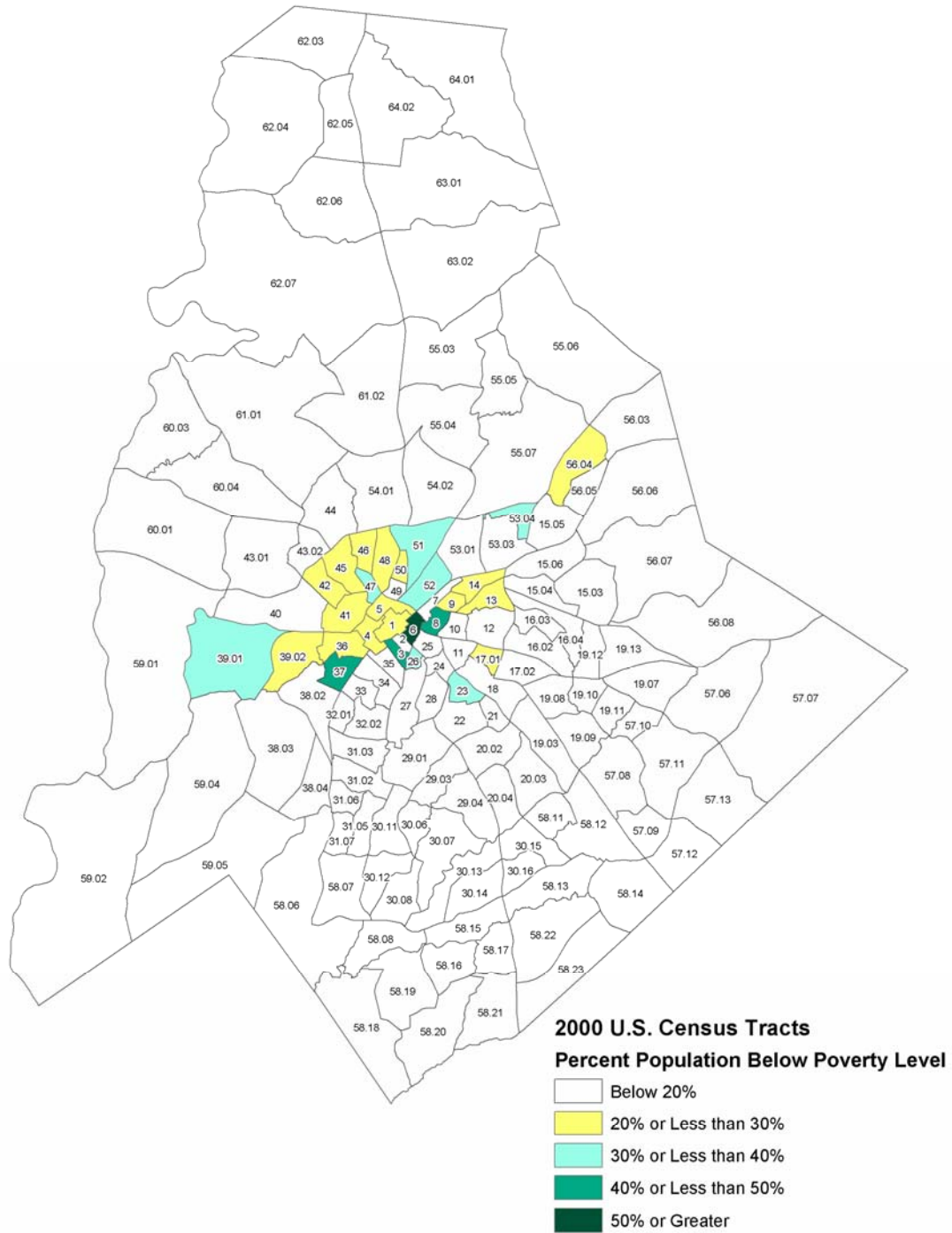
poverty threshold for a two-parent family of four in Mecklenburg County is \$18,660. For a two-person household with at least one member 65 or over, the poverty level is \$11,122.

Figure 4: Poverty Thresholds for Mecklenburg County By Age and Household Size⁹

Size of Family	Related Children Under 18 Years								
	None	One	Two	Three	Four	Five	Six	Seven	Eight +
One person (unrelated)									
Under 65 years	9,573								
65 and over	8,825								
Two persons									
Householder under 65 yrs	12,321	12,682							
Householder 65 & over	11,122	12,634							
Three persons	14,393	14,810	14,824						
Four persons	18,979	19,289	18,660	18,725					
Five persons	22,887	23,220	22,509	21,959	21,623				
Six persons	26,324	26,429	25,884	25,362	24,586	24,126			
Seven persons	30,289	30,479	29,827	29,372	28,526	27,538	26,454		
Eight persons	33,876	34,175	33,560	33,021	32,256	31,286	30,275	30,019	
Nine persons or more	40,751	40,948	40,404	39,947	39,196	38,163	37,229	36,998	35,572

Poverty in Mecklenburg County is generally concentrated in the urban core, and particularly in census tracts on the City’s Westside and northeast of the Center City. The map on page 13 identifies the census tracts in Mecklenburg County with the highest percentage of families living below the poverty line. Three census tracts had between 40 and 50% of their families living below the poverty line; these are all census tracts with a large number of public housing units.

⁹ Source: US Census Bureau

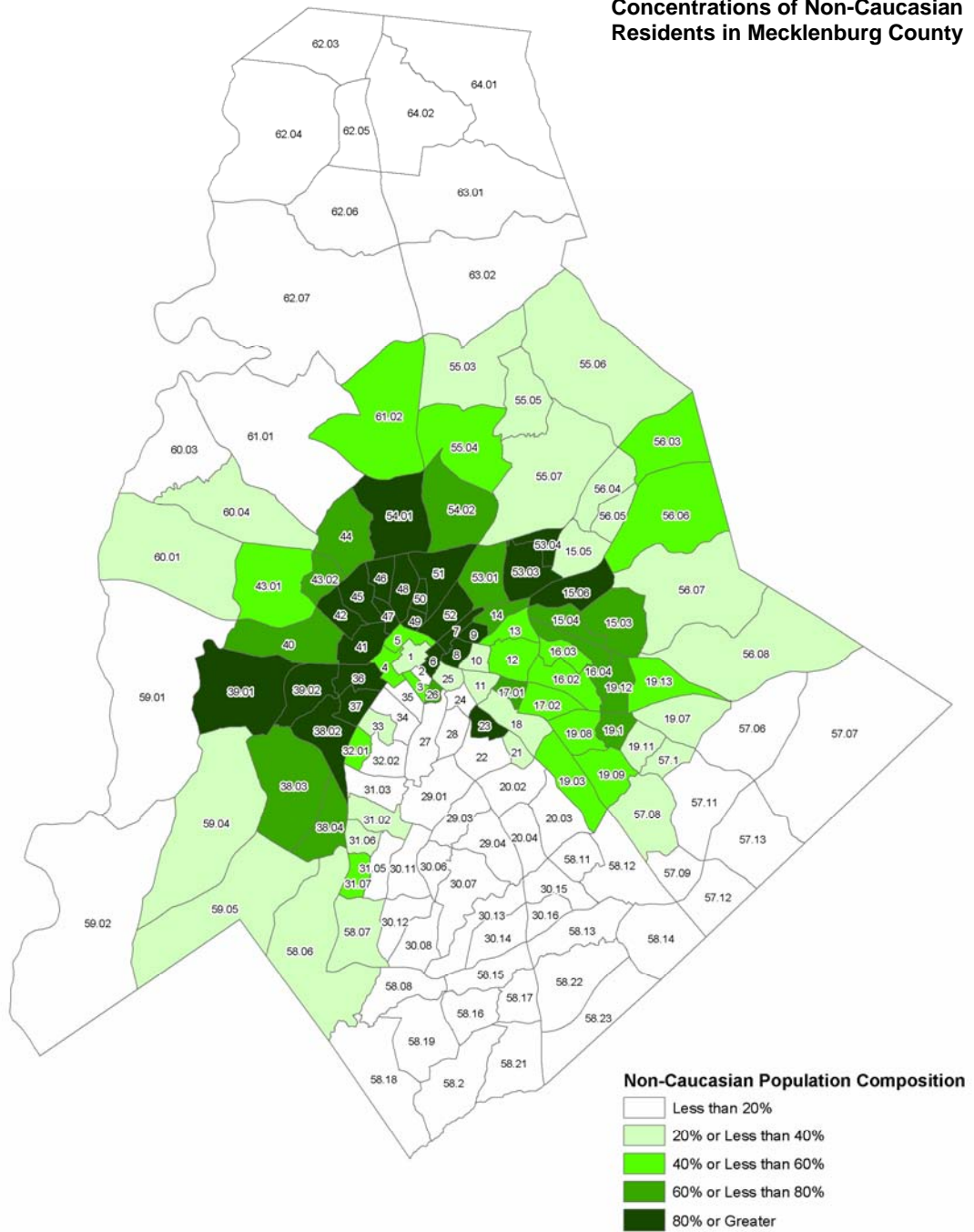


IV. Race and Ethnicity

In the 1990's, significant growth in the nonwhite population occurred in Mecklenburg County. In 1990, whites comprised approximately 71% of the total population, while blacks represented approximately 26%, Asians 1.7% and people of Hispanic/Latino origin 1.3% of the total. By 2000, whites comprised only 64% of the total population. Slight increases were seen in the black and Asian populations over the decade, but the rise in the community's Hispanic/Latino population brought the biggest demographic change, with a 570% increase, resulting in this population comprising a little over 6% of the total population. Growth in the Hispanic/Latino population continues at a fast rate. North Carolina is ranked second in all states for Hispanic/Latino growth. In Mecklenburg County, one in seven babies born is of Hispanic/Latino decent. By 2015, people of color are projected to equal the number of whites in the county.

Regarding race and poverty, blacks and Hispanics/Latinos comprise the largest percentage of population in the high poverty census tracts. **In the ten census tracts with between 30% and 50% of their population living below the poverty line, 75% of the residents are black and 16% are Hispanic/Latino.** Blacks also comprise the largest percentage (92%) of families living in public housing. The census track map on the next page shows where the largest concentrations of people of color live in Charlotte. Many of the census tracts with large concentrations are also high poverty areas.

Concentrations of Non-Caucasian Residents in Mecklenburg County



Chapter 2. Decent Affordable Housing

I. Housing Needs Assessment and Market Analysis

Understanding the specific housing needs of low wealth, priority needs households is critical to developing a realistic and responsive affordable housing strategy. As part of its consolidated planning process, the City of Charlotte retained Robert Charles Lesser and Co., LLC (RCLCo), a real estate consulting firm, to conduct a full assessment of the affordable rental and for-sale housing supply and demand in Mecklenburg County. Available demographic, economic and housing data for the Charlotte market was used to quantify the current and projected five-year housing supply and demand for priority needs households in the county. Highlights of the assessment are provided in this chapter. A copy of the full report is available through the City’s Neighborhood Development Key Business.

A. Priority Needs Housing

What Is A Priority Needs Household?

HUD requires communities to focus their consolidated plans and invest their federal resources on priority needs households, defined as follows for the CDBG program:

- **Extremely Low Income Households:** Those with gross incomes of 30% or less of the area median income.
- **Low Income Households:** Those with gross incomes between 31% and 50% of the area median income.
- **Moderate Income Households:** Those with gross incomes between 51% and 80% of the area median income.

For the HOME program, HUD varies the definition. The differences in definition between the two programs are shown in Figure 5.

Figure 5: Comparison of CDBG and HOME Income Categories¹⁰

Income Category	CDBG	HOME
0-30% of AMI	Extremely Low	Extremely Low
31-50% of AMI	Very Low	Very Low
51-80% AMI	Moderate	Low
80-120% of AMI	N/A	Moderate

HUD has also categorized priority needs households into the following household types:

¹⁰ HUD estimates indicate that the median area income for Mecklenburg County is \$64,100.

Figure 6: Categories of Household Types Categorized By HUD

Household Type	Description
Small-Related Renter Households	Households of 2 to 4 persons that include at least one person related to the household by blood, marriage, or adoption
Large-Related Renter Households	Households of 5 or more persons that include at least one person related to the household by blood, marriage, or adoption
Elderly Renter Households	Households with one or two persons in which the head of household or spouse is at least 62 years of age
All Other Renter Households	Households of one or two persons that do not meet the definition of small-related, large-related, elderly, or special needs
Owner Households	Households whose home is owner-occupied
Special Needs Households	Households with one or more person that include persons having mobility impairments, disabilities, or that require supportive services.

Knowing how many and the types of priority needs households is important in helping to determine the unmet demand for affordable housing and the priorities for the development mix needed to meet the demand.

How Many Priority Needs Households Exist in Mecklenburg County?

Figure 9 on page 20 indicates **that 154,560 households in Mecklenburg County, or 51.4% of all households, met HUD’s definition of a priority needs households in 2004.** In other words, a little over a half of the households had gross annual incomes of less than 80% of the areas median income, or \$51,280. Of the county’s priority needs households:

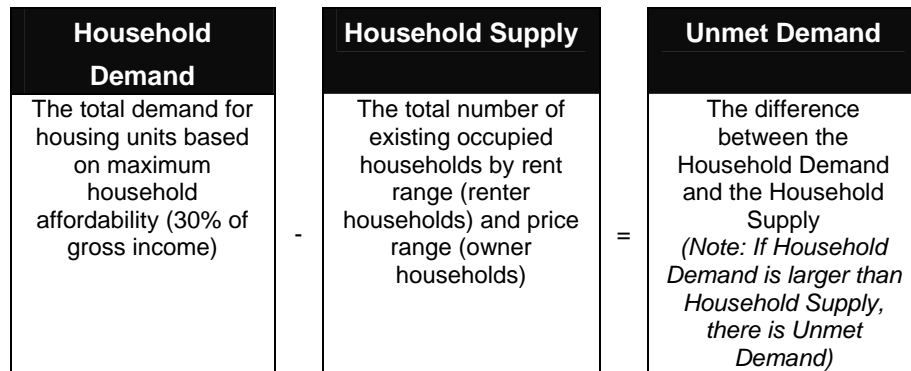
- **64,743 (42%) were non-special needs renter households** with 31% of this number considered extremely low income; 32% low income; and 37% moderate income households;
- **61,789 (40%) were non-special needs owner-occupied households,** with the majority (51%) categorized as moderate income, 28% low income and 21% extremely low income households; and
- **28,028 (18%) were special needs renter and owner-occupied households.**

Between 2004 and 2010, the total number of priority needs households is projected to grow by approximately 13%, or 23,550 households, which will amount to approximately 52% of the total number of households in the county. This will create a slight increase in the total number of households over the five-year period. Of the total anticipated five-year growth, priority needs renter households (non-special needs) will comprise 40% of the total increase over the next five years; 43% will be owner households and 17% will be special needs households. A majority of the growth will be among the elderly-renter priority

needs households, followed by small-related, large-related, and then special-needs households.

What is the Unmet Demand for Priority Needs Housing?

Figure 8 provides a summary of the unmet demand for affordable renter and owner-occupied housing for 2000 and 2004 and projected for 2010. This unmet demand was determined based on the following demand/supply calculation¹¹:



The data shows that **in 2004, a net unmet demand of 11,272 affordable housing units for priority needs households existed in Mecklenburg County**, including both renter and owner housing units.

Figure 8: Net Unmet Demand for Affordable Housing in Mecklenburg County

Year	Renter Housing Units	Owner-Occupied Housing Units	Total Housing Units
2000	(9,045)	(4,001)	(13,046)
2004	(10,178)	(1,094)	(11,272)
2010	(12,530)	(4,154)	(16,684)

¹¹ Public Use Microdata Sample (PUMS) data was used to quantify the current number of households by household type and income range with Mecklenburg County. HUD’s general affordability criteria for households (pay no more than 30% of household income for housing related costs, including rent/mortgage payments, utilities and other housing-related expenses) was used to quantify the demand for housing units by rent range for renter households and housing values for owner households. The demand was then projected through 2010 using available data sources.

Figure 9 Priority Housing Households by Household Type and Income Range in Mecklenburg County, NC

Household Type		(% Median Income)	Total Number of Households							
			2000	2004	2005	2006	2007	2008	2009	2010
Renter Households	Small Related	0-30%	6,544	7,692	7,876	8,064	8,257	8,454	8,656	8,826
		31-50%	7,189	8,392	8,523	8,657	8,793	8,931	9,071	9,443
		51-80%	10,810	11,260	11,643	12,039	12,449	12,873	13,311	13,628
	Large Related	0-30%	1,683	1,901	1,927	1,953	1,979	2,006	2,033	2,052
		31-50%	1,077	1,196	1,218	1,239	1,262	1,284	1,307	1,355
		51-80%	1,899	2,146	2,231	2,319	2,411	2,506	2,606	2,702
	Elderly	0-30%	4,144	4,978	5,192	5,416	5,650	5,894	6,148	6,389
		31-50%	2,101	2,211	2,256	2,302	2,349	2,398	2,447	2,561
		51-80%	2,120	2,225	2,328	2,436	2,548	2,666	2,790	2,893
	All Other	0-30%	4,395	5,246	5,310	5,374	5,440	5,506	5,573	5,646
		31-50%	7,523	9,182	9,302	9,424	9,547	9,672	9,799	9,978
		51-80%	8,869	8,314	8,379	8,444	8,509	8,575	8,642	8,752
Owner Households		0-30%	11,494	13,084	13,262	13,442	13,624	13,809	13,997	14,186
		31-50%	14,400	17,322	17,567	17,815	18,067	18,322	18,581	18,843
		51-80%	28,017	31,383	32,538	33,735	34,976	36,262	37,596	38,979
Special Needs Households		0-80%	24,817	28,028	28,630	29,245	29,873	30,515	31,170	31,876
Total Priority Housing Needs (Households)			137,081	154,560	158,181	161,904	165,734	169,672	173,724	178,109
Total Mecklenburg County Households			273,416	300,751	307,198	313,784	320,510	327,381	334,399	341,568
Priority Housing Share of County			50.1%	51.4%	51.5%	51.6%	51.7%	51.8%	52.0%	52.1%

Unmet Demand for Affordable Rental Housing

The large majority (90%) of the total unmet affordable housing demand in 2004 was for rental housing units. All of this unmet rental housing demand was for extremely low income households--- 73% for households earning less than \$8,000 per year (requiring a \$200 per month rental housing payment), with the remainder for those earning less than \$16,000 per year (requiring a monthly rental housing payment less than \$400). Between 2004 and 2010, the unmet demand for affordable rental households is projected to grow to 12,530 units (a 19% increase) over the next five years unless more affordable units are made available.

Geographically, **the majority of the unmet demand for rental housing units in 2004 was located in the Central Planning District.** (See map on next page for planning district boundaries.) In 2004, this district had an unmet demand for approximately 3,400 rental-housing units with rents under \$300 per month. Due largely to a high area median income and lack of affordable housing stock, the South Planning District had the second-largest share of the net unmet affordable housing demand in Mecklenburg County in 2004, with a need for an additional 2,200 rental units with rents less than \$400 per month. Figure 10 below provides a geographic breakdown of the unmet demand for affordable rental units in 2004.

Figure 10: Net Unmet Demand for Affordable Rental Units By Planning District¹² (2004)

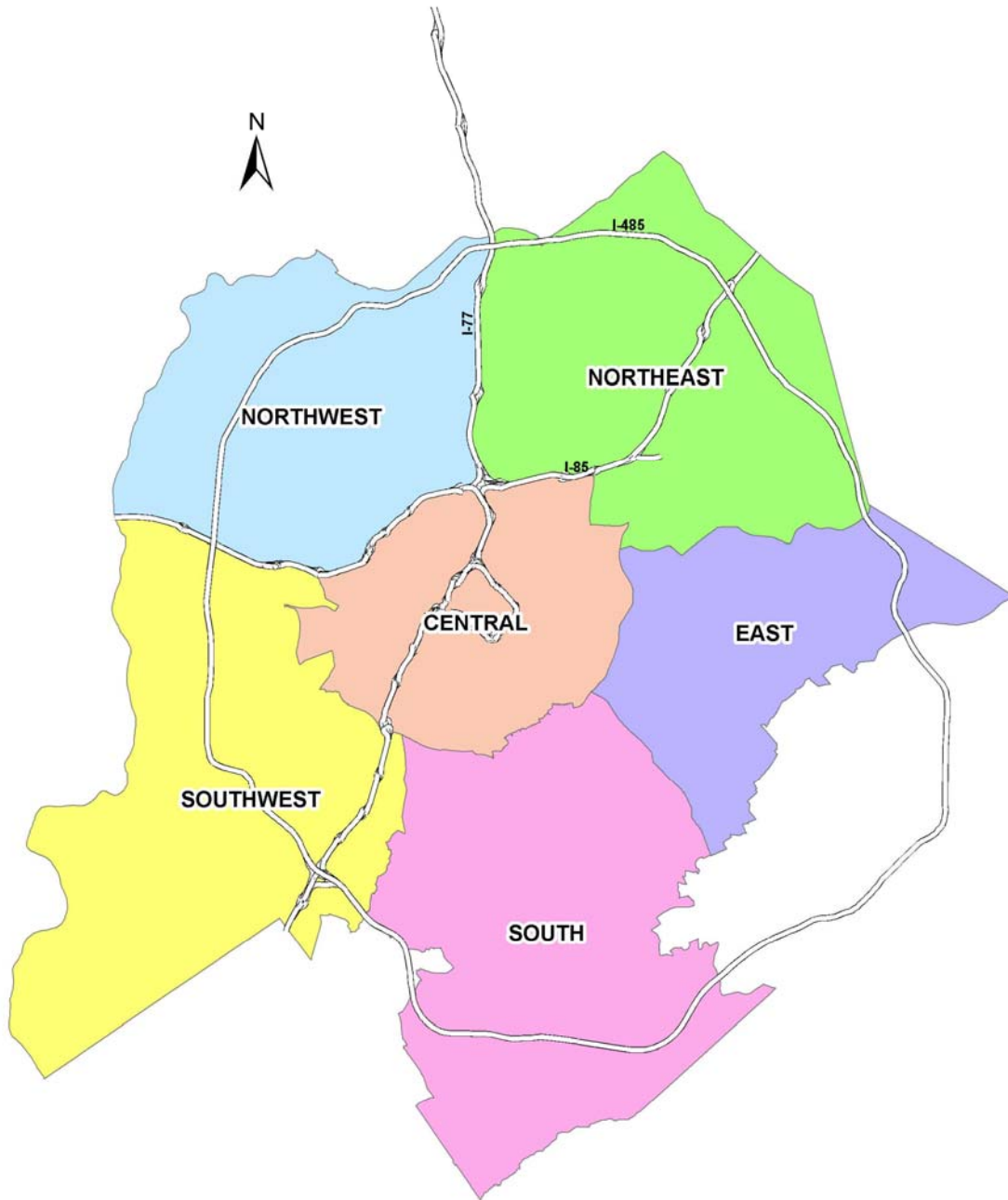
Planning District	Number of rental units	Share of total unmet need
North Planning District	(291)	3%
Northeast Planning District	(1,234)	12%
Northwest Planning District	(882)	9%
Central Planning District	(3,398)	33%
South Planning District	(2,231)	22%
East Planning District	(1,478)	15%
Southwest Planning District	(664)	7%
TOTAL	(10,178)	100%

Unmet Demand for Affordable Owner-Occupied Housing

While the unmet demand for affordable rental units increased between 2000 and 2004, the unmet demand for owner-occupied units decreased by 14%. This was due to the increased ability for more households to purchase homes as a result of lower mortgage rates over the past several years. **All of the 2004 owner-occupied unmet demand was for extremely low income households---**those earning less than \$15,000 per year (requiring a maximum \$375 per month housing payment).

¹² 2004 data; Includes only those rental housing units with rents below \$400 per month and homes valued at less than \$60,000.

Planning District Map



With rising mortgage rates anticipated over the next five years, the unmet demand for owner-occupied units is expected to increase by approximately 3,000 units by 2010. In total, there will be a projected unmet demand for approximately 1,400 homes valued at less than \$20,000, 1,600 homes valued between \$20,000 and \$40,000, and 1,100 homes valued between \$40,000 and \$60,000.

In 2004, the Central District had the largest share of the unmet demand for affordable ownership housing; however, as shown in Figure 11, the largest share of unmet demand for ownership housing (33%) will be in the South Planning District through 2010 due to rapid land appreciation and a lack of affordable homes. This will be followed by the Central and Northeast Districts, each projected to have 24% of the share of the unmet demand.

Figure 11: Net Unmet Demand for Affordable Owner-Occupied Units By Planning District¹³ (2010)

Planning District	Number of rental units	Share of total unmet need
North Planning District	(105)	3%
Northeast Planning District	(998)	24%
Northwest Planning District	(42)	1%
Central Planning District	(984)	24%
South Planning District	(1,379)	33%
East Planning District	(521)	13%
Southwest Planning District	(124)	3%
TOTAL	(4,154)	100%

B. Rental/For-Sale Housing Market Trends

Renter Households

In 2000, approximately 103,450 renter households existed in Mecklenburg County, or 38% of total households. The number of renter households in the county grew to 110,323 in 2004 and is projected to reach 122,795 by 2010.

While the number of renter households is growing at a rate of approximately 1.7% annually, the number of owner households in Mecklenburg County is projected to grow at a rate of 2.6% -- thus outpacing renter household growth. Therefore, while renter households accounted for 38% of all households in Mecklenburg County in 2000, they will account for only 36% of total households in 2010.

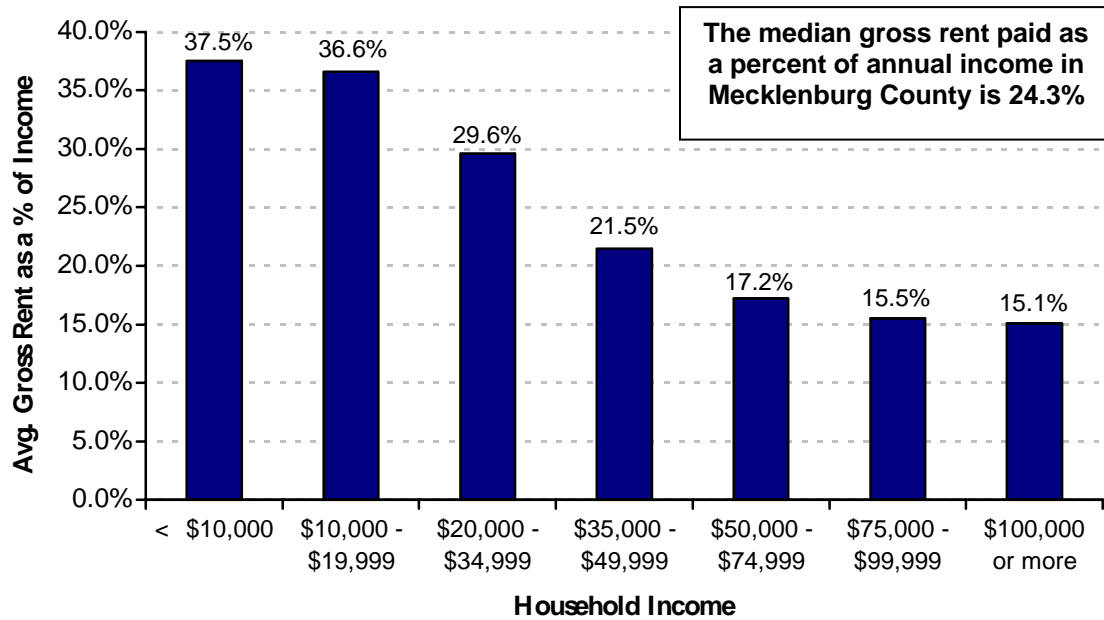
Significantly fewer Mecklenburg County renter households paid less than \$550 per month in 2000 than in the Southeast United States and the country as a whole, while 70% of Mecklenburg County renter households paid between \$550 and \$1,250 per month – compared to only 50% of renters in the United States and 45% of renters in the Southeast. However, **in 2004, approximately 17,400 Mecklenburg County renter households had an annual income less than \$15,000 (16% of all renter households), equating to an affordable monthly rent of less than \$375.** The total number of renter households earning less than \$15,000 is projected to remain stable, at approximately 17,500 households, through 2010.

¹³ 2004 data; Includes only those homes valued at less than \$60,000

Housing Cost Burden - Rental

The housing cost burden is based on HUD’s guideline that households should pay no more than 30% of their annual household income for housing expenses, including utilities. This is the standard measure of affordability. Severe burden occurs when households pay 50% or more of their gross income for housing. **Twenty-eight percent (28%) of renter households in Mecklenburg County pay more than 30% of their annual household income towards rent, and almost 16% of renter households pay in excess of 50% of their annual household income towards rent.** As shown in Figure 12, these renter households are generally those earning less than \$20,000 annual income.

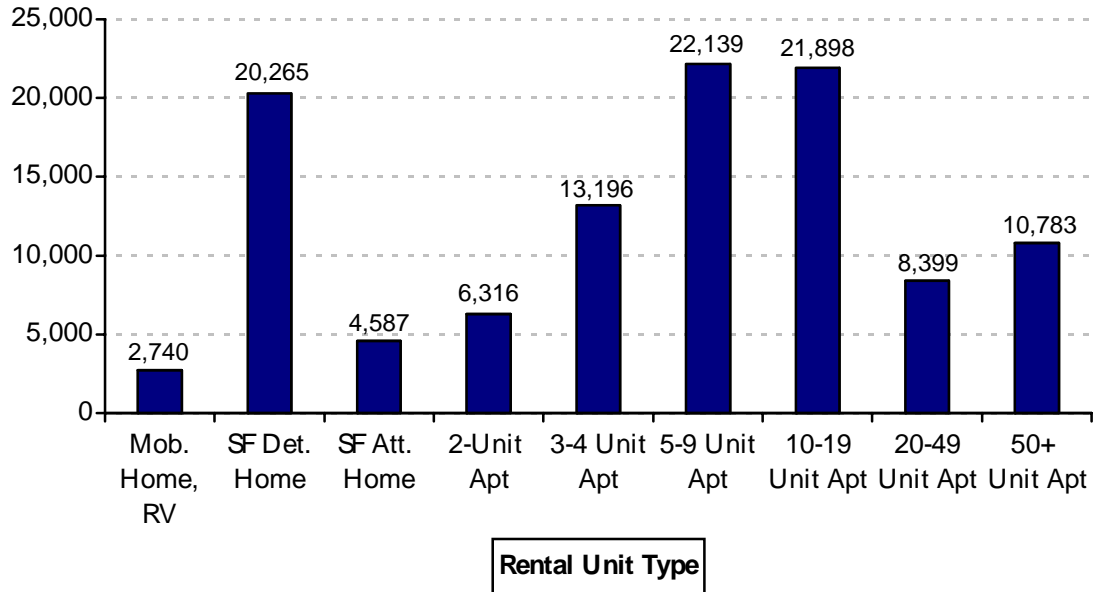
Figure 12 Average Gross Rent as a Percent of Household Income-by-Income Range in Mecklenburg County, NC -- 2000 Census Data



Approximately 75% of renters in Mecklenburg County live in an apartment complex, 18% rent a single-family detached home and the remaining 7% rent a single-family attached home, mobile home or RV. In 2004, Carolina’s Real Data Apartment Index tracked approximately 92,000 rental housing units in Mecklenburg County¹⁴, of which approximately 82,300 were occupied. Therefore, in 2004 at least 28,000 renter households in the county occupied rental units owned and/or operated by single or smaller landlords. Figure 13 shows a breakdown of the number of renters by housing type.

¹⁴ Carolina’s Real Data Apartment Index tracks apartment properties in Mecklenburg County with over 50 units, not including Section 8 Housing.

Figure 13 Number of Renter Households by Rental Unit Type / Building Size in Mecklenburg County



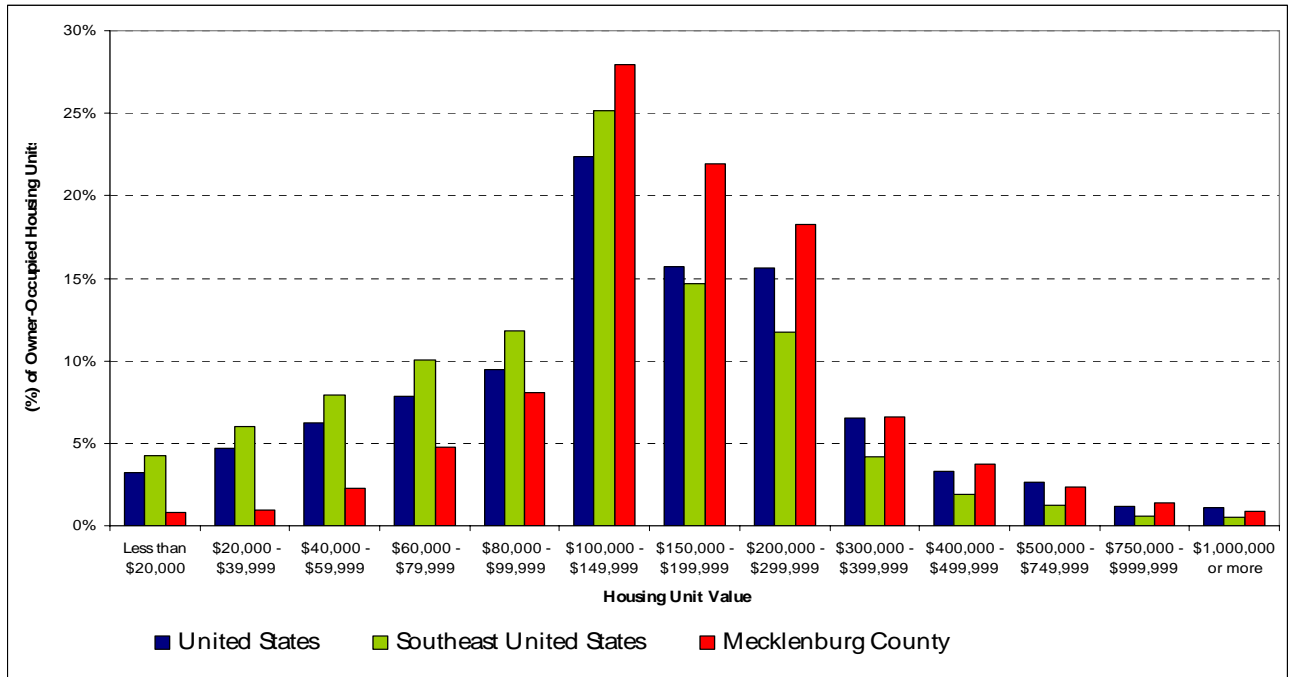
	MH RV	SFD	SFA	2-Apt	3-4Apt	5-9Apt	10-19Apt	20-49Apt	50+ Apt
Median Gross Rent Paid:	\$510	\$717	\$665	\$585	\$590	\$675	\$720	\$710	\$675

Owner Households

In 2000, approximately 170,000 owner households existed in Mecklenburg County, or 62% of the total households in the county. The number of owner households in the county grew to 190,428 in 2004 and is projected to reach 219,736 by 2010. This growth in for-sale housing demand has fueled new home growth in Mecklenburg County. However, as Mecklenburg County continues to grow, fewer undeveloped land parcels are available within the county boundaries, and outlying counties such as Union, Iredell, and York will continue to capture a larger share of Charlotte-area home sales each year. Therefore, **while building permits and new home sales in Mecklenburg County remain healthy, it will become increasingly difficult to develop and construct new affordably priced homes in the county in the coming years.**

Significantly fewer Mecklenburg County homes are valued under \$100,000 than in the Southeast region and the country as a whole, while significantly more homes are valued between \$100,000 and \$300,000. **The median housing value in Mecklenburg County was \$161,832 in 2004**, compared to \$141,249 in the United States and \$119,912 in the Southeast. Figure 14 shows this comparison.

**Figure 14: Comparison of Owner-Occupied Housing Values (2004)
US, Southeast and Mecklenburg County**



Housing Cost Burden - Ownership

Approximately 24% of owner households in Mecklenburg County pay more than 30% of their annual household income towards housing-related costs, and almost 7% of owner households pay in excess of 50% of their annual household income towards housing costs.¹⁵

The 9,200 Mecklenburg County owner households earning less than \$15,000 annual income are a large component of these households, generally paying around 70% of their gross income towards housing. Fortunately, due to projected household income growth, the number of owner households earning less than \$15,000 is projected to decrease to 8,100 in 2010, or 3.7% of all owner households.

In 2004, the average home price in Mecklenburg County was \$210,505¹⁶. Homes in the North and South Mecklenburg County areas are priced 30% and 28% higher than the county average, respectively, while homes in the Southwest, Northeast, Southeast, and Northwest Mecklenburg County areas averaged between \$161,000 and \$140,000. Southeast Mecklenburg has the greatest share of homes sold in the under-\$100,000 price range, followed closely by Central Mecklenburg. South Mecklenburg has the greatest share of homes sold in the \$350,000-plus range.

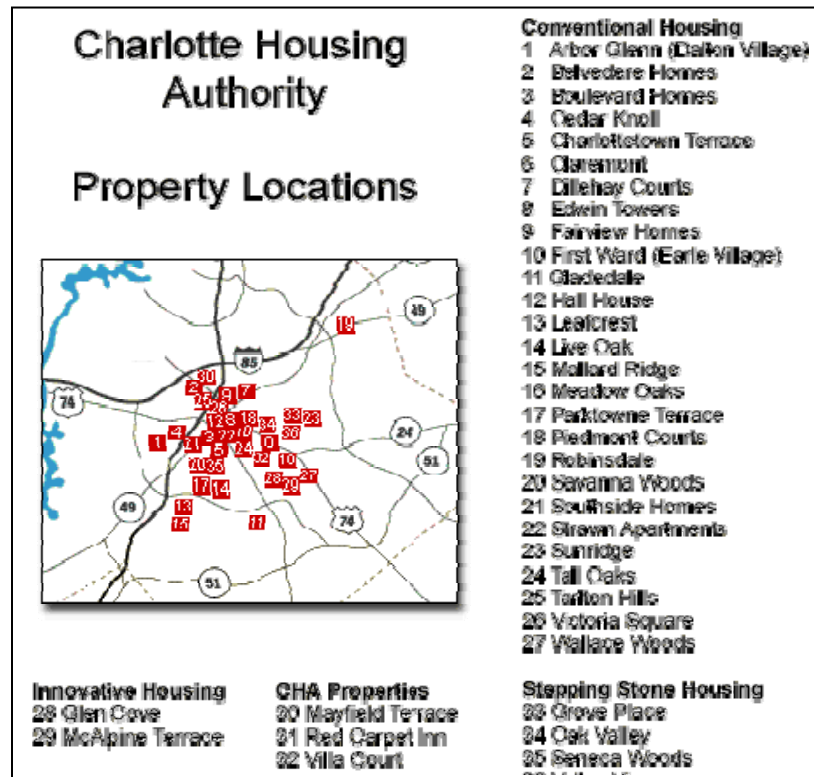
¹⁵ Source: PUMS

¹⁶ Average home price including both new and resold homes; per MORE data between 9/03 and 9/04

C. Public Housing Needs

Supply of Public Housing

Public housing is a distinct subset of the county's housing supply. It is primarily rental housing that serves households earning 30% or less of the area median income. The Charlotte Housing Authority (CHA) administers all public and Section 8 housing in Charlotte-Mecklenburg. **In total, the agency manages 3,253 units of public rental housing that are, on average, in fair to good condition.** These units are located within 36 different CHA communities throughout Charlotte as shown on the map below. CHA also currently administers 4,217 Section 8 Certificates or Voucher, which provide over \$20 million in housing assistance to private landlords. The average household size for both public housing and Section 8 housing is three people. On average, 600 units of public housing turn over each year, and 300 Section 8 vouchers turn over annually.



In the last fifteen years, CHA received four HOPE VI awards from HUD totaling more than \$121 million. The purpose of HOPE IV is to revitalize old, obsolete housing communities by demolishing the existing units and revitalizing the sites with mixed income housing. Public rental housing and limited homeowner units are integrated amongst market rate rental and home ownership units. The HOPE IV projects also include the development of off-site replacement housing for current public housing residents to avoid or lessen the concentration of poverty within any one area, as well as provision of supportive services to increase the economic self-sufficiency of public house residents. All but the Piedmont Courts HOPE VI projects have been, or soon will be completed. The revitalization of Piedmont Courts will occur over the next five years. Figure 15 highlights information on the HOPE VI projects.

Figure 15: HOPE VI Projects in Charlotte

Year Awarded	Amount of Award	Community	Total Units Planned	Total Completed
1993	\$42 million	First Ward Place (Formerly Earle Village)	500	500
1996	\$24.5 million	Arbor Glen (Formerly Dalton Village)	194	194
1998	\$34.7 million	The Park at Oaklawn (Formerly Fairview Homes)	335	178
2004	\$20 million	Piedmont Courts	770	0

Unmet Demand for Public Housing

The need for public housing and Section 8 vouchers far outweighs the supply of units and vouchers available in Charlotte-Mecklenburg. **The Five-Year CHA Public Housing Plan, submitted to HUD in early 2005, revealed that 3,406 families were on the waiting list for a public housing unit and 825 families were on the Section 8 waiting list, for a total of 4,231 families.** The majority of families on the list--96%--earned 30% or less of the median income.

Approximately 63% were families with children, 9% elderly and 16% families with disabilities. Figure 16 provides a breakdown of information on CHA's waiting list.

Figure 16: Housing Needs of Families on CHA Public Housing and Section 8 Voucher Waiting List (February 2005)

	On Waiting List for Public Housing			On Waiting List for Section 8 Housing Voucher		
	# of Families	% of Total Families	Annual Turnover	# of Families	% of Total Families	Annual Turnover
Waiting list total	3,406		1,126	825		250
Extremely low income <=30% AMI	3,276	96.18%		N/A	N/A	
Very low income (>30% but <=50% AMI)	87	2.54%		N/A	N/A	
Low income (>50% but <80% AMI)	43	1.27%		N/A	N/A	
Families with children	2,138	62.77%		825	100%	
Elderly families	290	8.51%		5	0%	
Families with Disabilities	535	15.71%		8	1%	
Race/ethnicity (White)	208	6.11%		5	0%	
Race/ethnicity (Black)	3,143	92.28%		819	99%	
Race/ethnicity (Asian)	17	0.38%		0	0%	
Race/ethnicity (Pacific Islander) American Indian	38	1.12%		1	0%	
Characteristics by Bedroom Size						
1BR	1,268	31.23%	586	344	17.48%	150
2 BR	1,129	33.15%	336	171	23.84%	200
3 BR	646	18.97%	290	12	1.67%	175
4 BR	347	10.19%	86	158	22.0%	50
5 BR	16	.47%	89	32	4.46%	25
5+ BR	N/A	N/A	N/A	N/A	N/A	N/A

504 Housing Needs and Transition Plan

In May 2005 the CHA will be conducting a new 504 Housing Needs and Transition Plan survey of its existing residents and will be analyzing the waiting list to determine current housing needs for families with disabilities. The previous 504 Plan was completed in 1990 and is out of date. In the meantime, as part of CHA’s efforts to accommodate residents with disabilities, it is converting a minimum of 5% of the total dwelling units to meet American Disability Act compliance during major renovation projects. Additionally, a written policy governs the process of handling resident’s special accommodation requests and the goal for completion is within 24 hours.

D. Special Needs (Non-Homeless) Housing

Elderly Housing

According to the 2000 Census, 84,444 people over the age of 60 reside in Mecklenburg County, comprising 12% of the county’s population. Of this total, approximately 8.5% were living in poverty. A 2002 survey of older adults conducted by Mecklenburg County revealed that:

- Almost 26% of older adults spent 30% or more of their income on housing; this rose to 45.9% if their income was under \$20,000 annually
- 34,000 seniors, or 43% of the total older adult population, can be considered as either “at risk” (32,713 people) or “frail” (2,179 people).

It is clear that the elderly will comprise a much larger percentage of the total county population as the baby boom generation ages. The Mecklenburg County Status of Seniors Report (2003) indicates that by 2015, 115,000 elderly people will be residing in Mecklenburg County, a 43% increase from 2000.

Figure 9 on page 20 shows that **a total of 9,414 priority needs elderly households existed in Mecklenburg County.** By 2010, this number is projected to grow to 6,389, a 22% increase in just six years. Figure 17 below identifies the number of priority need elderly rental households in Mecklenburg County for 2000, 2004 and projected for 2010. **The greatest single need is for rental housing for elderly households making 0-30% of the area median income.** And of the total number of elderly priority needs rental households, the majority are in the extremely low-income category (having a gross annual income of less than \$9,999.) Figure 18 on the following page identifies the housing affordability for the priority needs elderly population in 2004.

Figure 17: # of Priority Needs Elderly Rental Households in Mecklenburg County*

Priority Needs Income Range	2000	2004 (Estimated)	2010 (Projected)
0-30% of AMI	4,144	4,978	6,389
31-50% of AMI	2,101	2,211	2,561
51-80% of AMI	2,120	2,225	2,893
TOTAL	10,365	9,414	11,843

* Elderly households are those with one or two head of households 62 or older

Figure 18: Housing Affordability for Elderly Renter Households*

	Gross Income Range	(%) Income Towards Housing	Affordable Monthly Housing Cost	# of Elderly Renter Households 2004	% of Total Renter Households in County
0-30% of AMI	<\$9,000	30%	<\$250	3,174	31.5%
31-50% of AMI	\$10,000 - \$14,999	30%	\$250 - \$375	804	8.0%
	\$15,000 - \$19,999	30%	\$375 - \$500	1,190	11.8%
	\$20,000 - \$24,999	30%	\$500 - \$625	1,028	10.2%
	\$25,000 - \$29,999	30%	\$625 - \$750	722	7.2%
51-80% of AMI	\$30,000 - \$34,999	30%	\$750 - \$875	646	6.4%
	\$35,000 - \$39,999	30%	\$875 - \$1,000	685	6.8%
	\$40,000 - \$44,999	30%	\$1,000 - \$1,125	797	7.9%
	\$45,000 - \$49,999	30%	\$1,125 - \$1,250	286	2.8%
TOTAL RENTER HOUSEHOLDS				9,332	

Charlotte Housing Authority is the largest provider of affordable rental housing for Charlotte-Mecklenburg's priority needs elderly population. Six of CHA's communities are targeted to the elderly. However, the need for publicly assisted housing for the elderly far exceeds the supply. In its Five-Year Strategic Plan, CHA indicated that 280 elderly families (those with one or two heads of households that are 62 or older) are on the waiting list for public and Section 8 Housing. The agency further reports that a total of 2,073 elderly people are in need of publicly assisted housing.

Non-Elderly Special Needs Population

For the purposes of the Consolidated Plan, the special needs population includes individuals having mobility impairments, disabilities or that require supportive services. Typically, this population has severe or persistent mental illness, developmental and/or physical disabilities, HIV/AIDS and/or chronic substance abuse addiction. The information below addresses the overall housing need for this population and specific needs for special needs groups in Mecklenburg County.

Needs Assessment Data

According to the Needs Assessment prepared by RCLCO, an estimated 28,028 non-elderly special needs households (renter and owner) who have annual incomes of 80% or less of the area median income existed in Mecklenburg County in 2004. Figure 19 provides counts for this population for 2000, 2004 and projected for 2010. Between 2000 and 2004, the number of special population individuals increased by 21.5%, with a 12% increase projected between 2004 and 2010.

Figure 19: # of Priority Need Special Needs Population Households

Priority Needs Income Range	2000	2004 (Estimated)	2010 (Projected)
0-80% of AMI	24,817	28,028	31,876

Figure 20 below breaks down the number of special needs households by income category. Special needs renter households having annual gross incomes of \$9,000 or less comprise 15.4% of all renter households in the county.

Figure 20: Housing Affordability for Special Needs Renter Households*

	Gross Income Range	(%) Income Towards Housing	Affordable Monthly Housing Cost	# of Special Needs Renter Households 2004	% of Total Renter Households in County
0-30% of AMI	<\$9,000	30%	<\$250	2,541	15.4%
31-50% of AMI	\$10,000 - \$14,999	30%	\$250 - \$375	1,119	6.8%
	\$15,000 - \$19,999	30%	\$375 - \$500	1,407	8.6%
	\$20,000 - \$24,999	30%	\$500 - \$625	1,136	6.9%
	\$25,000 - \$29,999	30%	\$625 - \$750	1,363	8.3%
51-80% of AMI	\$30,000 - \$34,999	30%	\$750 - \$875	1,179	7.2%
	\$35,000 - \$39,999	30%	\$875 - \$1,000	1,128	6.9%
	\$40,000 - \$44,999	30%	\$1,000 - \$1,125	1,213	7.4%
	\$45,000 - \$49,999	30%	\$1,125 - \$1,250	542	3.3%
TOTAL RENTER HOUSEHOLDS				11,628	

Residents with HIV/AIDS

The Regional HIV/AIDS Consortium, which coordinates HIV/AIDS resources for the 13-county Charlotte region, reports that at the end of 2004, 3,129 people were living with HIV/AIDS in Mecklenburg County. The Consortium reports the following about its 2004 caseload of 1,168 individuals, which represents a little over a third of all reported individuals with HIV/AIDS:

- The majority (67%) are male
- 57% are between the ages of 25 and 44 and 37% are 45-64
- 69% are African American, 27% white and 3% Hispanic/Latino
- 55% have no insurance and 37% have private insurance, Medicare or Medicaid
- 79% live in permanent housing, 16% are homeless, .6% live in an institution and a little over 4% live in other or unknown housing

In 2002, the Consortium prepared an assessment of need using a variety of surveying tools. The following are the key housing-related findings from the survey response:

- The majority of individuals with HIV/AIDS live in rental housing
- 48% of respondents indicated they have some problem paying for their current place of residence
- 28% of respondents receive some type of rental assistance, with Section 8 the most common
- A little over a third indicated they need to obtain their own housing. The reasons most often given were that present housing is unaffordable (26%); present housing is too crowded (26%), and the need to be closer to public transportation (24%). Insufficient income (82%) and poor credit (52%) were most often cited as barriers to obtaining their own housing. Sixty-eight percent (68%) said that if they decided to move, they **would** choose to live alone. The factors cited as being the most important in deciding where to live include: proximity to medical care (57%), being near family and friends (54%), close to shopping (49%) and access to public transportation (46%).

- Most respondents (88%) reported that they have never experienced discrimination in housing.
- A quarter of respondents have been homeless in the last three years. The reasons most often cited were that family/friends made them move (37%), they were evicted (26%) or they were newly released from prison (26%).

The Regional HIV/AIDS Consortium estimates an unmet housing need of 900 units for people living with HIV/AIDS. A total of 76 housing units, hospice beds and housing vouchers are currently dedicated to people living with HIV/AIDS in Mecklenburg County, including the following:

- The Havens---25 unit apartment complex'
- Houses of Mercy, Inc. – 6 units in an end stage facility
- Hospice House – 2 units
- McCleod Addictive Treatment Center – 13 set-aside units for substance abuse treatment
- House of Grace – 14 transitional units
- Hope Haven --- 4 set-aside units
- Society for a Second Chance -- 4 transitional units
- 12 tenant-based vouchers

Residents with Mental Health, Substance Abuse and Developmental Disabilities

The Mecklenburg County Area Mental Health (AMH) Department is charged with providing services for residents who have a mental illness, a chronic substance abuse addiction and/or have developmental disabilities. In FY2004, the agency served a total of 27,203 individuals. Of this total:

- 48% were people with mental illness, 24% with substance abuse addiction and 6% with a developmental disability.
- The largest numbers of adults served (20%) were people between the ages of 35 and 44, closely followed by individuals in the 25 to 34-age range (18%).
- African Americans comprised the largest number (54%) of consumers served by Area Mental Health (54%); 33% were white, 6.5% Hispanic/Latino, 3.1% Asian and 1.4% other ethnicity.

Assisting its consumers find housing, often combined with appropriate support services, is a major challenge for AMH. The major source of assistance is through HUD's Shelter Plus Care Program. Area Mental Health has received \$950,000 through this program that provides a total of 128 housing vouchers. This includes 74 vouchers for people with mental illness, 15 for people with chronic substance abuse addiction, 36 with HIV/AIDS and three with other disabilities.

In addition, AMH operates five HUD 811 group homes housing 30 individuals with disabilities, five HUD 811 Supervised/Supported Apartment facilities serving

50 individuals and 29 tax credit units for disabled residents. As of April 2005, there were 67 people on the waiting list for Shelter Plus Care housing and approximately 25 for other housing. Area Mental Health estimates an unmet need of 796 units for people with mental, addiction or developmental disabilities.

II. Five-Year Affordable Housing Strategy

GOAL: Increase the supply of and access to decent affordable housing for the community's lowest income households, including households with special needs.

A. Affordable Housing Priorities

The Housing Needs Assessment shows that extremely low income households, particularly renter households, clearly have the greatest unmet need for affordable housing. With a dearth of affordable units available to them and as rental and homeownership costs rise across the county, an increasing number of low wage earning households, or those on a fixed income, are spending larger percentages of their income on their housing and have fewer funds available for food, clothing, transportation and other living costs. For many families, the only affordable housing option is to live in a substandard unit. And unfortunately, an increasing number of individuals and families in Charlotte-Mecklenburg are doubling and tripling up with other households or becoming homeless because they cannot find **any** housing they can afford.

Ideally, over the next five years, Charlotte would be positioned to eliminate or dramatically reduce the gap or unmet need in housing for extremely low income households. However, because the only way new affordable housing for households earning 30% or less of the median income will be provided is through government subsidy and/or financing, **it will not be possible to meet the unmet demand unless significant new public resources are brought to the table.**

Private sector developers cannot build housing for this population without government support, as they cannot realize a reasonable return on their investment. Low income renter households cannot afford rents that will cover the cost of developing and managing new rental units. And there simply are not enough public funds available or projected over the next several years to make up the difference. Non-profit housing developers are also challenged to build housing for the lowest income households, and generally require government financing or subsidies to successfully launch affordable housing projects.

Faced with the reality of limited federal and local government resources for housing, Charlotte has been challenged to create a comprehensive, affordable housing program to meet the demands of priority needs households along the entire housing continuum---rental, ownership, special needs, supportive housing, etc. While the large unmet need for rental housing for extremely low income households might suggest that all resources should be devoted to addressing this gap, resources must also be devoted to addressing the housing needs of low and moderate income households that have cost burdens and other housing problems to ensure the housing continuum is intact and flowing. This includes enabling more homeownership among these income groups, which the City has determined is important for stabilizing families and neighborhoods. It also includes preserving the existing affordable housing stock, which is key for neighborhood revitalization.

Providing access to decent, affordable housing, particularly rental housing, for extremely low income households is clearly the top affordable housing priority.

However, if all public resources were devoted to meeting only the needs of the lowest income renter households, the housing crisis would multiply and deepen in the long-run, as an increasing number of low and moderate income households would face housing issues and challenges. It would also limit opportunities to maximize the City's leveraging abilities on multiple projects, because providing housing for households earning 30% or less of the median income requires a much higher percentage of government subsidies to make projects work than housing for low and moderate income households.

Therefore, to meet the needs of households along the entire housing continuum, the City has identified the following as its top priorities for using CDBG, HOME and other public funds between 2006 and 2010 for affordable housing.

Top Priorities

1. **Extremely low- and low-income renter house-holds**, including Elderly households, Small house-holds and Large households with cost burdens, severe cost burdens and substandard conditions
2. **Extremely low- and low-income owner households**, including Elderly and Non-Elderly, with substandard housing and cost burdens
3. **Moderate-income renter households and owner households** with cost burdens, and other housing problems, including Elderly, Small and Large renters, and Elderly and Non-Elderly owners

Addressing the needs of extremely low, low and moderate-income owner households with issues of overcrowding only will be a lower priority for the City, and funds will be used to serve these households as they are made available.

B. Affordable Housing Partners

Addressing the housing needs of Charlotte-Mecklenburg's priority households will require the joint effort of the community's key affordable housing partners. These partners include:

- **City of Charlotte Neighborhood Development Key Business**, which provides housing services to Charlotte's neighborhoods, including financing for all housing, coordinating affordable housing planning, relocating displaced families, assisting families with counseling and housing subsidies and administration of federal and local funding programs.
- **Charlotte Housing Authority (CHA)**, Charlotte-Mecklenburg's public housing agency administering the conventional public housing program, Section 8 Housing Assistance Program, CHA Properties, Inc., public-private housing developments, the Family Transition Program and the Urban Revitalization (HOPE VI) Program.
- **Charlotte-Mecklenburg Housing Partnership, Inc.**, a private no-profit housing development and finance corporation that helps finance and/or build or renovate rental and homeownership housing for low and moderate income families, as well as provide housing counseling and other housing support services.

- **Habitat for Humanity**, a non-profit organization that works with organizations and individuals in the community to build homeownership housing for low-moderate income families.
- **The Housing Trust Fund (HTF)**, established by Charlotte City Council in 2001 to provide financing for affordable housing in the Charlotte community; the HTF is managed by the City of Charlotte Neighborhood Development Department.
- **Charlotte-Mecklenburg Regional Housing Consortium**, formed in 2000 to entitle five of Mecklenburg County's towns to receive federal HOME funds for housing projects in their communities. The City of Charlotte oversees the Consortium on behalf of the towns of Matthews, Mint Hill, Cornelius, Huntersville and Pineville.
- **Community Development Corporations (CDCs)**, non-profit community-based organizations that focus on housing and other neighborhood revitalization efforts in low to moderate income neighborhoods; six CDCs that are also Certified Housing Development Organizations (CHDOs) currently operating in Charlotte.
- **A Way Home**, the Mecklenburg Council on Homelessness, which is spearheading development of the Ten Year Plan to End Homelessness and helping to identify affordable housing solutions for homeless individuals and families.
- **Social Serve.com**, which is providing an efficient web-based link to sources of rental housing available in the community.
- **Private sector developers and local lending institutions** that build and provide financing for affordable housing projects also play a role in providing affordable housing. However, because of the negative profit margin often associated with producing low-income housing, private sector builders generally must partner with government or non-profit organizations to provide the equity that will allow them to meet their bottom-line costs.

C. Key Housing Strategies and Targets

To provide more decent, affordable housing for priority needs households in Charlotte, four key housing strategies will be pursued over the next five years:

KEY AFFORDABLE HOUSING STRATEGIES

1. Preserve and rehabilitate the existing housing stock
2. Develop **new** affordable housing, particularly rental housing
3. Expand options for special needs populations
4. Reduce barriers to developing, accessing and retaining housing

A summary breakdown of the five-year targets for rehabilitated and new housing for both rental and homeowner units is provided in Figure 21 below. It shows that **over the next five years, a total of 5,000 rehabilitated or new affordable units are targeted in Charlotte, with 47% of the total units for extremely low income households, 35% for low income households and 18% for moderate income households.** These percentages are consistent with the housing priorities described earlier for ensuring that needs along the entire affordable housing continuum are addressed. The projected cost to meet this target will be approximately \$119.5 million. CBDG and HOME dollars will be used to fund approximately \$20 million of this total (17%), with the remainder funded locally.

Figure 21: Units Targeted for Rehabilitation and New Construction 2006-2010

	Preservation-Rehabilitation	New Construction	Total	≤30% AMI	30% - 50% AMI	51% - 80% AMI	Total
RENTAL	2,500	2,500	5,000	2,327	1,748	925	5,000
Large Related	225	225	450	405	45	0	450
Small Related	1,000	1,000	2,000	200	1,000	800	2,000
Elderly	625	625	1,250	812	313	125	1,250
Special Needs	650	650	1,300	910	390	0	1,300
OWNERSHIP	50	750	800	N.A	500	300	800
TOTAL	2,550	3,250	5,800	2,327	2,248	1,225	

Important to underscore again, these targets do not adequately address the unmet need for affordable housing units in Charlotte-Mecklenburg. In effect, they will only address approximately 20% of the unmet need. These are conservative, realistic targets based on the assumptions that: 1) federal funds will remain the same, or may even decline as a result of program cuts, and 2) local funds will remain somewhat constant over the next five years through the Housing Trust Fund. If additional sources of funding are identified, a higher percentage of the unmet need could then be met.

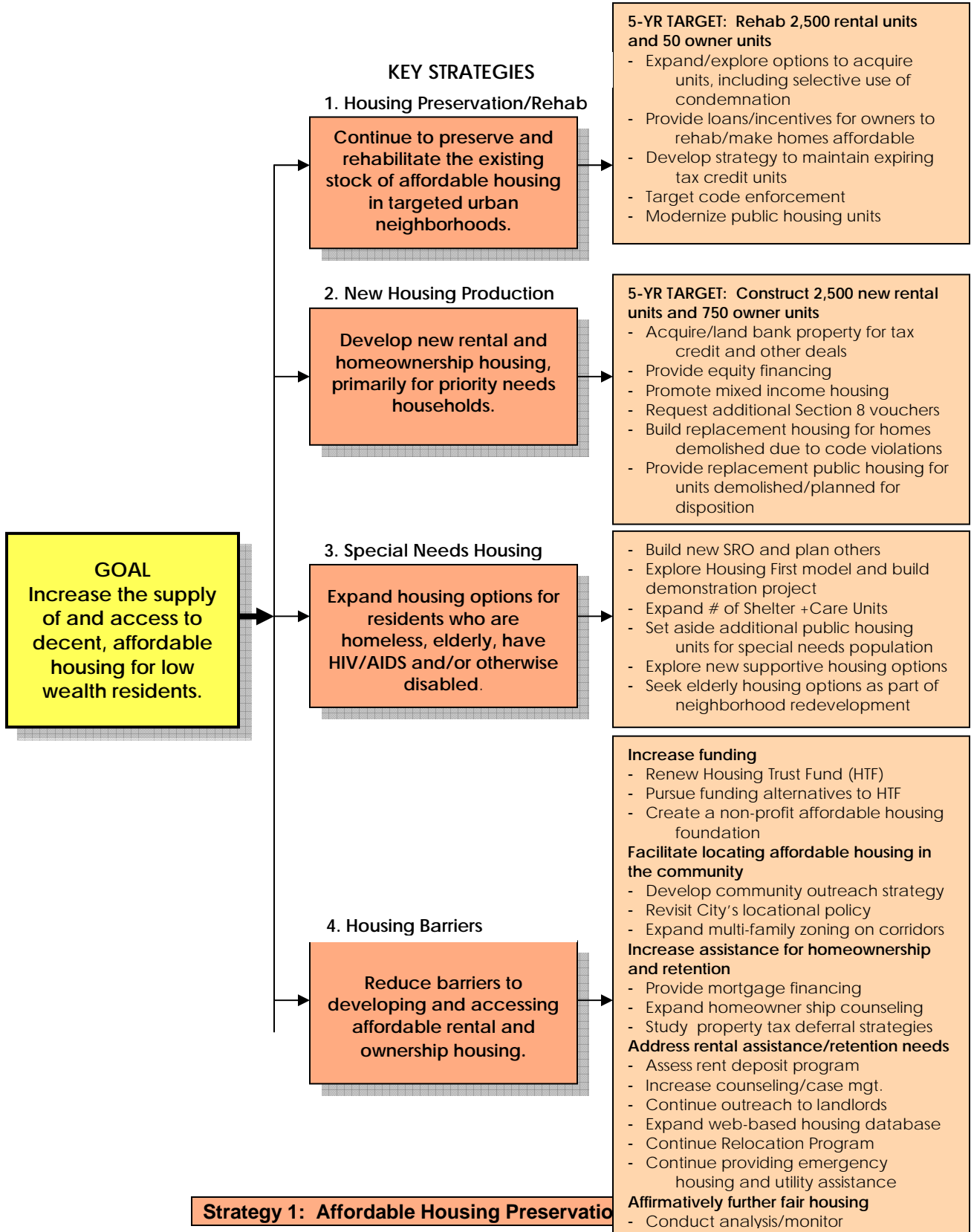
The diagram on the next page illustrates the overall affordable housing strategy plan, including activities/actions planned between 2006 and 2010. More detail on the strategies and activities follows. **The housing strategy outlined in this plan supports and enhances the City’s targeted neighborhood revitalization and economic development goals and strategies.** Housing is integrally connected to both. Affordable housing contributes to household and neighborhood security and stability. It also is a needed component in development of commercial services and businesses.

The affordable housing strategy also supports the guiding principle of de-concentrating poverty by encouraging the development of economically sustainable mixed-income developments and neighborhoods whenever possible.

This too is a way of supporting the neighborhood revitalization and economic development goals and strategies described later in this plan.

AFFORDABLE HOUSING STRATEGY

ACTIONS/ACTIVITIES



Preserving and rehabilitating older homes, particularly those located in challenged and transitioning neighborhoods, is a key strategy for providing decent, affordable housing for Charlotte’s priority need residents. Through rehabilitation, rental units that are vacant and/or uninhabitable can be occupied. Deteriorated homes that are owned and occupied by extremely low or low-income residents can receive the necessary repairs and maintenance needed to keep them viable. Housing preservation and rehabilitation are also vital for neighborhood revitalization. Over the next five years, 2,550 units are targeted for preservation/rehabilitation.

2006-2010 Strategy for Affordable Housing Preservation/Rehabilitation

Activity/Action	Explanation
<p>1-a. Loans/Incentives for Homeowner Rehab: Provide low-interest loans to low and moderate-income homeowners to undertake needed home rehabilitation.</p>	<p>The City’s Homeownership Rehabilitation Program provides such financing. The program seeks to correct code and incipient violations (items in a house that will need to be repaired or replaced in 2 to 3 years) and make general property improvements. Loan payments cannot exceed 30% of homeowner’s gross income.</p>
<p>1-b. Expiring Tax Credit Properties: Develop a strategy to maintain expiring tax credit properties to keep them available for priority needs households.</p>	<p>Many units developed with low-income tax credits between 1988 and 1991 will soon be eligible for conversion to market rate housing. Most will need recapitalization that may well force them out of affordability. Properties in markets where market rents have significantly outpaced the measured hikes allowed with tax credits are particularly threatened, as owners eye potential income gains. While many projects have provisions granting nonprofit organizations or public agencies the right of first refusal to purchase the buildings at expiration, these organizations will often be hard-pressed to find the funds to purchase and maintain the buildings. The main challenge is recapitalizing the projects that no longer generate tax credits.</p>
<p>1-c. Targeted Housing Code Enforcement: Concentrate enforcement of the City’s Housing Code in targeted and other distressed neighborhoods.</p>	<p>The City enforces the housing code and, while providing enforcement services throughout the community, targets enforcement in priority urban neighborhoods. Through the code enforcement services, inspections of homes are made and, when in violation, property owners are required to bring their structures in compliance. In situations where property owners cannot afford to repair their homes and meet certain income criteria, the City will often use rehabilitation funds to assist them. When deterioration is such that demolition is required, the City may assist the residents in relocating to other appropriate housing through the City’s Housing Relocation Program.</p>
<p>1-d. Renovation of Public Housing: Renovate/modernize old public housing units as funds are available.</p>	<p>CHA renovates and modernizes old public housing units as funds are available. CHA’s Five-Year Strategic Plan has identified 1,301 public housing rental units in the following CHA communities to be renovated/modernized between 2006-2010:</p> <ul style="list-style-type: none"> - Southside Homes - Parktowne Terrace - Savanna Woods - Charlottetown Manor - Edwin Towers - Strawn High-rise

Activity/Action	Explanation
	<ul style="list-style-type: none"> - Tall Oaks - Hall House - Dillehay Courts
<p>1-e. Replacement Public Housing: Ensure that replacement housing is provided for public housing units that are demolished or planned for disposition.</p>	<p>CHA has plans to demolish 408 units through the redevelopment of the Piedmont Courts HOPE IV project and Belvedere Homes. In addition, 1,935 units will be evaluated and considered for disposition as part of CHA's asset building strategy to sell property where land values are high. The units being demolished or being considered for disposition are currently providing rental housing for people generally earning 30% or less of the median income.</p>

Summary of Housing Preservation/Rehabilitation Targets FY2006-2010

Program/Project	Five-Year Targets
City Homeowner Revitalization Program	625 rental and homeowner units rehabilitated
Other Public/Private Rehabilitation	334 rental and homeowner units rehabilitated
Charlotte-Mecklenburg Housing Partnership, Inc. Projects	100 rental and owner units rehabilitated
Charlotte-Mecklenburg Regional Housing Consortium Rehab	30 rental and 10 owner units rehabilitated
Community Development Corporations Rehab	150 rental and owner units rehabilitated
CHA Renovation/Modernization	1,301 rental units renovated/modernized
City Code Enforcement Services	11,500 housing code compliances

Objective 2: New Rental and Homeownership Housing Production

Production of new rental and homeownership housing for extremely low to moderate-income households is a key component of Charlotte's affordable housing strategy. In addition to increasing the net supply of housing units available to lower-income families, new construction is necessary to redevelop vacant lots in challenged and transitional neighborhoods and support their revitalization efforts. The majority of new affordable housing will be rental housing for households earning 60% or less of the median income. However, to support greater homeownership among lower and moderate income households, a significant number of homeownership units will be built. **The five-year target is to build 2,500 affordable rental units and 750 new homeownership units.**

2006-2010 Strategy for Producing New Affordable Rental and Ownership Housing

Activities/Actions	Description
2-a. Replacement Housing:	The City has funds set aside to rebuild such

Activities/Actions	Description
Construct homes to replace units that have been demolished through code enforcement.	homes for eligible property owners.
2-b. Financing/Equity for New Housing: Provide financing/equity for non-profit and private developers to build new rental and owner units for priority needs households.	Without equity financing, it is nearly impossible for private sector developers to build units for households making 60% or less of the median income. The Housing Trust Fund currently is the primary source of such funding in Charlotte.
2-c. Land Acquisition/Banking: Develop strategies and funding mechanisms to land-bank property for future tax credit and other new housing deals.	As Charlotte continues to build out, vacant land is becoming harder to acquire and land costs continues to rise. Acquiring and land-banking property for public/private housing developments will be key to keeping new housing costs down and building affordable housing in appropriate locations.
2-d. Mixed Income Development: Promote and encourage the development of rental and owner housing for priority needs households as part of larger mixed income developments throughout the community, particularly along transit corridors.	This strategy is part of the community's overall effort to de-concentrate poverty and to provide affordable housing options for residents who work in areas of town where they would otherwise not be able to find affordable housing.
2-f. New Public Housing Units: Build approximately 1,200 new public housing rental and homeowner units, with the largest number in rental units for households making 30% or less of the median income.	CHA has plans to build new affordable rental and owner housing as part of the Piedmont Courts HOPE VI mixed income housing project and in five other housing developments between 2006-2010.
2-h. Section 8 Vouchers: Increase the number of Section 8 vouchers available for priority need renters.	CHA currently has 4,217 Section 8 Certificates/Vouchers and will request additional vouchers over the next five years.

Summary of New Housing Production Targets FY2006-2010

Program/Project	Five-Year Targets
City Replacement Housing	50 new owner units built
Other Public/Private New Construction	Financing for 866 rental and owner units
Community Development Corporations	150 new owner units
Charlotte-Mecklenburg Regional Housing Consortium Rehab	25 new rental and homeowner units built
Charlotte-Mecklenburg Housing Partnership, Inc. Projects	500 new rental and owner units built
Habitat for Humanity (Charlotte and Matthews)	480 new owner units built
CHA HOPE VI Piedmont Courts and Seigle Ave. Apts	890 new rental and owner units built
CHA Replacement Housing Projects	180 new rental units built
CHA Conventional Public Housing Projects	109 new rental units built

Objective 3: Special Needs Housing (Homeless and Non-Homeless)

Most of the planning and development of special needs housing in Charlotte has been compartmentalized across the community by various agencies or organizations. Area Mental Health focuses on individuals with mental illness, substance abuse addiction and/or developmental disabilities; the Regional AIDS Consortium provides housing resources for people living with HIV/AIDS; Charlotte Housing Authority provides housing for low income elderly residents; and the Homeless Services Network and its affiliates assist disabled homeless individuals find permanent supportive housing. Various non-profit organizations provide other special needs housing for a variety of populations.

The coming together of these entities to evaluate and develop strategies to increase the overall supply of supportive or service enriched housing for people with special needs in Charlotte will be an important first step the community can take to address the unmet needs. In mid-2005, Charlotte-Mecklenburg will be embarking on its Ten Year Plan to End Chronic Homelessness. As part of the planning process, various types of special needs housing will be explored, not only applicable for people who are homeless, but for others as well. This process will create an opportunity to pull the various providers of special needs housing together to identify resources, gaps and potential strategies. Locational policies for special needs housing, particularly for the homeless, will be considered as part of this collaborative work. The FY07 Consolidated Action Plan will include outcomes and targets that result from the planning process. In the meantime, the following strategies for increasing the supply of special needs housing will be pursued between 2006 and 2010:

2006-2010 Strategy for Special Needs Housing

Strategy	Explanation
3-a. Single Room Occupancy: Pursue funding and development of a new single room occupancy (SRO) project for special needs populations.	St. Peter's Homes built Charlotte's first SRO in the early 2000s. The non-profit organization is planning its second SRO and will pursue its development by 2010. This will provide supportive housing for homeless and non-homeless individuals with disabilities.
3-b. HIV/AIDS Housing: Acquire additional housing specifically for individuals with HIV/AIDS.	The Regional HIV/AIDS Consortium is in the process of acquiring ten units that will be made available for its consumers.
3-c. Shelter Plus Care: Expand the number of Shelter Plus Care vouchers available for people with mental illness, addiction and/or developmental disabilities.	Area Mental Health will continue to seek funding for additional vouchers and renew existing ones through the Continuum of Care.
3-d. Housing First Supportive Housing: Develop a demonstration "Housing First" supportive housing project in Charlotte.	Housing First is a supportive housing model in which permanent housing for special needs populations is provided and services are "wrapped around" the individual or families, instead of having people live in transitional housing first. Charlotte Emergency Housing has plans to develop Charlotte's first Housing First project within the next five years.
3-e. Public Housing: Set aside additional public housing for seniors and other special needs populations.	CHA provides public housing units for low income elderly residents and a limited number of disabled individuals.

Summary of Special Needs Housing Targets FY2006-2010

Program/Project	Five-Year Targets
Single Room Occupancy	New 50-unit SRO with supportive services planned/built for special needs population
HIV/AIDS Housing	10 new units with supportive services
Shelter Plus Care	New Shelter Plus Care Vouchers for 50 disabled adults/families
CEH, in partnership with A Way Home, Housing First Supportive Housing	20 units for homeless families

Objective 4: Barriers to Developing, Acquiring and Retaining Affordable Housing

Reducing barriers to housing is a HUD and local priority. Two types of housing barriers exist in Charlotte: 1) barriers to developing new housing and 2) barriers that individuals and families confront when trying to acquire or retain rental or ownership housing. The specific barriers which this plan will address include:

KEY BARRIERS TO HOUSING

Barriers to Developing Affordable Housing

- Limited public funding to leverage new housing development
- Rising housing and land costs
- Shortage of affordable, buildable sites
- Zoning restrictions and development fees and processes
- Public opposition to housing for lower income residents

Barriers People Face When Trying to Acquire/Retain Housing

- Lack of income to pay front-end costs---rent, rental and utility deposit, mortgage downpayment, etc.
- Poor credit, criminal record, lack of documented resident status, poor tenant history
- Inability to retain housing over time
- Discrimination

Three main strategies are proposed to address the barriers to developing affordable housing in Charlotte: 1) Increase funding sources and levels for affordable housing projects; 2) facilitate the location of affordable housing in the community; and 3) reduce delays and costs associated with affordable housing development. If Charlotte is going to be more proactive in its efforts to address the unmet need for affordable housing, the community must be more aggressive in pursuing these strategies, particularly the first two. This will require strong leadership on the part of elected officials and the various affordable housing partners in the community.

2006-2010 Strategy for Removing Barriers to Developing Housing

4-a. Increase funding sources and levels for affordable housing projects.

Activities/Actions	Explanation
4-a1. Housing Trust Fund Renewal: Renew the Housing Trust Fund and consider expanding the funding level.	The Trust Fund will be up for renewal in FY06. This creates an opportunity to seek additional funds to include as part of the fund. The Trust Fund is currently funded for \$50 million over five years.
4-a2. Affordable Housing Foundation: Create a non-profit affordable housing foundation.	Such foundations exist in other communities. They are established to provide mortgage financing, support community and economic development in the area of housing and lessen the impact of housing on local government resources. Typically they seek funding from consortiums of local and national industry-related organizations to provide the equity and financial infrastructure to implement programs and initiatives.
4-b. Facilitate the location of affordable housing in the community	
Activities/Actions	Explanation
4-b1. Community Outreach and Education: Develop and implement a proactive community outreach and education strategy around the need and community benefit derived from healthy, well-designed, quality affordable housing.	People are generally opposed to affordable housing for low-income residents being located in and around their neighborhoods. Part of this is the lack of knowledge about affordable housing and the true impact on house values and the community
4-b2. Locational Policy: Re-evaluate the City's affordable housing locational policy to identify potential changes that will allow affordable housing to be built in more locations throughout the city.	With the ever decreasing availability of developable land in Mecklenburg County, the limitations the locational policy places on new housing could significantly impact the community's ability to house lower income residents.
4-b3. Zoning: Expand and preserve zoning for high density or multi-family housing along transit corridors.	This is consistent with the City's General Development Policies and Transit/Land Use Plan.
4-c. Reduce delays and costs associated with affordable housing development process.	
Activities/Actions	Explanation
4-c1. Development Processes and Fees: Continue to identify ways in which the development process can be streamlined and less costly for developers of affordable housing projects.	Much has already been done to streamline the process; however, there is always room for improvement. In addition, subsidizing certain fees for development of affordable housing should be explored.

For reducing barriers people face when trying to acquiring or retain housing, the main strategies are to: 1) increase financial and other assistance to residents who want to purchase or retain their own homes; 2) increase support for residents who want to move into and retain rental housing; and 3) affirmatively further fair housing practices.

2006-2010 Strategy for Removing Barriers to Accessing Housing

4-d. Increase assistance to low wealth residents who want to become homeowners

and/or retain ownership of their homes.	
Strategy	Explanation
4-d1. <u>Mortgage Financing:</u> Continue House Charlotte and Home Purchase Programs.	Low wealth residents often lack the assets and credit history to purchase their own homes. They are considered “high risk” by traditional lenders.
4-d2. <u>Homeowner Counseling:</u> Increase access to homeowner counseling.	Pre and Post homeownership counseling is essential for long term housing stability.
4-d3. <u>Tax Deferrals:</u> Explore options for property tax deferrals for residents on fixed incomes, including the elderly.	Homeowners on a fixed income often cannot afford to pay their property taxes, particularly when they own homes in neighborhoods where housing values have escalated. They are often forced to sell their homes as a result.
4-e. Increase resources to assist low-wealth residents move into and retain rental housing.	
Strategy	Explanation
4-e1. <u>Rental Deposit Program:</u> Explore the development of a rental deposit program that provides loans to households that cannot afford the initial move-in costs for rental housing—i.e. rent deposit, utility deposit.	The initial move-in costs for a typical low - income household is approximately \$2,500. Often times landlords require people with poor credit to pay two months rent upfront. These upfront costs can force people to remain homeless or otherwise without their own housing.
4-e2. <u>Housing Counseling/Case Management:</u> Increase resources for intensive housing counseling and case management that focuses on being a successful renter.	CHA and others are currently providing housing counseling.
4-e3. <u>Outreach to Landlords:</u> Continue to reach out to and create incentives for private landlords to rent to households with Section 8 vouchers.	It is important to help landlords understand the requirements and benefits of Section 8 and voucher recipients to become good neighbors.
4-e4. <u>Rental Housing Database:</u> Continue to support Socialserve.com which provides a web-based affordable housing base that identifies available rental housing in Charlotte.	This database has been in operation for approximately two years and is a valuable resources used by service providers and residents.
4-f. Affirmatively further fair housing.	
Strategy	Explanation
4-f1. <u>Analysis of Impediments to Fair Housing:</u> Conduct an analysis of impediments to fair housing choice within Charlotte-Mecklenburg, taking appropriate actions to overcome the effects of the impediments identified through that analysis and maintain records reflecting the outcomes	This is a HUD requirement that is included as part of the work of the City of Charlotte Community Relations Committee.

D. Public Housing Strategy

While undertaking the revitalization of Piedmont Courts in the Belmont neighborhood will be CHA's major large-scale public housing project for the next five years, the agency will be pursuing a number of goals and activities over the next five years as listed below. These goals and activities were included in CHA's Five-Year Plan submitted to HUD in early 2005.

Charlotte Housing Authority Five-Year Goals and Key Strategies

GOAL: Expand supply of assisted housing

- Apply for more rental vouchers
- Reduce public housing vacancies
- Leverage private/other funds
- Acquire or build units or developments

GOAL: Improve quality of assisted housing

- Improve public housing management
- Improve voucher management
- Increase customer satisfaction
- Renovate/modernize public housing units
- Demolish/dispose of obsolete public housing
- Provide replacement public housing and vouchers

GOAL: Increase assisted housing choices

- Provide voucher mobility counseling
- Conduct outreach to landlords
- Increase voucher payment standards
- Implement homeownership programs
- Implement site-based waiting lists
- Convert public housing to vouchers

GOAL: Provide an improved living environment

- De-concentrate poverty: bring higher income public housing households into lower income developments
- Promote income mixing
- Improve public housing security
- Designate developments/buildings for particular resident groups

GOAL: Promote self-sufficiency & asset development of assisted households

- Increase number of employed in assisted families
- Provide/attract supportive services

GOAL: Ensure equal opportunity & affirmatively further fair housing objectives

- Undertake affirmative measures to ensure access and provide a suitable living environment

GOAL: Collaborate with others for housing solutions

- Increase supply of non-assisted low income housing

GOAL: Attain long-term financial viability

- Use public housing assets to generate income to operate public housing and self-sufficiency programs

Specific capital improvements CHA will pursue over the next five years include the construction of 1,442 new rental and homeownership units, which includes 180 replacement units, and the renovation/modernization of 1,592 rental units. The projected five-year cost for CHA’s planned new construction and renovation projects totals approximately \$246.5 million. In addition to the capital projects, CHA will continue providing resident support through implementation of its counseling and self-sufficiency programs. However, due to federal cutbacks, these programs have been scaled back and fewer residents are able to be assisted than in previous years directly by CHA dollars. To overcome the imbalance between need and dollars, CHA has formed partnerships with other service providers within the city to deliver self-sufficiency related services to CHA residents.

E. Lead Based Paint Hazard Reduction

Lead poisoning is the leading environmental hazard to children, creating devastating and irreversible health problems. The City’s LeadSafe Charlotte Program has been focusing on this issue since it began operating in 1996. Through this program, older homes, primarily located in the 32 urban neighborhoods that comprise Charlotte’s Enterprise Community, are inspected for lead hazards and when found, the lead is removed. Between 2001 and 2004, approximately 31,000 children six years of age or younger were screened for lead poisoning in Charlotte, resulting in 87 children having elevated blood levels (EBLs) between 10-19 ug/dL, which is considered a high risk for lead poisoning, and 10 children with EBLs of 20 ug/dL, which requires full medical evaluation and public health follow-up.

The Enterprise Community neighborhoods that are targeted by the City for lead reduction have the highest unemployment rate, most dilapidated housing, greatest percentage of rental housing and highest percent of single heads of household and percentage of children with elevated blood levels. In some of these neighborhoods, a percentage of children screened had elevated blood levels exceeding 13 percent. Figure 22 below provides a breakdown of homes built before 1979 in both the Enterprise Community and the City of Charlotte as a whole.

Figure 22: Units Built Before 1979

Year Unit Built	Enterprise Community (EC)		City of Charlotte	
	# of Units	% of EC	# of Units	% of City
Pre-1950	6,329	36%	24,261	19%
1950-1959	4,828	27%	26,840	22%
1960-1969	4,332	25%	36,701	29%
1970-1979	2,092	12%	36,685	29%
TOTAL	17,571	100%	124,487	100%

Houses built before 1969 (15,489 units in the Enterprise Community), have a higher probability of containing lead-based paint than houses built between 1970 and 1978. Enterprise Community neighborhoods have a significant lead-based paint problem in that more than a third of all housing units were built before 1950. Eight of the census tracts within the Enterprise Community have more than 10% blighted housing, and 10% to 20% of the housing the City’s nine targeted neighborhoods are considered blighted.

Between 2006 and 2010, the City will continue to coordinate closely with the Mecklenburg County Health Department for outreach, referrals and assistance with screening and testing, particularly with the targeted communities. In addition, the

City will continue to: 1) promote the Lead Hazard Reduction Coalition, established by the City's LeadSafe Charlotte Program that brings various community leaders and interest groups together to pool resources and ideas; 2) further integrate lead safe work practices in all City rehabilitation programs and provide training to all contractors on the City's Housing Bidder's list regarding lead-safe practices; and 3) continue to encourage Code Enforcement officials to make referrals to LeadSafe Charlotte and enforce code requirements regarding the elimination of deteriorated paint.

Program/Project	Five-Year Targets
LeadSafe Charlotte Program	900 homes inspected and lead reduced in 600 homes



Chapter 3. Economic Opportunity

I. Overview of Needs and Issues

A. Distressed Business District Revitalization

Revitalizing distressed urban business districts has been a key component of the City's economic development program for the past decade and half. Ten urban business districts have been targeted for improvements and investment including:

- Wilkinson Boulevard
- Freedom Drive
- North Tryon
- Central Avenue
- West Boulevard
- South Boulevard
- Statesville Avenue
- North Graham Street
- Beatties Ford Road
- North Davidson

The revitalization of the Eastland Mall area on Central Avenue and the Midtown area are also location specific targets for business revitalization.

While each of these business districts is unique, they all share common physical needs and issues, some with greater needs than others. These needs include:

- Improved infrastructure such as sidewalks and curb and gutter
- Improvements to the appearance of the corridor or area---landscaping, removal of dilapidated structures and other eyesores, enhancements to building facades, signage, parking lots, etc.
- Pedestrian amenities such as streetlights, benches, bus shelters, etc.
- Improved traffic flow, including the reduction of curb cuts

The non-physical needs include market analyses, business development and support, marketing, crime prevention and community/business group support.

Through its Business District Revitalization Program, the City has been investing resources in these areas and major changes have resulted in many of the corridors. Most of the changes thus far have been with physical improvements made by the City as an incentive for private sector investment. In some cases, city investments have leveraged private sector development. For example, along Wilkinson Boulevard, the Charlotte-Mecklenburg Development Corporation has led redevelopment of obsolete properties into a business park, in addition to a new retail and residential development on that corridor. On West Boulevard, a deteriorated shopping center was redeveloped bringing much needed retail to the

surrounding neighborhoods, several of which are neighborhoods targeted for revitalization.

The City has worked with community and business stakeholders in each of the corridors and business locations to identify specific needs and develop urban design, land use and business development plans. The City’s Economic Development Office offers various business-oriented programs that support the implementation of these plans, and many of the infrastructure and other physical improvements that have been completed or are in the design stage. Business and community organizations have worked closely with the City to help promote the continued revitalization of these areas.

Over the next five years, continued focus on the implementation of the plans for these areas is needed. On some corridors most of the public investment for physical improvements has been made; therefore, the greatest needs for these corridors will be on business attraction and retention. This will require financial incentives and technical support.

B. Expanding Economic Opportunities for Businesses and Households

While many Charlotte residents are experiencing economic success, a significant segment of the population is not able to participate in the economic mainstream. As shown in Figure 23, an estimated 9.2% of the total county population was living in poverty in 2004, with 11.5% of all children under the age of 18 living in poverty.

Figure 23: People in Poverty in Mecklenburg County (2004)

Population in Poverty	Number	Percentage
People all ages	65,652	9.2
Related children under 18	42,227	11.5
People 65 and over	5,193	9.3

Source: Mecklenburg County Department of Social Services

The Mecklenburg County Department of Social Services has identified other indicators of poverty in the county for 2004¹⁷:

- 104,820 people (unduplicated) were recipients of Medicaid, Food Stamps and/or Work First payments in 2004, or 13.5% of the county; this includes 66,624 children, or 33% of all county children under the age of 18.
- One third of households who receive Food Stamps have income from wages averaging approximately \$900 a month, or about \$5.23 an hour.
- 255 out of every 1,000 children are enrolled in NC Health Choice, which provides subsidized health insurance to children in low income families.
- 42,482 students received free or reduced lunches in Charlotte-Mecklenburg Schools, or approximately 43% of the total student population.

¹⁷ Mecklenburg County Dept. of Social Services, Economic and Public Assistance Trends, July 2004.

The majority of people living in poverty reside in CWAC neighborhoods. The nine neighborhoods targeted for City investment all have a high percentage of people living in poverty as shown by the median income and other key indicators in Figure 24. The median income of these neighborhoods is between 40% and 60% of the median income citywide, and house values are between 40% and 74% of the median house value citywide.

Figure 24: Quality of Life Poverty Indicators for Targeted Neighborhoods

Neighborhood	Median Income	Avg. House Value	Drop Out Rate	% of People Receiving Food Stamps	Unemployment Index
Belmont	\$25,304	\$67,655	15.7%	36.8%	HIGH
Druid Hills (North)	\$21,452	\$49,790	26.7%	22.7%	HIGH
Grier Heights	\$25,437	\$59,066	9.8%	42.1%	HIGH
Lakewood	\$23,077	\$48,563	10.4%	28.8%	HIGH
Lincoln Heights	\$30,872	\$67,878	7.1%	17.4%	HIGH
Reid Park	\$25,888	\$62,626	20%	25.7%	HIGH
Thomasboro-Hoskins	\$30,082	\$60,769	7.2%	22.9%	HIGH
Washington Heights	\$24,603	\$51,672	12.4%	25.9%	HIGH
Wingate	\$27,495	\$43,242	13.7%	23.6%	HIGH

The City's key economic development strategies aimed at creating economic opportunity in these and other impoverished areas of the community focus on: 1) small business and entrepreneur development and support, particularly for minorities and 2) workforce development

Capital and technical assistance are the greatest needs for small business and entrepreneur development and support. Small businesses in lower income areas of the community are frequently considered "non-bankable" and "high risk" by traditional lenders. However, many of these businesses, if given an opportunity, could be successful and be great assets and role models to the communities in need. They also are a good source of potential jobs for neighborhood residents.

On the workforce development front, the greatest need is for job/skills training that will help individuals obtain jobs that pay a living wage and employment support such as childcare, transportation and mentoring. Employment for youth is also a critical need, not only to provide income, but to expose low income youth to the world work.

II. Five-Year Economic Opportunity Strategy

GOAL: *Create economic opportunities in low income communities.*

In many respects, the five-year strategy represents a continuation of the work the City has done in previous years to increase economic opportunity in low wealth communities. However, new tools, actions and partnerships will be developed to improve upon the good work the City has done to date. The community development focused economic development activities that have historically been managed by the City's Neighborhood Development Key Business have recently become part of the larger economic development efforts of the City and are now under the leadership of the City's Economic Development Office. This creates an opportunity to consolidate and leverage resources and opportunities.

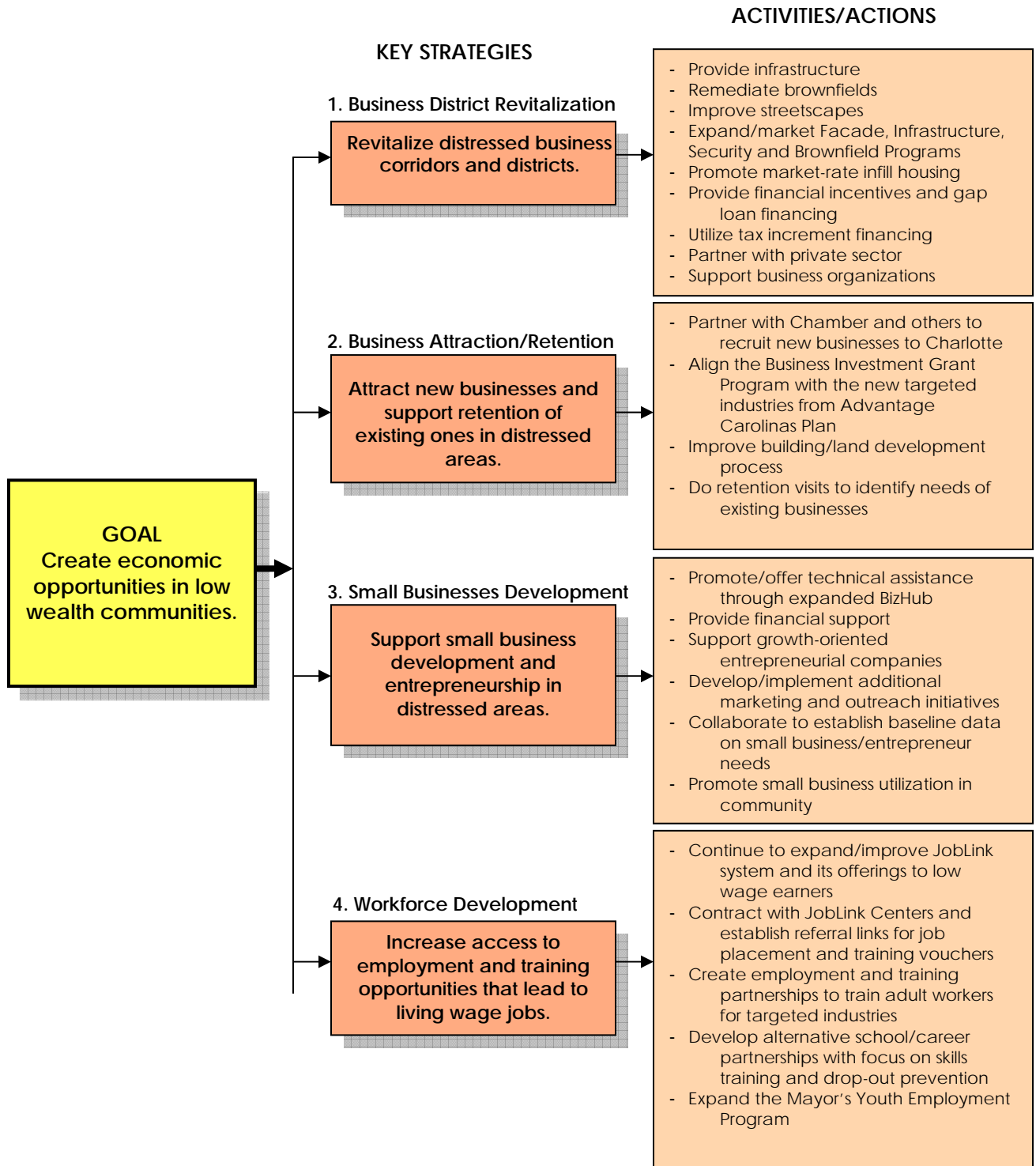
The four key strategies that will be pursued over the next five years to create more economic opportunities for distressed areas and for businesses and households located in lower wealth urban areas are as follows:

KEY ECONOMIC OPPORTUNITY STRATEGIES

1. Revitalize older, declining business districts
2. Attract new businesses and support retention of existing ones
3. Support small business development and entrepreneurship
4. Increase access to employment and training opportunities that lead to living wage jobs

A comprehensive overview of this four-point strategy is illustrated on the next page followed by a more detailed description of the strategies and activities that will be undertaken over the next five years.

Creating Economic Opportunity Strategy



Objective 1: Corridor/Business District Revitalization

Revitalizing key business corridors and districts throughout CWAC is an important community development strategy. More attractive, vibrant corridors and economic centers will serve as an incentive for investment in adjoining neighborhoods, provide access to services and job opportunities for area residents and build the community's tax base.

2006-2010 Strategy for Capital Investments

Strategy	Explanation
<p>1-a. Infrastructure/Streetscape Improvements: Implement capital projects identified in corridor and business area plans.</p>	<p>The plans are in various stages of implementation. Implementation is occurring through the City's Business Corridor Team.</p>
<p>1-b. Business Incentive Grants Programs: Continue to expand and promote the City's various business incentive grants programs including the Brownfield Assessment Grants, Façade Improvement Grants, Infrastructure and Security Grants programs.</p>	<p>Brownfield Assessment Program: provides grants for environmental assessment activities Facade Grants Program: provides grants to businesses to assist them in improving the appearance of their buildings and to bring signs, landscaping and parking lots into conformance with current codes. Infrastructure Grants Program: Provides small grants to independently owned business and multi-family developers for city required infrastructure expenses such as landscaping, curb and gutter. Security Grants Program: Provides small grants to businesses to reduce opportunities for crime and create a safer environment for employees and customers.</p>
<p>1-c. Market-Rate Infill Housing: Promote the development of market-rate infill housing on obsolete commercial sites.</p>	<p>Many of the distressed corridors have large amounts of vacant or under-utilized commercial property. Real estate market studies have been conducted for most of the corridors and business areas. In many instances, the studies clearly indicate that the retail/commercial market for the corridors has permanently changed and limited opportunities for redeveloping properties for commercial use exist. The studies suggest that there is a demand, however, for market-rate infill housing to occupy the former commercial properties. This is also supportive of transit goals.</p>
<p>1-d. Gap Financing: Recapitalize gap loan financing loans for businesses located on corridors or in business districts through the City Loan Program.</p>	<p>Two key City Loan programs provide capital to businesses: Business Equity Loan Program, which provides low wealth people access to capital for business start-ups and the Small Business Enterprise Loan Fund, which provides seasonal, permanent and expansion capital for businesses.</p>
<p>1-e. Tax Increment Financing: Utilize tax increment financing to provide additional financial resources for corridors and business districts.</p>	<p>Tax increment financing provides a mechanism for communities to use future tax increases that to pay for improvements by capturing increases in property taxes. The City is developing a policy for the use of this tool.</p>

<p>1-f. Non-Profit and Private Sector Partnerships: Continue to develop partnerships with Charlotte-Mecklenburg Development Corporation (CMDC) and other private sector developers to redevelop commercial and industrial sites in CWAC.</p>	<p>The CMDC was created to initiate and promote commercial development in CWAC in partnership with the City, County and Chamber. To date it has spearheaded development of the Wilkinson Park Business Center and City West Commons Shopping Center on West Boulevard.</p>
<p>1-h. Business Organization Support: Continue to provide technical and other support to business and community organizations focused on corridor revitalization.</p>	<p>The City's Business District Organization Program provides up to \$7,500 in matching funds per year for operating and administrative expenses for eligible organizations. In addition, market studies will be undertaken as needed.</p>

Program/Project	Five-Year Targets
Business Revitalization Program	Capital improvements completed in 5 corridors
Business Incentives Grants Programs	200 businesses participating
City Loan Programs	100 businesses participating
Business Organization Program	10 grants awarded

Objective 2: Business Attraction/Retention

Business attraction and retention are the most obvious components of economic development. The Charlotte Chamber and the Charlotte Regional Partnership are the lead recruiters for attracting new businesses to Charlotte, while the City supports these efforts when incentives, infrastructure, zoning and land development and interaction with City leadership are needed. The City has a direct leadership role in business retention by understanding the needs of existing businesses and responding to them. The City focuses on keeping businesses in Charlotte and helping them grow. This is particularly important for the urban core where the attractiveness of suburban office and business parks often results in vacancies in the already vulnerable business districts.

2006-2010 Strategy for Business Attraction/Retention

Strategy	Explanation
<p>2-a. New Business Recruitment: Continue to work with the Charlotte Chamber, Charlotte Regional Partnership and the NC Department of Commerce to recruit new businesses that may locate in CWAC.</p>	<p>City staff and its partners work together to target industry sectors to help diversify and build the local economy.</p>
<p>2-b. Business Investment Grant Program: Align the Business Investment Grant Program with the new targeted industries from the Advantage Carolina Plan.</p>	<p>Grants are provided through this program based on property tax generated by business investment being made in a targeted geography that includes CWAC.</p>
<p>2-e. Building/Land Development Process: Evaluate opportunities to improve the building and land development process.</p>	<p>The building and land development processes can be expensive and time consuming and can sometimes be a barrier to business development. This endeavor will ensure that all possible efforts have been made to streamline the processes.</p>

Strategy	Explanation
2-d. Retention Visits: Visit existing businesses to identify needs and barriers to business growth, and build supportive relationships to encourage retention.	Business retention is critical, particularly for vulnerable corridors where vacancies are high and markets are not stable. The City ED Office will do retention visits as a proactive step to retention.

Program/Project	Five-Year Targets
Retention Visits	200 visits to businesses

Objective 3: Small Business/Entrepreneur Development and Support

Nurturing and supporting small businesses and entrepreneurs is important for inner-city corridors and communities, particularly for minorities. Many of the available properties and spaces in these areas are conducive to small businesses. Small business development also creates opportunities for area residents to build wealth and create jobs. Small businesses will be the “bread and butter” of many of the corridors and business districts that are being revitalized.

2006-2010 Strategy for Small Business Development and Support

Activities/Actions	Explanation
3-a. Technical Assistance: Support BizHub to increase access and utilization of public, non-profit and for-profit resources assisting businesses.	BizHub is a non-profit entity located on the CPCC campus that provides business owners a starting point for increasing their success rate by facilitating and improving access to information, technical assistance, capital and opportunities to do business with other businesses.
3-b. Financial Support: Continue to support nontraditional lending to small businesses and entrepreneurs, particularly those who may be considered high risk by traditional lenders.	The City’s small business loan programs include: Business Equity Loan Program , which provides low wealth people access to capital for business start-up; and Small Business Enterprise Loan , which provides seasonal, permanent and expansion capital. The Self Help Credit Union and SBA provide other micro-lending products that will be marketed in target areas.
3-c. Marketing/Outreach: Develop marketing and outreach initiatives to reach the diverse small business and entrepreneurial community.	Small businesses and entrepreneurs are often not aware of the support that is available to them. A marketing/outreach strategy will be developed and implemented by the City.
3-d. Baseline Needs Data: Collaborate with the Chamber, CPCC, SBA, BizHub and others to research and identify the needs of the small business and entrepreneurial community to establish a baseline of information.	This will be accomplished through a survey of businesses, and is anticipated be updated every two years.
3-e. Small Business Utilization: Promote small business utilization both internally and externally.	The City will develop and implement promotional strategies.
3-f. Small Business Liaison: Develop a small business liaison function within the Economic Development Office.	This position will enhance the ability of the City to reach out and support more small businesses and entrepreneurs than it has in the past.

Program/Project	Five-Year Targets
BizHub Program	Increased technical assistance and continuing education to entrepreneurs and small business owners through coordinated delivery of services through a linked BizHub network.
Small Business Needs Data	Base-line data established from bi-annual survey of small business owners.

Objective 4: Workforce Development

Several forces are at work that will change the way Charlotte and the rest of the country considers workforce development initiatives in the next ten years. The approaching retirement of the baby-boom generation, the recent off-shoring of non-skilled blue collar jobs and global competition will result in a nationwide workforce shortage where cities and towns across America will compete for a skilled workforce. Business and industry, and the jobs they generate, will follow the skilled labor. Those communities that make workforce development a high priority will have an advantage in the quest for creating real economic opportunity for all their citizens.

2006-2010 Strategy for Workforce Development

Strategy	Explanation
4-a. JobLink System: Continue to expand and improve the local JobLink system, particularly its offerings to low-wage earners and residents of low-wealth communities.	This will include a contract with the JobLink Centers and the establishment of additional referral links for job placements and training vouchers.
4-b. Employment/Training Partnerships: Create employment and training partnerships with CPCC and other training and education providers to train adult workers for targeted industry sectors.	Advantage Carolina has identified key industry sectors for recruitment and retention. Local workforce development staff and service providers should focus on training workers for these industries.
4-c. Alternative School/Career Partnerships: Develop alternative school/career partnerships with Charlotte-Mecklenburg Schools and industry skills resources to focus on skills training and drop-out prevention.	Many students, particularly from lower income neighborhoods, are not planning on going to college. The public school system's overall focus is on preparing students for college. Therefore, alternatives that prepare the non-college bound students for viable careers are needed.
4-d. Mayor's Youth Employment Program: Better align and market the Mayor's Youth Employment Program to increase opportunity for training and internships of Charlotte's youth.	This program matches students ages 16-21 who desire temporary employment with local employers. There are opportunities to better market the program to existing businesses so the students can have a range of interesting and challenging work experiences.

Program/Project	Five-Year Targets
JobLink Training Vouchers	Training vouchers provided for 3,000 adults and dislocated workers
JobLink Center Assistance	275,000 visitors to JobLink Centers
Training Partnerships for Targeted Industries	5 partnerships established
Alternative Career Partnerships	5 partnerships established
Mayor's Youth Employment Program	4,000 students participated

Chapter 4. Suitable Living Environment

I. Overview of Needs/Issues

A. Revitalization of Neighborhoods

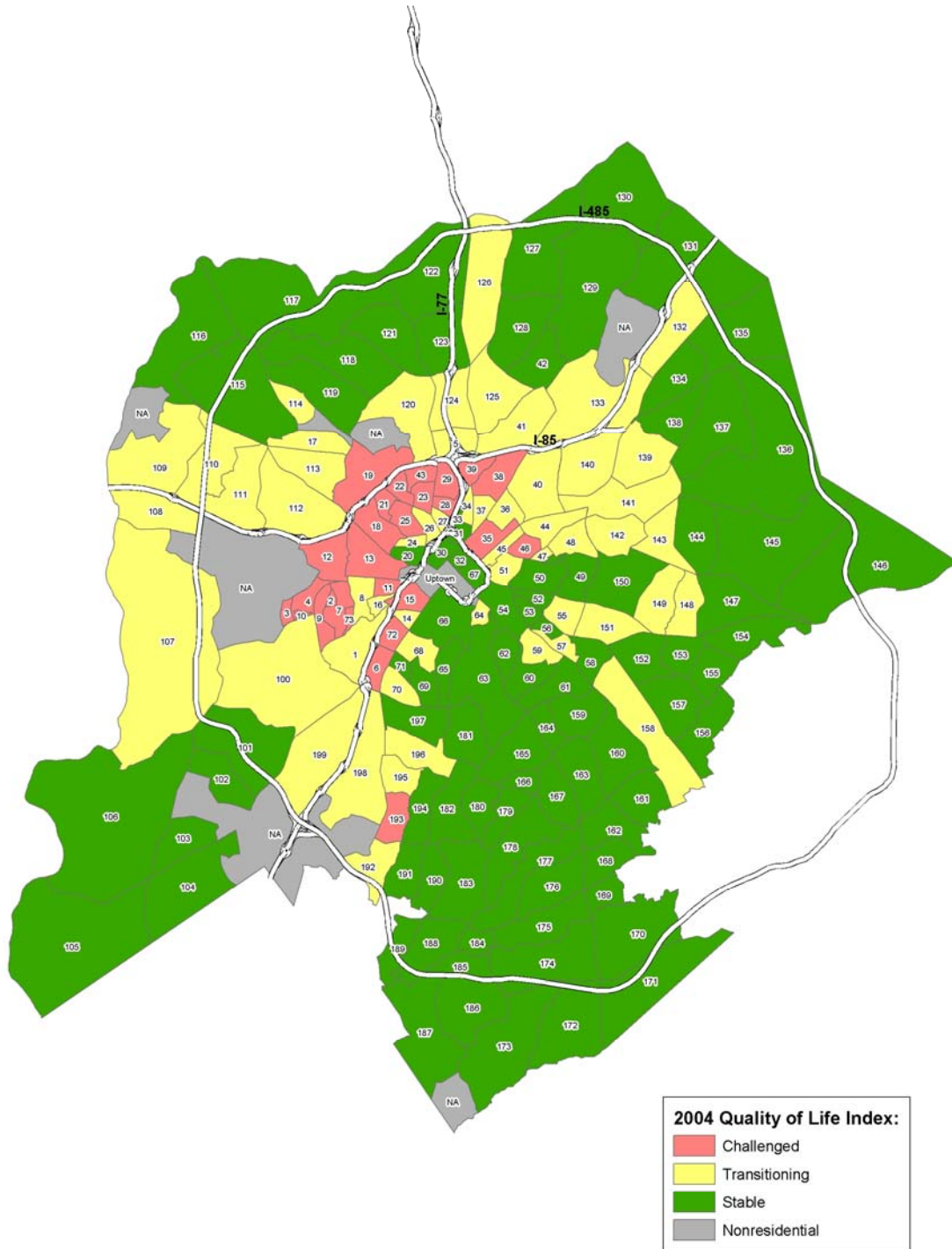
Revitalization of Charlotte's older urban core, otherwise known as the City-Within-A-City (CWAC), has been a top community development priority for the City of Charlotte over the last 15 years. While pockets of distress exist throughout the community, the greatest concentration of poverty, blight and need exists in CWAC communities. In 1993 the City of Charlotte conducted its first Quality of Life Study to assess the overall condition and identify general needs of the neighborhoods located within CWAC neighborhoods. The study has been updated regularly, most recently in late 2004. The geography covered in the study has been expanded through the years to include larger neighborhood statistical areas (NSAs) outside the CWAC boundaries, as well as the core neighborhoods.

Through the 2004 Quality of Life Study, which was undertaken in partnership with the UNC Charlotte Metropolitan Studies Group, Charlotte's neighborhoods have been rigorously evaluated based on four key dimensions: social, physical, crime and economic conditions. Each neighborhood or neighborhood statistical area was given an overall score considering over 20 variables within the four dimensions. Based on the scores, neighborhoods were classified as:

- **Stable**—the neighborhoods that have few social problems, low rates of crime, few infrastructure and housing needs and high levels of economic vitality;
- **Transitioning** - the neighborhoods with relatively high ratings on most of the dimensions, but which have a significant, potential problem on one or more dimensions which is regarded as a “threat” to the neighborhood's quality of life; **or**
- **Challenged**- the neighborhoods generally having low to moderate scores across all dimensions and which have a lower quality of life.

The study revealed that citywide, 27 neighborhood statistical areas are considered “challenged”, 54 are “transitioning” and 92 are “stable”. The map on the next page identifies the neighborhoods by classification. All the challenged neighborhoods and a majority of transitional ones are located in the CWAC area, with the majority of the challenged neighborhoods located in west and northwest Charlotte.

Quality of Life Index Map



A variety of unmet non-housing needs exist in all these areas. Common needs include:

- Infrastructure improvements
- Visual improvements such as landscaping, property maintenance, demolition/rehabilitation of vacant, deteriorated structures, removal of junk cars, etc.
- New and/or rehabilitated housing
- Reduction of criminal activity/security
- Educational and recreational opportunities for youth
- Greater access to public transportation
- Greater access to retail and other services

To strategically deal with the numerous needs and deficiencies identified through the Quality of Life Study and other planning initiatives, the City of Charlotte has been targeting federal and local resources in nine priority neighborhoods, the majority of which are considered the most challenged. These neighborhoods include: 1) Belmont; 2) Druid Hills; 3) Grier Heights; 4) Lakewood; 5) Lincoln Heights; 6) Reid Park; 7) Thomasboro-Hoskins; 8) Washington Heights; and 9) Wingate.

Though the City is targeting investments in the nine priority neighborhoods, other distressed neighborhoods are getting attention, however not as extensive. Continued local funding and support for all non-housing neighborhood revitalization programs will be needed over the next five years.

B. Human Services Needs

Unmet human service needs of people who live in Mecklenburg County have been identified through the 2003 Community Needs Survey commissioned by Mecklenburg County and the United Way. While the survey included responses from residents across the county, the needs identified are most pronounced for low wealth residents. The greatest unmet needs that were identified in priority order in the survey are as follows:

- **Unmet Transportation Needs**
 1. Getting to social services or helping agencies
 2. Shopping for groceries
 3. Getting to recreation, entertainment or visiting family or friends
 4. Getting to adult education
- **Unmet Healthcare Needs**
 2. Preventative medical care
 3. Health insurance coverage
 4. Prescription drugs
 5. Medical services when sick
 6. Counseling
- **Unmet Basic Household Needs**
 1. Utility bills
 2. Renter or house payments
 3. Household repairs
 4. Basic household goods
 5. Food

II. Five-Year Suitable Living Environment Strategy

Over the next five years, the City will continue to invest and focus resources in the most challenged neighborhoods. As the original nine neighborhoods targeted for revitalization and reinvestment stabilize and their plans are fully implemented, they will “graduate” from the list of high priority or targeted neighborhoods. When neighborhoods move off the priority list, new challenged or transitioning neighborhoods will be added, becoming new targets for investment. The goal is to “graduate” and add two new neighborhoods a year between 2006 and 2010. Neighborhood Action Plans will be completed for all new neighborhoods that move up on the priority list. These plans will address the particular needs in each area.

To support the revitalization of priority neighborhoods, five key strategies will be pursued over the next five years:

KEY STRATEGIES

1. Invest in infrastructure and other physical improvements
2. Build the capacity of neighborhood organizations
3. Focus service delivery
4. Reduce crime and the fear of crime
5. Increase access to youth activities and support

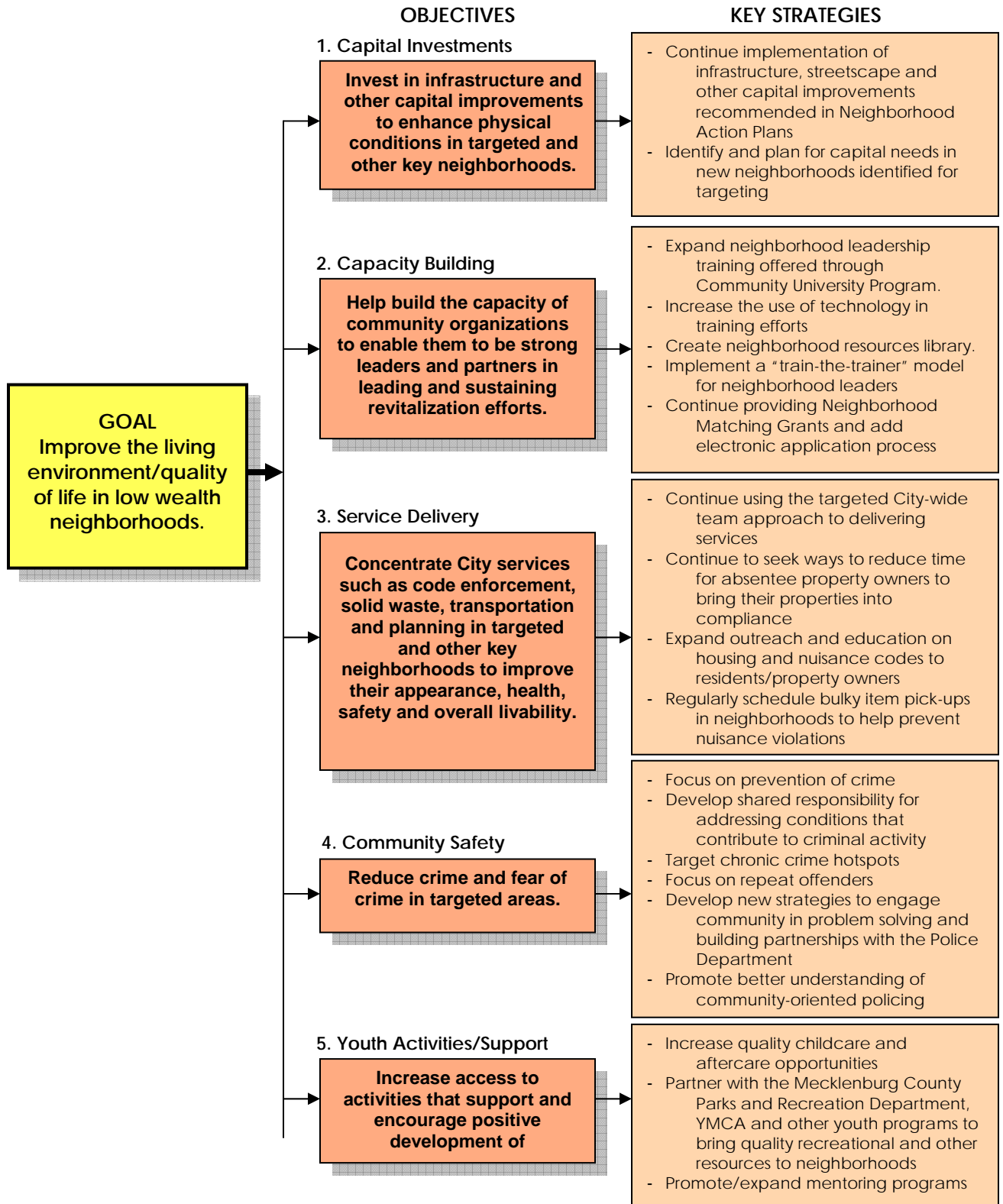
These strategies have been central to Charlotte’s neighborhood revitalization efforts for the last decade, and they work hand-in-hand with the affordable housing and economic opportunity strategies. The City will continue using, expanding and improving upon many of the current activities and tools that are in place, while new activities and tools will be explored and added to the mix.

Various partners and stakeholders will be called upon to collaborate and provide resources and expertise in helping carry out the plans for revitalization. The key ones include:

- Neighborhood and other community-based organizations
- Neighborhood Development Department
- City Engineering Department
- Charlotte-Mecklenburg Planning Commission
- City Economic Development Office
- City Manager’s Office
- Charlotte Police Department
- Mecklenburg County Parks and Recreation Department
- Charlotte Department of Transportation
- Local businesses
- Private sector developers and investors
- Childcare Resources, Inc., YMCA and other youth-focused organizations

The illustration on the next page provides a comprehensive overview of the 2006-2010 strategies for creating a suitable living environment in Charlotte’s most distressed communities.

Suitable Living Environment/Neighborhood Revitalization Strategy



Objective 1: Capital Investments in Physical Improvements

Capital improvements needed to revitalize the nine-targeted neighborhoods have been identified in the Neighborhood Action Plans developed for each of the neighborhoods. These plans are being implemented primarily through the City's Neighborhood Reinvestment Program, which provides project funding from general obligation bonds approved by Charlotte voters specifically for neighborhood revitalization.

2006-2010 Strategy for Capital Investments

Activities/Actions	Explanation
1-a. Continue designing and implementing capital improvement projects identified in the Neighborhood Action Plans for the nine targeted neighborhoods.	The plans are in various stages of implementation. Overall, the plans are 85% complete.
1-b. Designate new neighborhoods to target for revitalization and develop Neighborhood Action Plans for each, including an implementation strategy.	As the current targeted neighborhoods stabilize, new neighborhoods will be added to the list of priority neighborhoods. Plans will be needed to identify capital needs and other revitalization strategies.

Program/Project	Five-Year Targets
Neighborhood Reinvestment Program	Capital improvements completed in nine targeted neighborhoods
Neighborhood Action Planning	Nine Action Plans completed for nine new neighborhoods

Objective 2: Neighborhood Capacity Building

Building the capacity of community organizations that will enable them to be strong leaders and partners in leading and sustaining revitalization efforts is essential for successful revitalization and other community-based efforts. Residents and property owners have the most at stake and must have shared responsibility and commitment to making lasting and positive changes in their neighborhoods. The City has been working rigorously over the past decade to help build the capacity of community organizations.

2006-2010 Strategy for Capacity Building

Activities/Actions	Explanation
1-a. Leadership Training: Expand and improve neighborhood leadership and organization training and support offered through the Community University Program, including greater use of technology, the creation of a neighborhood resource library and implementation of a "train-the-trainer" model.	The City provides customized leadership training as well as numerous training opportunities through the Community University program. As part of the program, an annual day-long neighborhood symposium is held.
1-b. Neighborhood Matching Grants: Continue to provide Neighborhood Matching Grants to community organizations and streamline the application process through use of an electronic application.	This is a nationally recognized program that provides matching dollars for groups that want to make improvements in their neighborhoods. Matching grants have been used for a variety of community-based projects such as landscaping, traffic control devices, neighborhood clean-ups, neighborhood organizing, etc. In FY05, \$293,000 was awarded to over 30 community organizations.

Program/Project	Five-Year Target
Community University Program	5,000 individuals trained and supported
Neighborhood Matching Grants Program	125 grants awarded

Objective 3: Targeted Service Delivery

For the past decade, the City of Charlotte has been concentrating City services in the most distressed neighborhoods in the urban core. Teams from various City departments have been working together to address issues that have an impact on the quality of life neighborhoods. Such issues include code violations, crime and safety, trash pick-up, transportation, and planning and problem solving.

Code enforcement is one of the most important tools for ensuring that properties are maintained and do not become eyesores or health hazards in the community. Such eyesores or health hazards can have a negative impact on property values and the quality of life and desirability of a neighborhood. Enforcement of the City's Housing, Nuisance and Zoning Codes is the responsibility of the City's Neighborhood Development Department. The Housing Code ensures that housing units meet basic safety standards; the Nuisance Code focuses on health and sanitation issues such as overgrown weeds, abandoned or junk cars and other public nuisances; and the Zoning Code ensures that the property is being used in accordance with the requirements of the zoning district in which the property is located.

2006-2010 Strategy for Targeted Service Delivery

Activities/Actions	Explanation
3-a. Targeted Code Enforcement: Continue using the targeted City-wide team approach to code enforcement for priority revitalization neighborhoods.	Targeting code enforcement involves having inspectors for both housing and nuisance codes work together to focus their inspection and follow-up efforts in designated areas and to work with other City departments that have staff in the field report potential code violations when they are working in the neighborhoods.
3-b. Speed of Compliance: Continue to seek ways to reduce time that unresponsive and other difficult property owners often take to bring their properties into compliance.	Getting property owners to bring their properties into compliance in a timely fashion can be challenging at times, particularly when ownership issues exist.
3c. Outreach and Education: Expand outreach and education to property owners and community groups on Housing and Nuisance Codes.	Getting the community involved in helping to prevent and identify code violations is necessary for a successful code enforcement program. Seeking new ways to educate the public on code issues is an ongoing process.
3d. Bulky Item Pick-Up: Continue to schedule special bulky-item pick up days in distressed neighborhoods.	Appliances, furniture and other bulky items are often left at the curb or are stored on properties, creating eyesores and safety issues. Organizing pick-up days reduces this.

Program/Project	Five-Year Target
Code Enforcement	6,000 housing units brought into compliance 125,000 nuisances corrected

Objective 4: Community Safety

Some of Charlotte's highest crime rates are in the City's challenged and transitioning neighborhoods. And where crime rates have been reduced, perceptions of high crime often still exist. Fear of crime-- real or perceived-- has one of the most deleterious effects on a community and its revitalization efforts. If community safety issues are not effectively dealt with in a neighborhood, it is much more challenging to get people to make investments and remain positive. The Charlotte-Mecklenburg Police Department (CMPD) has been actively working in all targeted neighborhoods to reduce crime and increase crime prevention activities.

2006-2010 Strategy for Community Safety

Activities/Actions	Explanation
4-a. Crime Prevention: Focus on the prevention of crime.	This includes educating communities on crime prevention strategies such as changing the environment to make it more difficult for criminals, removing targets, encouraging surveillance by residents, etc.
4-b. Shared Responsibility: Develop shared responsibility for addressing conditions that contribute to criminal activity.	CMPD alone cannot make communities safe. Residents and property owners must participate and share the responsibility of eliminating criminal activity from their areas. Community organizing and leadership development are keys to this.
4c. Targeting Hotspots: Target chronic hotspots for crime.	CMPD will focus patrols in areas that are known for chronic criminal activity.
4d. Repeat Offenders: Focus attention on dealing with repeat offenders to keep them off the streets and out of neighborhoods they victimize.	CMPD will make the removal of repeat offenders off the streets a high priority in distressed neighborhoods.
4e. Community Problem Solving: Develop new strategies to engage communities in problem solving and building partnerships with the Police Department.	CMPD will continue to meet and work with neighborhood groups to develop relationships and mutual solutions to specific crime issues in neighborhoods.
4f. Understanding of Community Policing: Promote better understanding of community-oriented policing.	Through its community outreach and education initiatives, CMPD will clarify the role of community-oriented policing, which is often misunderstood by citizens.

Objective 5: Youth Activities/Support

Youth living in distressed neighborhoods are vulnerable if they do not get the support and guidance they need to develop appropriately. The lack of opportunities for youth has been cited as an important issue in all the targeted neighborhoods.

2006-2010 Strategy for Youth Activities/Support

Activities/Actions	Explanation
5-a. Quality Childcare and After-School Care: Increase access to quality childcare and aftercare opportunities for neighborhood children.	Over 3,000 children are on the waiting list for subsidized childcare and approximately 2,000 children are on the list for after-school care in Charlotte.
5-b. Recreation: Continue to develop partnerships with Community Centers, the Mecklenburg County Parks and Recreation Department, YMCA and other youth-focused programs to provide diverse recreational resources and opportunities for youth of different ages.	The needs of each neighborhood are unique and will be dealt with on a neighborhood-by- neighborhood basis.
5c. Mentoring: Promote and expand mentoring programs for disadvantaged children.	The Mayor's Mentoring Alliance Program is designed to coordinate and support mentoring the more than 40 mentoring initiatives across the community.



Chapter 5. Homelessness

I. Overview

A. Nature and Extent of Homelessness

Homelessness is on the rise in Mecklenburg County. Local shelters and agencies that serve the homeless population are reporting record-breaking numbers of individuals and families requesting shelter and other types of assistance. The lack of affordable housing for individuals and families earning 30% or less of the median income is clearly one of the main factors contributing to this growth of people living on the streets and in shelters transitional housing. Crisis Assistance Ministry, which provides emergency housing and utility assistance to families at the brink of becoming homeless, has been most challenged to keep up with the increasing demand for assistance. By 8:00 most mornings, the line extends beyond the building's front door.

In December 2000, Mecklenburg County completed an assessment of homelessness (Living in the Shadows) to: 1) determine the extent and nature of the county's homeless situation; 2) identify the resources that are devoted to the homeless population; 3) analyze the key issues that face the community in addressing homelessness; and 4) identify priority needs for action.

The study revealed that over 9,000 men, women and children (unduplicated) stayed in emergency shelters in 2000, more than doubling the 1996 count. The study further estimated **that on any given night, well over 5,000 individuals are homeless in Charlotte-Mecklenburg**. The 2004 annual point-in-time count, conducted in late January 2004, identified approximately 2,000 people who met HUD's definition of homeless. This count included people living in shelters, transitional housing and in outdoor locations. Service providers agree that this was a low number and does not fully represent the number of people who actually were homeless on the night of the count.

While single men and women comprise the largest percentage of the homeless population, an increasing number of families with children are experiencing homelessness and seeking assistance. **Nearly a quarter of those identified in the 2004 point-in-time count were members of a family unit.** Approximately 16% were categorized as chronic homeless. Figure 26, from Mecklenburg County's FY2005 Continuum of Care application, provides a breakdown of the subpopulation included in the point-in-time count.

Figure 26: Continuum of Care Homeless Population and Subpopulations (2004)

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
1. Homeless Individuals	457	665	381	1,503
2. Homeless Families with Children	58	90	14	162
2a. Persons in Homeless Families with Children	136	268	51	455
Total (lines 1 + 2a)	593	933	432	1,958
Part 2: Homeless Subpopulations	Sheltered 1,526		Unsheltered 432	1,958
1. Chronically Homeless		305	330	635
2. Severely Mentally Ill		352		
3. Chronic Substance Abuse		570		
4. Veterans		170		
5. Persons with HIV/AIDS		214		
6 Victims of Domestic Violence		230		
7. Youth (Under 18)		15		

B. Available Shelter/Housing for the Homeless Population

A variety of housing resources exist for homeless individuals and families in Charlotte Mecklenburg. These include emergency shelter, transitional housing and permanent housing. The total numbers of facilities and the people that can be accommodated by them are as follows:

- Five year-around emergency shelters that can accommodate up to 375 people, including 234 individuals and 44 families (only 28 with a male teen or older).
- Two seasonal emergency shelter programs including the Men's Winter Shelter, which can accommodate 200 men, and the Room in the Inn Program, which provides shelter in over 90 places of faith during the winter months. The Room in the Inn Program serves between 75 and 120 people each night.
- Seventeen transitional housing programs, which can accommodate 1,026 individuals, including 711 individuals and 315 family members in a total of 105 families.
- Seven permanent housing programs, which can accommodate 326 individuals and 144 family members in 33 families. Thirty-six percent (36%) of these units are provided through Shelter Plus Care and Section 8 Housing Vouchers.

The emergency shelters are all experiencing capacity problems and, on many nights, are forced to turn people away. Waiting lists exist at many of the other facilities, and in a few cases, space exists, but there is not enough funding to cover the expenses of making them available.

A listing and breakdown of Charlotte-Mecklenburg's housing resources for the homeless population is provided in Figure 27 below; this information is from the 2004 Continuum of Care (CoC) application to HUD.

Figure 27: Fundamental Components in CoC System-Housing Inventory Chart (2004)

EMERGENCY SHELTER											
Provider Name	Facility Name	HMIS	Geo Code	Target Population 2004 Year Around Units/Beds					2004 All Beds		
				A	B	Family Units	Family Beds	Indiv. Beds	Year Round	Seasonal	Overflow/Voucher
Current Inventory											
Charlotte Emergency Housing	Plaza Place	C	370558	SF,FC		14	55	0*	55	0	0
Ctr. for Urban Ministry	Room in the Inn	N	370558	M		0	0	0	0	107	0
Emergency Winter Shelter, Inc.	Emerg. Winter Shelter	N	370558	SM		0	0	0	0	200	0
Salvation Army	Center for Hope	C	370558	SF,FC		25	76	65	141	0	40
United Family Services	Shelter for Battered Women	C	370558	SF,FC		5	10	20	30	0	0
Uptown Men's Shelter	Uptown Men's Shelter	C	370558	SM		0	0	140	140	0	4
Youth Network	Youth Network	N	370558	SFM		0	0	9	9	0	0
<i>* Beds can be used for single women if available</i>				SUBTOTAL		44	141	234	375	307	40
Under Development											
None				SUBTOTAL		0	0	0	0	0	0
TRANSITIONAL HOUSING											
Provider Name	Facility Name	HMIS	Geo Code	Target Population 2004 Year Around Units/Beds					2004 All Beds		
				A	B	Family Units	Family Beds	Indiv. Beds	Year Round	Seasonal	Overflow/Voucher
Current Inventory											
Charlotte Rescue Mission	Rescue Mission	N	370558	SM		0	0	127	127		
Charlotte Rescue Mission	Dove's Nest	N	370558	SF		0	0	12	12		
Community Link	Scattered Site Transitional Hsg	C	370558	FC		20	80	0	80		
Freedom House	Freedom House	N	370558	SM		0	0	12	12		
Hope Haven	Village of Hope Haven	C	370558	M		16	35	165	200		
House of Grace	House of Grace	N	370558	SM	AIDS	0	0	14	14		
Jackson Park Ministries	Jackson Park Ministries	N	370558	FC		15	45	0	45		
Oxford House	Oxford House	N	370558	SM		0	0	88	88		
Peachford House	Peachford House	N	370558	SM		0	0	11	11		
Salvation Army	Independent Living Center	P-4/05	370558	M		20	40	30	70		
Salvation Army	Indep. Living Ctr.	P-4/05	370558	FC		10	40	0	40		
Salvation Army	Center of Hope	C	370558	M		20	60	5	65		
Salvation Army	ARC	C	370558	SM				105	105		
Society for a Second Chance	Society for a Second	N	370558	FC		4	15	0	15		

	Chance										
Society for a Second Chance	Society for a Second Chance	N	370558	SMF	AIDS	0	0	16	16		
Uptown Men's Shelter	Uptown Men's Shelter	C	370558	SM		0	0	60	60		
Youth Network	Youth Network	N	370558	SMF		0	0	6	6		
YWCA	Women in Transition (WIT)	C	370558	SF		0	0	60	60		
Under Development None				TOTAL		105	315	711	1,026		
PERMANENT HOUSING											
Provider Name	Facility Name	HMIS	Geo Code	Target Population 2004 Year Around Units/Beds					2004 All Beds		
				A	B	Family Units	Family Beds	Indiv. Beds	Year Round	Seasonal	Overflow/Voucher
Current Inventory											
Area Mental Health	Shelter Plus Care	N	370558	M		33	114	83	197		
Area Mental Health	Section 811 Apts.	N	370558	M		0	0	36	36		
Area Mental Health	Group Homes	N	370558	SMF		0	0	30	30		
Area Mental Health	Section 8	N	370558	M		0	0	75	75		
The Havens	The Havens	N	370558	SMF	AIDS	0	0	25	25		
Hope Haven	Phase IV	N	370558	SM		0	0	13	13		
St. Peter's Homes	McCreesh Place	N	370558	SM		0	0	64	64		
SUBTOTAL						33	114	326	440		
Under Development											
Area Mental Health	Section 811 Apts	N	370558	M				15	15		
SUBTOTAL						0	0	15	15		

C. Unmet Need

Figure 28, also from the 2004 CoC application, identifies the housing gaps for the homeless population by housing type. Data from the Housing Inventory Chart and the 2004 point-in-time count was used to determine the unmet need. In summary, **an unmet need of 800 beds/units for individuals and 230 beds/units for persons in families with children was identified.** The local homeless housing and service delivery system simply does not have the capacity to meet the rising demand.

Figure 28: Continuum of Care: Housing Gaps Analysis Chart

	Current Inventory in	Under Development	Unmet Need/ Gap
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		2004	in 2004	
Individuals				
Beds	Emergency Shelter	491*	0	200
	Transitional Housing	711	30	150
	Permanent Supportive Housing	326	15	400
	Total	1,528	45	800
* Includes 257 seasonal beds				
Persons in Families With Children				
Beds	Emergency Shelter	141	0	50
	Transitional Housing	315	40	80
	Permanent Supportive Housing	114	0	200
	Total	570	40	230

D. Non-Housing Services for People Who Are Homeless

More than 70 non-profit organizations, government agencies, faith-based organizations and other groups are a part of the community's network of resources and support for homeless individuals and families. The Homeless Services Network is the official group of collaborative partners who focus on the Charlotte-Mecklenburg Continuum of Care. The continuum of services includes prevention, outreach, supportive services, emergency shelter, transitional housing and permanent housing. A wide array of services is provided as part of this overall continuum. Figure 29 provides an inventory of the non-housing services that are available in Charlotte-Mecklenburg.

Figure 29: Inventory of Homeless Services Available In Charlotte-Mecklenburg

Service	Provider of Service(s)
Prevention Services for people who are at imminent risk of becoming homeless	
<ul style="list-style-type: none"> Emergency Rental and Utility Assistance 	<ul style="list-style-type: none"> Crisis Assistance Ministry
<ul style="list-style-type: none"> Information and Referral 	<ul style="list-style-type: none"> Dept. of Social Services Vestibule Help Desk Meck County Homeless Support Services
<ul style="list-style-type: none"> Intensive case management 	<ul style="list-style-type: none"> A Child's Place Community Link Department of Social Services
<ul style="list-style-type: none"> Discharge Planning from Institutions 	<ul style="list-style-type: none"> Area Mental Health ACT Team Energy Committed to Offenders House of Grace (for people with HIV/AIDS) Mecklenburg County Jail Liaison
Outreach Services for homeless people, primarily chronic homeless who are living on the streets, in camps, in weekly motels, etc.	<ul style="list-style-type: none"> Meck County Homeless Support Services Mecklenburg County ACCESS program for dually diagnosed individuals Regional HIV/AIDS Consortium Urban Ministry Center Veterans Services

<p>Support Services to increase the ability of people to manage their daily lives and to ultimately become self-sufficient.</p>	
<ul style="list-style-type: none"> • Case Management to help people deal with a variety of specific issues including disabilities such as mental health or substance abuse addiction, release from prison, domestic violence, lack of training and skills, etc. 	<ul style="list-style-type: none"> • A Child's Place • ACCESS Program • Area Mental Health Services • Area Mental Health Substance Abuse Program • Charlotte Emergency Housing • Charlotte Rescue Mission • Community Link • Crisis Assistance Ministry • Energy Committed to Offenders • Hope Haven • House of Grace • Salvation Army Center of Hope • Shelter for Battered Women • Uptown Men's Shelter • Veterans Services • YWCA Women in Transition Program
<ul style="list-style-type: none"> • Domestic Violence Assistance to help women and their children find a safe haven and obtain support to deal with domestic violence in their lives. 	<ul style="list-style-type: none"> • Shelter for Battered Women • Women's Commission
<ul style="list-style-type: none"> • Veterans Assistance to help veterans obtain benefits, deal with disabilities, find housing and other support 	<ul style="list-style-type: none"> • Mecklenburg County Office of Veterans Services • North Carolina Veterans Services
<ul style="list-style-type: none"> • Substance Abuse Assistance to help individuals and their families deal with issues of addiction. 	<ul style="list-style-type: none"> • Cascade • Charlotte Rescue Mission • Chemical Dependency Center • Fighting Back • Freedom House • Hope Haven (After Care) • McLeod Center • Mecklenburg County Jail Substance Abuse Program • Mecklenburg County Shelter Substance Abuse Program (Uptown Men's Shelter and Salvation Army Center of Hope) • Mecklenburg County Substance Abuse Center • Salvation Army Adult Rehabilitation Center • Samuel Billingsly County Detox Center
<ul style="list-style-type: none"> • Mental Health Assistance to help individuals and their families deal with mental illness. 	<ul style="list-style-type: none"> • ACCESS • Behavioral Health Center CMC Randolph • Behavioral Health Services at Presbyterian Hospital • Mecklenburg County Mental Health Association
<ul style="list-style-type: none"> • Healthcare Assistance to provide options to using the emergency room for health services and to provide access to affordable or free medical and dental care. 	<ul style="list-style-type: none"> • Carolinas Healthcare System • Community Health Clinics • Community Health Services • County Health Department • Dental Clinic at the Uptown Men's Shelter • Nursing Center at Salvation Army Center of Hope • Samaritan House (respite care)
<ul style="list-style-type: none"> • Financial Assistance/Counseling to assist people in obtaining benefits, managing debt, saving money for initial housing costs and/or maintaining a budget to retain housing. 	<ul style="list-style-type: none"> • A Child's Place • Consumer Credit • Crisis Assistance Ministry • Department of Social Services • FEMA • Social Security Administration

<ul style="list-style-type: none"> • Employment/Training/Life Skills Training (not including shelter/transitional housing life skills training) to provide the necessary skills to enter and/or advance in the workforce. 	<ul style="list-style-type: none"> • Central Piedmont Community College • Charlotte Area Fund • Charlotte-Mecklenburg JobLink Centers • Community Link • Energy Committed to Offenders • Goodwill Industries • Hope Haven • Urban League • Women's Commission
<ul style="list-style-type: none"> • Meals/Food Pantries (meals not included in shelter or transitional housing program) to deal with issues of hunger and nutrition. 	<ul style="list-style-type: none"> • Loaves and Fishes • Outreach Ministries • Second Harvest Food Bank • Urban Ministry Center
<ul style="list-style-type: none"> • Laundry, Mail and Other Personal Services to allow "street" homeless to function with daily living activities. 	<ul style="list-style-type: none"> • Urban Ministry Center
<ul style="list-style-type: none"> • Other Support such as childcare, transportation vouchers, clothing, etc. 	<ul style="list-style-type: none"> • A Child's Place • Catholic Social Services • Charlotte Transit • Childcare Resources • Community Link • Department of Social Services • Mecklenburg County Parks and Recreation Dept. • Special Transportation Services • Urban Ministry Center

II. Strategy to Address Homelessness

Agencies that serve the homeless population have been hard pressed to keep up with the growing demand for assistance. Recent cutbacks in funding are making it even more challenging. Upon completion of the assessment of homelessness, Mecklenburg County, the City of Charlotte, the United Way and various other organizations pooled their resources to undertake a strategic plan to reduce the prevalence, duration and impact of homelessness. A community task force was formed and worked for ten months to develop the plan entitled *Out of the Shadows*. The task force identified the following big picture outcomes:

- A stronger safety net for those who are vulnerable to becoming homeless
- Faster movement of individuals and families from homelessness to permanent housing
- More alternatives for the chronic homeless population
- The cycle of homelessness broken for individuals and families that move in and out of homelessness
- A safer community for everyone, both the homeless and residents and business owners
- A more aware and involved community around issues of homelessness
- An organized and solid infrastructure to sustain public policy decisions, collaborative planning and funding

Local officials adopted the plan, which includes numerous objectives and strategies to accomplish the above, on June 13, 2005. **One of the major outcomes of the plan was the creation of A Way Home, the Mecklenburg County Council on Homelessness.** This non-profit organization is charged with implementing the plan, increasing community awareness and advocacy on issues of homelessness, and expanding overall funding for housing, programs and services in the community. A Way Home is working closely with the local Homeless Services Network, which includes the homeless service agencies in the community.

The priority objectives and strategies in the plan are summarized as follows:

Out of the Shadows Key Objectives/Summary Strategies for Homelessness

- **Objective 1: Bolster corporate, faith community and public sector commitment**
to expand/leverage financial and volunteer resources.

Summary of Strategies:

- Creation of non-profit organization to focus on advocacy, planning, community education, system-wide fund development, coordination with other towns (A Way Home)
- Dedicated source of funding
- Public education campaign
- Volunteer involvement strategy
- Coordination with Chamber

- **Objective 2: Increase the supply of and access to affordable rental housing for individuals and families making 30% or less of the median income;** including the development of SRO housing and supportive housing for special needs populations.

Summary of Strategies:

- Implementation of the City's Affordable Housing Strategy Plan
- Multi-disciplinary team to develop a plan, with financing options, to increase the supply of permanent supportive housing
- Rent deposit/guarantee and loan program to defray the front-end costs of getting into an apartment
- New sources of time-limited rental subsidies for working homeless

- **Objective 3: Fill critical gaps in emergency and transitional housing,** focusing on: 1) strengthening the overall system of emergency and transitional housing; 2) addressing the needs of certain groups that have limited access to such housing; and 3) supporting options that ultimately lead to permanent housing.

Summary of Strategies:

- Permanent site for men's winter shelter
- Strengthened coordination of emergency housing resources
Evaluation of and improvements to the current system, programs and models of service delivery.
- Evaluation of land use and zoning policies, regulations

- **Objective 4: Step up efforts to empower and enable individuals who are homeless to re-enter and advance in the workforce** so they may successfully achieve long-term self-sufficiency and help meet the workforce needs of area employers.

Summary of Strategies:

- Hiring collaborative to employ individuals who are homeless.
- Increased collaboration between the HSN and Charlotte-Mecklenburg Workforce Development Board
- Options for creating an on-the-job training initiative(s)
- Reduction of barriers to employment, including the lack of transportation and childcare.
- Regulation of day labor businesses

- **Objective 5: Increase access to and integration with mainstream behavioral and physical health services** to address the complex needs and challenges of individuals and families who are homeless and the underlying factors that contribute to and prolong their homelessness.

Summary of Strategies:

- Mainstream service system identification and tracking of individuals and families who are homeless
- Increased outreach and assessment; non-traditional approaches to providing mental health and substance abuse services to those who are homeless; cross-training of service providers
- Streamlined and coordinated case management
- Increased resources, access to and coordination of healthcare services for people who are homeless
- Reduced barriers to making and accessing appointments and follow-up support with medical and mental health services

- **Objective 6: Devote more attention and resources to the prevention of homelessness--** stop it before it starts or recurs.

Summary of Strategies:

3. Expanded capacity system to provide outreach and case management services to individuals and families who are at imminent risk or great risk of becoming homeless
4. Continued support/enhancement of eviction prevention programs
5. Continued development of affordable database (Socialserve.com)
6. Better discharge planning policies and procedures

- **Objective 7: Provide fair and reasonable solutions to addressing fears and concerns of business owners and residents** about aggressive panhandling and other obtrusive or criminal behavior carried out by people spending time on the street, some of whom are homeless.

Summary of Strategies:

- Stepped up efforts to reduce panhandling in Mecklenburg County
- Expectations for criminal justice system: enhanced communication and coordination between Police Department and HSN, mental health court; cross training, safety zone around shelters use of bicycle patrols and safety issues associated with homelessness on a regular basis.
- More aggressive outreach to homeless people living on the streets.
- Merit/feasibility of establishing a day shelter

Plan to End Chronic Homelessness By 2012

To further HUD's goal of ending chronic homelessness by 2012, A Way Home, with the financial support of the City of Charlotte and the Knight Foundation, will lead the effort to further refine the Out of the Shadows Plan so that it more aggressively pursues HUD's goal of ending chronic homelessness. This planning process will begin in spring 2005 and is expected to come to a conclusion in early 2006. The implementation plan will provide specific actions and short, medium and longer-term targets. Providing greater access to permanent affordable housing and supportive housing, increasing effective outreach, developing more employment opportunities and promoting greater coordination with Area Mental Health will be key priorities pursued.



Chapter 6. Implementation

I. Monitoring Plan Implementation Progress

The City of Charlotte Neighborhood Development Department is responsible for ensuring that the federal funds spent on activities to benefit low and moderate-income households are in compliance with federal guidelines. The performance monitoring activities include routine monitoring and technical assistance rendered by staff to sub-recipients. Improvements to the monitoring process occur on an ongoing basis.

All CDBG non-housing sub-recipients enter into contractual agreements with the City of Charlotte, which includes a detailed scope of services with measurable objectives. The federal general provisions, along with the appropriate OMB Circulars, are included in contractual agreements to ensure compliance. The budget line items must be reflective of the goals and objectives. Prior to program start-up, the City's Internal Audit Division and Neighborhood Development monitor and evaluate the sub-recipients programmatic and fiscal management policies.

Sub-recipients are required to provide periodic reports on their achievement of contractual objectives. These contracts are monitored on a quarterly basis. Neighborhood Development staff conducts quarterly site visits to ensure performance of program activities (programmatic as well as fiscal control.) In addition, the monitor in Neighborhood Development's Financial Services Unit reviews each request for payment. The monitor determines whether the sub-recipient's program is on target and in compliance. A final evaluation is performed at the end of the contract period.

As part of the monitoring plan, the City will continue to periodically meet with the Consolidated Plan Steering Committee that was established to provide guidance for the development of the 2006-2010 Consolidated Plan. This group will assist in reviewing the City's performance and accomplishments and measure them against targets outlined in the plan.

II. Implementing Anti-Poverty Strategy

Charlotte's housing and community development problems will continue to be a challenge so long as people are economically dependent and do not have the skills and resources they need to participate in the mainstream economy. The City of Charlotte and Mecklenburg County have been pursuing various strategies and initiatives to improve economic opportunity for low wealth residents. Most of these efforts are integrated into the goals, programs and policies of the City of Charlotte Neighborhood Development Department, the Mecklenburg County Department of Social Services and the Charlotte Housing Authority. Some of the more prominent strategies aimed at reducing poverty in Charlotte-Mecklenburg include:

- **Launching the City-Within-A-City (CWAC) initiative** to address the city's inner city problems such as substandard housing, unemployment, a high crime rate and overall business corridor and neighborhood decline in 73 inner-city neighborhoods;
- **Becoming an Enterprise Community** to principally address business redevelopment and workforce development needs in 32 of Charlotte's most depressed neighborhoods;
- **Implementing the Work First Program** to help lift households receiving public assistance out of their poverty circumstances and into full-time employment;
- **Implementing Charlotte Housing Authority's Family Self-Sufficiency Program** to provide remedial education, counseling, job training referral and placement to public housing residents;
- **Creating and expanding the local JobLink system** to include five JobLink Centers and a virtual JobLink Center to provide access to training and jobs;
- **Establishing the Mayor's Mentoring Alliance** to provide one-on-one support to disadvantaged adults and children;
- **Continuing to support the Mayor's Youth Employment Program** that provides summer employment opportunities for disadvantaged youth that exposes them to the world of work; and
- **Developing the Homeless Services Network** to coordinate and expand housing and services support to homeless individuals and families.

The City and County will continue to invest in these and other anti-poverty initiatives over the next five years. Countywide, the level of poverty has declined in the last six years due, in part, to the concentrated effort of the community. This downward trend is a positive sign that the City and County hopes will continue.

**City of Charlotte and the
Charlotte-Mecklenburg Regional Housing
Consortium**

FY2006 Action Plan

FY2006 Action Plan Table of Contents

I. Overview of Key Programs/Activities	Page 1
Priority Goals and Objectives	
A. Affordable Housing Strategy FY2006 Action Plan	Pages 1-5
Neighborhood Revitalization/Development (City of Charlotte)	
Public Housing (Charlotte Housing Authority)	
Special Needs Housing	
Charlotte-Mecklenburg Regional Housing Consortium	
Charlotte-Mecklenburg Housing Partnership	
Habitat for Humanity	
B. Suitable Living Environment Strategy	Pages 5-6
Community Development/Neighborhood Revitalization (City)	
C. Economic Development/Opportunity Strategy	Pages 6-7
Corridor/Business District Revitalization (City)	
Creating Economic Opportunity for Businesses and Households	
II. Other FY2006 Action Plan Elements	Pages 8-9
A. Administration and Planning	
B. Emergency Shelter Grant Program Match	
C. Anti-Poverty Strategy	
D. Lead-Based Paint Hazards	
E. Removal of Barriers to Housing	
F. HOME Resale Provisions	
G. Low/Mod Benefit	
H. Monitoring	
III. FY2006 Federal and Local Resource Allocation	Pages 10-12
A. Resource Allocation	
B. Use of Funds	
1. Community Development Block Grant	
2. HOME Investment Partnership	
3. Emergency Shelter Grant	
4. Housing Opportunities for Persons with AIDS/HIV	
5. Local Resources	
6. Other Federal Resources	
C. Leverage of Federal Funding	
Table 2: Proposed Uses of Federal and Local Funds	
Certifications	Pages 13-18
Affirmatively Further Fair Housing	
Anti-displacement and Relocation Plan	
Drug Free Workplace	
Anti-Lobbying	
Authority of Jurisdiction	
Consistency with Plan	
Section 3	
Certification 1: Community Development Block Grant	
Certification 2: HOME Investment Partnership Program	
Certification 3: Emergency Shelter Grant	
Certification 4: Housing Opportunities for Persons with AIDS	
Certification 5: Authorized Official Signature	
Appendices	Pages 19-24
Citizen Participation	
Draft Document Review & Public Hearing Notice	
Public Forum Invitation Notice	
Public Comments/Funding Proposals	
Public Forum Invitation – Brochure	
Draft Document Review - Brochure	

I. Overview of Key Programs/Activities/Targets

The programs and activities identified on Table 1 will begin to address the priority goals and objectives outlined in the Five-Year Strategy Plan. To summarize, the goals are:

- Provide decent, affordable housing
- Expand economic opportunity
- Provide a suitable living environment

Table 1 Priority Community Development Needs	Dollars to Address Unmet Priority Need
PUBLIC FACILITY NEEDS	
Neighborhood Centers	\$401,770
Homeless Facilities	\$204,783
INFRASTRUCTURE NEEDS	
Neighborhood Improvement Program	\$2,000,000
- Sewer/Water Improvements	
- Road Improvements	
- Sidewalks	
PUBLIC SERVICE NEEDS	
Neighborhood Leadership/Capacity Building	\$227,000
Youth Services	\$635,810
ECONOMIC DEVELOPMENT	
Other Services (Business Revolving Loan Fund)	\$1,100,000

To advance these goals, the Five-Year Plan identifies 13 priority objectives and over 75 strategies. However, the overarching strategy the City will employ to carry out the Consolidated Plan centers around the following four guiding principles:

- Target resources in the most distressed inner-city neighborhoods and business corridors;
- De-concentrate poverty wherever possible;
- Leverage local, state and federal resources with those of the private sector; and
- Collaborate and partner with other agencies, the private sector and community organizations.

The following outlines the FY2006 plan of action, which is the first year of implementation for the five-year plan.

A. Affordable Housing Strategy FY2006 Action Plan

Key Objectives:

1. Preserve/rehabilitate existing housing
2. Develop new rental and homeowner housing
3. Expand options for special needs populations
4. Reduce barriers to developing and accessing housing

Neighborhood Revitalization/Development (City of Charlotte)

Key Actions in FY2006

- Continue to concentrate code enforcement in targeted neighborhoods
- Develop affordable housing in Belmont, Grier Heights, Lincoln Heights, Druid Hills, Lakewood, Reid Park, Wingate and Thomasboro-Hoskins neighborhoods
- Acquire property for affordable housing along Statesville Road
- Continue to support CHDOs through the Charlotte Neighborhood Fund
- Begin development of the Piedmont Courts HOPE VI project in conjunction with the Charlotte Housing Authority
- Undertake Selective Rehabilitation and Replacement Housing for households impacted by the City's Housing Code Enforcement efforts
- Continue the City's Lead Paint Initiative through concentrating on the 35 neighborhoods that make up the Enterprise Community boundaries
- Continue the Urgent Repair Program for eligible households earning 50% or less of the area median income
- Continue the House Charlotte Program, which provides a direct subsidy for persons purchasing a home in one of 69 eligible neighborhoods

Neighborhood Revitalization/Development Housing Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
Housing Code Enforcement	Number of Units in Compliance	11,500	2,300
Nuisance Code Enforcement	Number of Units in Compliance	165,000	33,000
Acquisition	Number of Parcels	100	20
Rehabilitation	Number of Units	2,500	500
Lead-based Paint Abatement	Number of Units	600	120
New Construction	Number of Units	2,500	500
Housing Counseling	Number of Persons	3,000	600
Rental Housing Subsidies	Number of Households	750	150
Homeownership Subsidies	Number of Households	1,500	300
Emergency Utility Payments	Number of Households	4,000	800
Emergency Rental Payments	Number of Households	3,500	700

Public Housing (Charlotte Housing Authority)

Key Actions in FY2006

- Begin demolition of Piedmont Courts/Seigle Avenue Apartments HOPE VI projects
- Begin/complete construction of new rental units in Springfield Gardens, Seigle 60, Montgomery Gardens, Arbor Glen III, Prosperity Creek, Mayfield Terrace and Renwick Apartments.
- Complete acquisition of 24 additional assisted units at Stonehaven East.
- Continue with building/acquisition plan of replacement units.
- Begin/continue renovations of Southside Homes, Boulevard Homes, Leafcrest, Cedar Knoll and Mallard, and building system upgrades at Oak Valley, Valley View, Strawn and Charlottetown.

- Continue evaluating CHA properties for possible disposition
- Continue making improvements to management of public housing and voucher program
- Reduce public housing vacancies
- Apply for additional vouchers
- Continue Family Self-Sufficiency, Homeownership and Drug Elimination Initiatives

Public Housing (CHA) Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
Rehab/Modernization	Number of Units	1,592	611
New Housing	Number of Units	1,442	288
Section 8 Voucher Program	Number of Vouchers Use	5,000	4,217
Family Self-Sufficiency Program	Number of Completions	225	45
Homeownership Program	Number of Completions	100	20

Special Needs Housing (Regional HIV/AIDS Consortium, Homeless Services Network, Area Mental Health, Charlotte-Mecklenburg Housing Partnership, A Way Home)

Key Actions in FY2006

- Utilize HOPWA funds for the Regional HIV/AIDS Consortium (RAC) and continue to expand the tenant based voucher program
- Continue planning for second single room occupancy (SRO) project for disabled individuals
- Purchase/renovate/open building for new Men’s Winter Shelter on Statesville Road in preparation for winter 2006-07
- Begin/complete Regional HIV/AIDS Consortium 5-Year Plan to develop housing strategies and targets
- Begin/complete Ten Year Plan to End Homelessness to develop supportive housing strategies and targets
- Acquire ten new units for HIV/AIDS clients (RAC)
- Begin construction of Horizons at the Park elderly independent living community on Beatties Ford Road (Charlotte-Mecklenburg Housing Partnership)
- Obtain funding/acquire first units for Housing First permanent supportive housing units for families (Charlotte Emergency Housing)
- Apply for additional Shelter Plus Care vouchers
- Undertake renovations of the Salvation Army Center of Hope Shelter
- Receive proposals for the development of special needs housing through the Housing Trust Fund

Special Needs Housing Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
Housing Opportunities for Persons with AIDS (HOPWA)	Number of Households	2,000	400
Emergency Shelter Grant Program (ESG)	Number of Persons	4,500	900

- Increase outreach to local housing providers to create opportunities for leveraging building capital
 - *Note: The Housing Trust Fund does not directly build or rehabilitate housing; it provides the funding for others to do the development. Therefore, the targets are absorbed in the projects for the various housing providers.*

Charlotte-Mecklenburg Regional Housing Consortium

Key Actions in FY2006

- Continue funding new single family homes and rehab housing throughout the county

Charlotte-Mecklenburg Regional Housing Consortium Housing Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
New Construction	Number of Units	25	6
Rehabilitation	Number of Units	40	2

Charlotte-Mecklenburg Housing Partnership, Inc.

Key Actions in FY2006

- Continue to build new rental and homeowner units in Statesville Avenue/Druid Hills area
- Begin development of rental development in Arrowood Road area, if funded
- Begin construction of Horizon at the Park elderly independent living community on Beatties Ford Road, if project is funded
- Continue property acquisitions
- Continue originations for second mortgages and for financial partners
- Identify CHMP foreclosure properties in target neighborhoods for potential acquisitions
- Continue providing housing/homeownership counseling to families

Charlotte-Mecklenburg Housing Partnership, Inc. Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
New housing	Number of Units	400	200
Rehab housing	Number of Units	100	66*
Property Acquisition	Number of Properties	3	1
Housing/Homeownership Counseling	Number of Families	500	100

* YWCA

Habitat for Humanity (Charlotte and Matthews)

Key Actions in FY2006

- Continue purchasing property and building new single-family homes for low-income residents.

Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
New Construction	Number of Units	480	80

Other Public/Private Developers

Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
New Construction	Number of Units	866	173
Rehabilitation	Number of Units	334	67

B. Suitable Living Environment Strategy

Key Objectives:

1. Invest in infrastructure and other capital improvements
2. Help build the capacity of neighborhoods and their organizations
3. Target City services
4. Reduce crime and fear of crime
5. Increase access to youth activities

Community Development/Neighborhood Revitalization (City)

Key Actions in FY2006

- “Graduate” two targeted neighborhoods and identify/plan for two new neighborhoods to become targets for revitalization
- Continue implementation of infrastructure program funded through bond package
- Implement Neighborhood Action Plan Budget process
- Aggressively market Neighborhood Matching Grants Program and implement an on-line application
- Continue expanding Community University Program through greater use of technology
- Host annual Neighborhood Symposium
- Continue concentrated code enforcement in targeted neighborhoods
- Continue to focus on crime prevention, repeat offenders and targeting chronic criminal hotspots in distressed neighborhoods
- Continue engaging neighborhoods in community safety problem solving
- Continue providing funding for the After-School Enrichment Program

**Community Development/Neighborhood Revitalization
Programs/Targets**

Project	Strategic Measures	5-Year Target	FY06 Target
Neighborhood Action Plan Implementation	Number of Neighborhood Plans Fully Implemented	9	2
New Neighborhood Action Plans	Number of new plans developed	9	2
Neighborhood Capacity Building	Number of People Trained % Capacity Bldg. Success	5,000 80%	1,000 80%
Neighborhood Matching Grants	Number of neighborhoods awarded grants	125	25
After School Enrichment	Number of Children Served	815	815

C. Economic Development/Opportunity Strategy

Key Objectives:

1. Revitalize distressed business corridors and districts
2. Attract new businesses and support retention of existing ones
3. Support small business development and entrepreneurship
4. Increase access to employment and training opportunities

Corridor/Business District Revitalization (City)

Key Actions in FY2006

- Continue implementation of corridor and business district plans
- Continue to use Economic Development Revolving Loan Program for gap financing
- Continue to market the City's Brownfield program
- Continue to aggressively market the City's Equity Loan, Facade Grant, Infrastructure Grant and Security Grant programs to distressed corridors
- Complete improvement to Shops on Freedom parking lot
- Continue efforts to implement infill housing development for Independence Boulevard
- Solicit RFP proposals for Oaklawn/Statesville Avenue market rate infill housing and retail development
- Develop/adopt methodologies for using project development financing
- Undertake improvements to Eastland Mall, including facade improvements, transit station development and planning for streetscape
- Partner in redevelopment of Midtown area
- Continue to support business associations, providing technical assistance and grants

Corridor/Business District Revitalization Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
Brownfield Grants	Number of Projects	25	5
Façade Grants Infrastructure Grants Security Grants	Number of Grants	200	40
Equity Loans	Number of Loans	75	15
Retail Improvements Shops on Freedom Eastland Mall	Completions	1 1	1 0
Business Organization Support	Number of Organizations Assisted	10 grants	2

Creating Economic Opportunity for Businesses and Households

Key Actions in FY2006

- Continue providing equity and other small business financing
- Align the Business Investment Grant Program with the new-targeted industries from the Advantage Carolina plan.
- Do retention visits to businesses to identify needs and barriers to business growth.
- Continue to partner with Chamber, CPCC and others on BizHub and promote to small businesses
- Collaborate with Chamber, Small Business Association, CPCC and others to establish baseline data on small business needs
- Work with Charlotte-Mecklenburg Workforce Development Board (WDB) to provide fiscal and compliance oversight for WDB and enhance JobLink System and its offerings to low and moderate income residents
- Continue administering/promoting Mayor's Youth Employment Program

Economic Opportunity Programs/Targets

Project	Strategic Measures	5-Year Target	FY06 Target
Business Loans	# of Loans	75	
Small Business Support	# of Businesses Supported	200	40
Mayors Youth Employment Program	# of Organizations Assisted	4,000	800

III. Other FY2006 Action Plan Elements

A. Administration and Planning

Funds for program administration are allocated to the City of Charlotte, one Community-Based Development Organization (CMHP) and five Community Housing Development Organizations (Belmont, Grier Heights, Lakewood, Northwest Corridor and City West.) Overall administration costs for the City and the CMHP amount to 20% of CDBG, 4% of HOME and 0% of ESG and HOPWA funding. This is at or below the respective administrative program caps. In addition, 5% of the HOME grant plus the local match is appropriated for use by the Community Housing Development Corporations.

B. Emergency Shelter Grant Program Match

The City of Charlotte will receive \$204,783 in Emergency Shelter (ESG) funding for FY2006. This funding is matched dollar per dollar by the ESG sub-recipients who have been awarded funding by the City. This match is provided in accordance with Section 576.51 (a)(b). The following are the sub-recipients funded with ESG funds:

- Charlotte Emergency Housing
- Community Link
- Crisis Assistance Ministry
- Salvation Army Center of Hope
- Uptown Men's Shelter

C. Anti-Poverty Strategy

The City and County will continue to pursue the anti-poverty initiatives outlined in the Five-Year Plan including the: City-Within-A-City Initiative; Enterprise Community; Work First Program; CHA's Family Self-Sufficiency Program; JobLink System; Mayor's Mentoring Alliance; Mayors Youth Employment Program; and Homeless Services Network.

D. Lead-Based Paint Hazards

In FY2006, the City of Charlotte will continue to implement its LeadSafe Housing Program described in the Five Year Plan. Specifically in the coming year, the City will focus on increasing collaboration with the Mecklenburg County Health Department to do outreach and testing of children in vulnerable neighborhoods, including an increasing number of Hispanic/Latino children. The City will also continue to further integrate lead safe work practices to all city rehabilitation programs, provide training to all contractors on Housing bidder's lists regarding lead safe work practices and encourage Code Enforcement Officials to make referrals to LeadSafe Charlotte and enforce code requirements regarding the elimination of deteriorated paint.

E. Removal of Barriers to Housing

Removing barriers to developing and accessing housing is one of the priority affordable housing objectives identified in the Five Year Plan. In FY2006, the City will:

- Identify/pursue new sources of funding to develop new housing
- Develop a community outreach strategy to address opposition to affordable housing
- Continue to provide mortgage financing and homeownership counseling
- Explore creation of a rent deposit program to assist low income residents with the front-end cost of moving into rental housing
- Affirmatively further Fair Housing

F. HOME Resale Provisions

In providing home-ownership assistance to eligible families, the City of Charlotte adheres to the resale provisions set out in the HOME regulations. (Part 92.254 of the HOME Final Rule). These provisions will ensure that each housing unit will remain affordable for a period of time determined by the following schedule:

HOME Funds Provided	Period of Affordability
Less than \$15,000	5 years
\$15,000-\$40,000	10 years
More than \$40,000	15 years

F. Low/Mod Benefit

All of the CDBG, HOME, ESG and HOPWA funds (excluding administration and planning) will be used to directly benefit individuals and families with household incomes below 80% of the area median income. The City expects the majority of funds to serve households earning 60% or less of the area median income.

F. Monitoring

In FY2006, the City will follow the monitoring process outlined in the Five-Year Plan.

III. FY2006 Federal and Local Resource Allocation

A. Resource Allocation

Charlotte's FY2006 Resource Allocation Plan totals \$151,434,863 of federal and local resources used to address housing and community development needs through programs implemented by the City of Charlotte and its partners. The proposed funding allocations are as follows:

Funding Source	Funding Amount
Community Development Block Grant (CDBG)	
FY2006 Grant	5,299,260
Projected Program Income	1,760,286
SUBTOTAL	7,059,546
HOME Investment Partnership (HOME)	
FY2006 HOME Grant	2,184,021
American Dream Down Payment Initiative Grant	676,430
Local Match	683,593
Projected Program Income	---
SUBTOTAL	3,544,044
Emergency Shelter Grant (ESG)	
FY2006 Grant	204,783
Housing Opportunities for Persons with AIDS (HOPWA)	
FY2006 Grant	565,000
Local and Other Federal Resources	
FY2006 Local Resources	12,943,975
FY06 Housing Bonds (Local)	15,000,000
FY2006 Other Federal Resources	112,117,515
TOTAL BUDGET	\$151,434,863

B. Use of Funds

The following is a summary of how these funds will be used in FY2006 for each of the funding sources.

1. **Community Development Block Grant (CDBG)**

The total funding for the CDBG program is **\$7,059,546**. These funds are comprised of \$5,299,260 federal entitlement grant funding, and \$1,760,286 from projected program income. These funds will be used for community development improvements that include housing rehabilitation, relocation, public facilities, program operating support and after-school enrichment.

2. **HOME Investment Partnership (HOME)**

The total funding for the HOME program is **\$3,544,045**. These funds are comprised of \$2,660,451 federal entitlement grant funding including the American Dream Down Payment Initiative Grants totaling \$676,430 and the \$683,593 local match. These funds will be used for housing rehabilitation, down payment assistance, new construction and CHDO operating. The HOME funds include \$308,000 for housing development activities undertaken by the Charlotte-Mecklenburg Regional Housing Consortium.

3. Emergency Shelter Grant (ESG)

The total funding for the ESG program is **\$204,783**. These funds will provide homeless individuals and families with basic shelter and essential support services. ESG funding also assists with the operational costs of the shelter facilities and for the administration of the grant. ESG funds also provide short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure or utility shutoffs.

4. Housing Opportunities for Persons with AIDS/HIV (HOPWA)

The total funding for the HOPWA program is **\$565,000**. These funds will be used for a wide range of housing, social services, program planning and development costs. This includes, but is not limited to, acquisition; rehabilitation or new construction of housing units; costs for facility operations; rental assistance; and short-term payments to prevent homelessness. HOPWA funds also may be used for health care and mental health services, chemical dependency treatment, nutritional services, case management, assistance with daily living and other supportive services.

5. Local Resources

Other local resources include \$15 million from the City's Housing Trust Fund, \$3,292,025 from the City's Innovative Housing Fund and \$2 million from the City's Neighborhood Program (Infrastructure). Also included are \$4,199,029 to support the City's Housing and Property Code Enforcement program, and general fund support of \$1,674,788 for operation of the City's Neighborhood Development Key Business.

6. Other Federal Resources

Other federal resources included in the FY2006 Consolidated Plan include \$108,517,515 in Public Housing funds that are administered by the Charlotte Housing Authority, and \$1.98 million in Workforce Development funds, which flow through the State of North Carolina and are administered by the Charlotte-Mecklenburg Workforce Development Board. The City funding also includes \$2,500,000 in Lead Hazard Reduction funds. These funds support housing, economic opportunity and community development initiatives.

B. Leverage of Federal Funding

The City uses local funding in addition to the CDBG, HOME, ESG, HOPWA and other federal grants to accomplish the Consolidated Action Plan objectives. The specific activities and projects proposed to be undertaken with the use of federal and non-federal funds are identified on Table 2. These projects total \$151,434,863. The total CDBG, HOME, ESG and HOPWA funds to be received by the City of Charlotte are \$11,373,373. Thus, for every \$1 of entitlement funds expended, an additional \$12.31 of leveraged funds will be provided to complete the activities.

Proposed Uses of Federal and Local Funds in FY2006

PROGRAM / ACTIVITY	CDBG FUNDS	HOME FUNDS	ESG FUNDS	HOPWA FUNDS	OTHER FEDERAL	HOUSING BONDS	LOCAL FUNDS	TOTAL
Housing								
<i>Affordable Housing</i>								
Code Enforcement							4,199,029	4,199,029
Rehabilitation	1,376,278	221,553					73,245	1,671,076
New Construction								0
Lead Abatement					2,500,000		176,802	2,676,802
Project Subsidies	178,558							178,558
CHDO Set Aside		512,695						512,695
CHDO Operating		150,000					150,000	300,000
CBDO Set Aside	1,000,000						1,000,000	2,000,000
Rental Housing Subsidies							275,000	275,000
Homeownership Subsidies		1,323,571					481,978	1,805,549
ADDI Program		676,430						676,430
Sub-Total	2,554,836	2,884,249	0	0	2,500,000	0	6,356,054	14,295,139
<i>*Housing Trust Fund</i>								
FY05 Allocation						15,000,000		15,000,000
Sub-Total						15,000,000		15,000,000
<i>Regional Consortium</i>								
Rehabilitation		308,000						308,000
Sub-Total	0	308,000	0	0	0	0	0	308,000
<i>Public Housing</i>								
Public Housing Capital Fund					10,212,747			10,212,747
Hope VI Projects					49,666,656			49,666,656
Public Housing Section 8					33,479,662			33,479,662
ROSS Programs					390,865			390,865
Public Housing Operating Fund					8,120,118			8,120,118
Rental Income and Other Sources					6,647,467			6,647,467
Sub-Total					108,517,515			108,517,515
<i>Special Needs Housing</i>								
Persons With AIDS/HIV Assistance				565,000				565,000
Homeless Assistance			204,783					204,783
Emergency Utility Payments							180,000	180,000
Emergency Rental Payments							200,000	200,000
Housing Counseling							380,000	380,000
Relocation	1,750,000						0	1,750,000
Sub-Total	1,750,000		204,783	565,000			760,000	3,279,783
Housing Total	4,304,836	3,192,249	204,783	565,000	111,017,515	15,000,000	7,116,054	141,400,437
Economic Development								
Economic Development Revolving Loan Fund					1,100,000		0	1,100,000
Economic Development Total	0	0	0	0	1,100,000	0	0	1,100,000
Suitable Living Environment								
Infrastructure							2,000,000	2,000,000
Neighborhood Capacity Building							227,000	227,000
Neighborhood Centers Operating Costs							401,770	401,770
**After School Enrichment Programs	554,187							554,187
Scattered Site Daycare	57,273							57,273
Success by Six	24,350							24,350
Suitable Living Environment Total	635,810	0	0	0	0	0	2,628,770	3,264,580
Program Delivery								
Neighborhood Development (General)	1,103,107						1,674,788	2,777,895
Engineering & Professional Services		10,000					375,000	385,000
Program Delivery Total	1,103,107	10,000	0	0	0	0	2,049,788	3,162,895
Administration								
Housing Administration & Planning	1,015,795	341,796					1,149,363	2,506,954
Administration Total	1,015,795	341,796					1,149,363	2,506,954
Program Administration-Delivery								
Total	2,118,902	351,796					3,199,151	5,669,849
TOTAL	7,059,548	3,544,045	204,783	565,000	112,117,515	15,000,000	12,943,975	151,434,866

Certifications

In accordance with the applicable statutes and the regulations governing the consolidated action plan regulations, the jurisdiction certifies on the following pages.

Affirmatively Further Fair Housing -- The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

Anti-displacement and Relocation Plan -- The jurisdiction will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implement regulations 49 CFR 24; and it will continue to follow a residential anti-displacement and relocation assistance plan as required under Section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

Drug Free Workplace -- It will continue to provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace, and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees regarding:
 - a) The dangers of drug abuse in the workplace;
 - b) The grantee's policy of maintaining a drug-free workplace;
 - c) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee be engaged in the performance of the grant and be given a copy of the statement required by paragraph 1;
4. Notifying employees in the statement required by paragraph 1 that, as a condition of employment under the grant, employees will –
 - a) Abide by the terms of the statement; and
 - b) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
 1. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted –

- a) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - b) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency;
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

Anti-Lobbying -- To the best of the jurisdiction's knowledge and belief:

- 1. No Federally appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding or any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement;
- 2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence and officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
- 3. It will require that the language of paragraph (n) of this certification be included in the award documents for all sub-wards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

Authority of Jurisdiction -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

Consistency with Plan -- The housing activities to be undertaken with CDBG, HOME, ESG and HOPWA funds are consistent with the strategic plan.

Section 3 -- It will comply with Section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.

The Entitlement Community certifies that:

Certification

COMMUNITY DEVELOPMENT BLOCK GRANT

Citizen Participation Plan - It is following a detailed citizen participation plan which:

- 1. Provides for and encourages citizen participation, with particular emphasis on participation by persons of low and moderate income who are residents of slum and blighted areas and of areas in which funds are proposed to be used, and provides for participation of residents in low and moderate income neighborhoods as defined by the local jurisdiction;

2. Provides citizens with reasonable and timely access to local meetings, information, and records relating to the grantee's proposed use of funds, as required by the regulations of the Secretary, and relating to the actual use of funds under the Act;
3. Provides for technical assistance to groups representative of persons of low and moderate income that request such assistance in developing proposals with the level and type of assistance to be determined by the grantee;
4. Provides for public hearings to obtain citizen views and to respond to proposals and questions at all stages of the community development program, including at least the development of needs, the review of proposed activities, and review of program performance, which hearings shall be held after adequate notice, at times and locations convenient to potential or actual beneficiaries, and with accommodations for the handicapped;
5. 15 working days where practicable; and
6. Identifies how the needs of non-English speaking residents will be met in the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate.

Community Development Plan - Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income (See CFR 24 570.2. and CFR 24 Part 570).

1. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities, which the grantee certifies are designed to meet other community development needs having particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available;
1. Overall Benefit - The aggregate use of CDBG funds including Section 108 guaranteed loans during program years 1995-2000, shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;
2. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.

The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of

properties owned and occupied by moderate income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

Excessive Force - It has adopted and is enforcing:

- A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
- A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction.

Compliance With Anti-Discrimination Laws - The grant will be conducted and administered in conformity with the Title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619), and implementing regulations.

Lead Based Paint -- Its notification, inspection, testing and abatement procedures concerning lead-based paint will comply with the requirements of 24 CFR 570.608.

Compliance with Laws -- It will comply with applicable laws.

Certification

HOME Investment Partnership Program

The HOME participating jurisdiction certifies that:

Tenant Based Rental Assistance -- If the participating jurisdiction intends to provide tenant-based rental assistance:

The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

Eligible Activities and Costs -- It is using and will use HOME funds for eligible activities and costs, as described in 24 CFR 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in 92.214.

Appropriate Financial Assistance -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing:

Certification

Emergency Shelter Grant Program

The Emergency Shelter Grantee certifies that:

Major rehabilitation/conversion -- It will maintain any building for which assistance is used under the ESG program as a shelter for homeless individuals and families for at least 10 years. If the jurisdiction plans to use funds for purposes less than tenant-based rental assistance, the applicant will maintain any building for which assistance is used under the ESG program as a shelter for homeless individuals and families for at least 3 years.

Essential Services -- It will provide services or shelter to homeless individuals and families for the period during which the ESG assistance is provided, without regard to a particular site or structure as long as the same general population is served.

Renovation -- Any renovation carried out with ESG assistance shall be sufficient to ensure that the building involved is safe and sanitary.

Supportive Services -- It will assist homeless individuals in obtaining appropriate supportive services, including permanent housing, medical and mental health treatment, counseling, supervision, and other services essential for achieving independent living, and other Federal, State, local, and private assistance.

Matching Funds -- It will obtain matching amounts required under 576.71 of this title.

Confidentiality -- It will develop and implement procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted under the ESG program, including protection against the release of the address or location of any family violence shelter project except with the written authorization of the person responsible for the operation of that shelter.

Homeless Persons Involvement -- To the maximum extent practicable, it will involve, through employment, volunteer services, or otherwise, homeless individuals and families in constructing, renovating, maintaining, operating facilities, and providing services assisted through this program.

Consolidated Plan -- It is following a current HUD-approved Consolidated Plan or CHAS.

Certification

Housing Opportunities For Persons With AIDS Program

The HOPWA grantee certifies that:

Activities -- Activities funded under the program will meet urgent needs that are not being met by available public and private sources.

Building -- Any building or structure assisted under that program shall be operated for the purpose specified in the plan:

1. For at least 10 years in the case of assistance involving new construction, substantial rehabilitation, or acquisition of a facility,
2. For at least 3 years in the case of the assistance involving non-substantial rehabilitation or repair of a building or structure.

Use of Funds

The Community Development Block Grant grantee certifies that:

The aggregate use of CDBG funds, including section 108 guaranteed loans, during a period of three consecutive program years, shall principally benefit low and moderate-income families in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the July 1, 2005 – June 30, 2006 time period, as described in 91.225(4)(ii).

Signature/Authorized Official
Stanley D. Watkins
Neighborhood Development Key Business Executive

Date

Citizen Participation

The development of the FY 2006-2010 Consolidated Plan and FY2006 Action Plan is a collaborative effort of Charlotte citizens, non-profit organizations and City staff. Preparation for the Consolidated Plan began in February 2005 with a presentation to the Charlotte-Mecklenburg Regional Housing Consortium Board. The purpose of the presentation was to formally notify the Consortium members of their upcoming role in the Consolidated Plan process.

In February and March 2005, five citizen participation forums were held to inform the community and the City's partners about the upcoming Consolidated Plan process and timeline for completion. Staff placed advertisements in the local newspapers and used direct mailings to inform the community of the forum dates. One thousand (1000) invitations were mailed to various organizations and individuals in the community. The forums invited representatives from private and public agencies that are instrumental in achieving HUD's housing and community development goals along with community leaders and interested citizens. Comments were received at the forum and have been included in the Plan.

Also in February 2005 a Consolidated Plan Steering Committee was formed. Members of the Committee included representation from the following:

- A Way Home
- Charlotte Housing Authority
- Charlotte Mecklenburg Housing Partnership
- City of Charlotte Neighborhood Development
- Charlotte Mecklenburg Police Department
- Charlotte Housing Trust Fund Advisory Board
- City Manager's Office
- City of Charlotte, Economic Development
- Charlotte-Mecklenburg Community Relations Committee
- Lincoln Heights Neighborhood Association
- Habitat for Humanity
- Charlotte-Mecklenburg Department of Social Services
- Federal Reserve Bank
- Charlotte Mecklenburg School System

In March Citizen Participation forums will be conducted in the towns represented by the Charlotte-Mecklenburg Regional Housing Consortium; Cornelius, Matthews, Mint Hill, Huntersville and Mecklenburg County. All groups and citizens were also informed of an opportunity to submit specific projects for consideration.

Public notices of the draft FY2006-2010 Consolidated Plan's availability were placed in local newspapers in May 2005. Copies of the draft plan were distributed to public libraries, neighborhood centers and Neighborhood Development (*Old City Hall*) for the public to review and provide comments. The draft Consolidated Plan and FY2006 Action Plan was also made available on the City's Website (charmeck.org) for citizen comment.

On May 23, 2005 a public hearing was conducted at the City Council meeting in the Council Chamber in the Charlotte-Mecklenburg Government Center. An additional one thousand (1000) invitations to the hearing were mailed to various organizations and individuals in the community. The City did not receive comments at the public hearing.

**CITY OF CHARLOTTE
FY 2006 - 2010 Consolidated Plan and FY2006 Action Plan
Draft Document Review & Public Hearing Notice**

The U. S. Department of Housing and Urban Development (HUD) requires the City of Charlotte to submit a five-year plan and an annual plan for using its federal dollars. The City of Charlotte receives funds from the following federal programs:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership (HOME)
- Emergency Shelter Grant (ESG)
- Housing Opportunities for Persons with HIV/AIDS (HOPWA)
- American Dream Down Payment Initiative (ADDI)

The Consolidated Plan prioritizes funding needs for each of these four federal programs and links housing-related programs with other community development programs that address economic, physical, and human development needs in Charlotte.

The purpose of citizen participation is to obtain comments and recommendations from the public regarding how the City of Charlotte spends its federal (HUD) dollars in areas such as:

- Housing Assistance for Low and Moderate-Income Families
- Assistance to Homeless Individuals and Families
- Non-Housing Needs (employment, training, etc.)
- Transitional Housing
- Emergency Shelters

Your participation in the development of the Consolidated Action plan process will help ensure that the needs of Charlotte's citizens are understood and that the allocations of federal resources are well utilized. Please take advantage of this opportunity by reviewing a draft copy of the document. **Draft copies of the Consolidated Plan will be available from May 13 – June 13, 2005 at the following locations:**

Neighborhood Development Key Business
Old City Hall
600 E. Trade Street
Charlotte, NC

Mecklenburg County Library
310 North Tryon Street
Charlotte, NC

Belmont Regional Center
700 Parkwood Avenue
Charlotte, NC

Greenville Center
1330 Spring Street
Charlotte, NC

Amay James Center
2415 Lester Street
Charlotte, NC

On Monday, May 23, 2005 at 7:00pm the Charlotte-Mecklenburg Government Center (located @ 600 East 4th Street – Council Chamber) a Public Hearing regarding the draft of the FY 2006 – 2010 Consolidated Plan and FY2006 Action Plan will be held during the City Council meeting. You are invited to attend and provide any comments.

For information contact Stan Wilson, City of Charlotte – Neighborhood Development at (704) 336-3337 or email: swilson@ci.charlotte.nc.us

CITY OF CHARLOTTE
Five Year Consolidated Plan and 2006 Action Plan
Public Forum Invitation

The City of Charlotte would like your participation in the preparation of the Five Year Consolidated Plan and 2006 Action Plan. This annual document is required by the U.S. Department of Housing and Urban Development (HUD) in order to receive federal assistance to address housing, economic development, and community development issues. Join us and find out how funds are being spent in your community and offer suggestions for new programs or projects.

The Consolidated Plan is the City of Charlotte's application for federal funds under HUD's formula grant programs — Community Development Block Grant (CDBG), Home Investment Partnership Act (HOME), Emergency Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA). The process of developing the Plan gives the Charlotte Community a structure for identifying gaps and opportunities for collaboration within the City's current service delivery system. The City of Charlotte encourages citizens to become involved in the development of the Five Year Consolidated Plan. Your participation is needed to discuss how we can best serve our community.

The City will hold (5) Public Forums on the Consolidated Plan to obtain input on housing and community development needs in the Charlotte area on:

February 22, 2005—6:00 p.m.
Sugar Creek Library
4045 N. Tryon Street

March 1, 2005—6:00 p.m.
Steele Creek Library
13620 Steele Creek Road

February 23, 2005—6:00 p.m.
Beatties Ford Road Library
2412 Beatties Ford Road

March 3, 2005—10:00 a.m.
City of Charlotte/Neighborhood Development
Old City Hall, Conference Room 4
600 East Trade Street

February 24, 2005—6:00 p.m.
West Boulevard Library
2157 West Boulevard

If you have a proposed project/program or questions contact Stephanie Miles at Neighborhood Development Key Business, 600 East Trade Street, Charlotte, North Carolina, 28202, telephone – (704) 336-3493/sgmiles@ci.charlotte.nc.us. You may also apply on-line at www.charmeck.org.

FY2006-2010 Consolidated Plan and FY2006 Action Plan Public Comments

The following represents comments from Charlotte citizens during the public forums that were conducted by Neighborhood Development in February and March 2005.

Comments:

- The City should continue programs for investors to rehabilitate their units and develop homeownership housing.
Current City Programs: The City currently has an investor-owner rehabilitation and lead hazard reduction programs that it will continue and the Housing Trust Fund allocates funds for developers to build for-sale housing in the City's targeted revitalization neighborhoods.
- There is a need for more group homes in the City of Charlotte.
- Training and education for social workers need to improve.
- The condition of the homeless shelters should improve.
Current City Programs: The Housing Trust Fund allocates funds to Special Needs Housing. These funds can and have been used to rehabilitate homeless shelters, (i.e. *Center of Hope*).
- The City should consider requiring developers to make units available in apartment complexes for special needs housing and combine the housing with case management.
- Improve advocacy to show the need for CDBG and other federal funds.
- Continue to assist in expanding the role of the HOPWA Program to include housing development, (i.e. invest HOPWA funds in developments to reserve units).
- Work to improve the case management system to support special needs clients in rental units.
- Continue to redevelop plans for the Grier Heights community and make the public aware of the goals.
Current City Programs: Grier Heights is one of the City's nine targeted revitalization neighborhoods.

Funding Proposal Requests

- The City received a proposal for the funding the operation and development of a men's shelter. Working with the Homeless Services Network (HSN), we anticipate the proposer responding to the Request for Proposal (RFP) issued by the HSN for Emergency Shelter Grant funds in FY2006.
- Town of Cornelius – The Town submitted a request for \$800,000 to build 30 affordable single-family homes. The Consortium Board will meet in June 2005 to consider this funding request. The project meets the requirements of the Consortium and was the only project submission in FY2005.