

(2) Trust Agreement dated as of October 31, 1991 (the "Trust Agreement") between the Counterparty and NCNB National Bank of North Carolina, as trustee (the "Trustee"), pursuant to which there are to be issued Certificates of Participation ("COPs") representing interests in the Installment Payments under the Contract;

(3) Preliminary Official Statement to be dated on or about October 15, 1991 (the "Preliminary Official Statement") which, as to be supplemented with certain pricing information, is to be the Official Statement to be dated on or about October 22, 1991 (the "Official Statement"), pursuant to which the COPs are offered and sold to the public;

(4) Contract of Purchase to be dated on or about October 22, 1991 (the "Purchase Contract") between First Charlotte Company, Division of J.C. Bradford & Co., First Union Securities, Inc., Interstate/Johnson Lane Corporation and NCNB Capital Markets, Inc. (the "Underwriters") and the Counterparty pursuant to which the Underwriters agree to purchase the COPs for sale to the public;

(5) Letter of Representation to be dated on or about October 22, 1991 (the "Letter of Representation"), which is an Exhibit to the Contract of Purchase, from the City to the Underwriters regarding certain matters in connection with the financing and information about the City in the Official Statement;

WHEREAS, the obligation of the City to make Installment Payments and other payments pursuant to the Contract shall constitute a limited obligation of the City payable solely from currently budgeted appropriations of the City and shall not constitute a pledge of the faith and credit of the City within the meaning of any constitutional debt limitation;

WHEREAS, no deficiency judgment may be rendered against the City in any action for breach of a contractual obligation under the Contract, and the taxing power of the City is not and may not be pledged in any way directly or indirectly or contingently to secure any moneys due under the Contract; and

WHEREAS, the City Council wants to approve the Financing Documents and to authorize other actions in connection therewith;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City, as follows:

Section 1. All actions of the City to effectuate the proposed financing, including the selection of the Underwriters, are hereby approved, ratified and authorized pursuant to and in accordance with the transactions contemplated by the Financing Documents.

EXTRACT FROM MINUTES OF
MEETING OF THE CITY COUNCIL OF
THE CITY OF CHARLOTTE

The City Council (the "City Council") of the City of Charlotte, North Carolina (the "City"), met in regular session at the Meeting Chamber in the Charlotte-Mecklenburg Government Center in Charlotte, North Carolina, the regular place of meeting, at 7:00 p.m. on October 14, 1991. The following were:

PRESENT:

Mayor Pro Tem Cyndee Patterson, Presiding, Councilmembers Campbell, Clodfelter, Hammond, McCrory, Mangum, Martin, Matthews, Scarborough, Vinroot (excused from voting for conflict of interest) and Wheeler.

ABSENT: Councilmembers: None. Mayor Sue Myrick.

ALSO PRESENT: City Manager, O. Wendell White, City Attorney Henry Underhill and Deputy City Clerk, Brenda Freeze.

* * * * *

Councilmember Mangum introduced the following resolution which was read by title and summarized by the City Attorney:

RESOLUTION APPROVING AN INSTALLMENT CONTRACT FINANCING FOR EQUIPMENT IN A PRINCIPAL AMOUNT UP TO \$6,400,000 AND THE SALE OF CERTIFICATES OF PARTICIPATION THEREIN AND AUTHORIZING THE EXECUTION AND DELIVERY OF RELATED DOCUMENTS IN CONNECTION THEREWITH

WHEREAS, by resolution adopted on July 22, 1991, the City Council approved installment contract financing for the City's FY92 equipment requirements and authorized the City staff to proceed with plans and to investigate and negotiate the selection and terms for such financing; and

WHEREAS, there have been available at this meeting forms of the following documents (the "Financing Documents") with respect to such financing:

(1) Installment Payment Contract dated as of October 31, 1991 (the "Contract") between the City and First Union Securities, Inc., as counterparty (the "Counterparty"), pursuant to which the Counterparty causes funds to be advanced to the City and the City agrees to make installment payments (the "Installment Payments") to repay the amount so advanced, with interest;

Section 2. Each of the Contract and the Letter of Representation is hereby approved in substantially the forms submitted to this meeting, and the City Manager and the Mayor or either of them and the City Clerk are hereby authorized and directed to execute and deliver each of those documents on behalf of the City, with such changes, insertions or omissions as the persons executing such documents may approve, their execution and delivery thereof to constitute conclusive evidence of such approval. The City Clerk is hereby directed to affix the official seal of the City to said documents as may be appropriate and to attest the same.

Section 3. Each of the Trust Agreement and the Purchase Contract is hereby approved in substantially the form submitted to this meeting, with such changes, insertions or omissions as appropriate and as the officers of the City executing the Contract may approve, their execution and delivery of the Contract to constitute conclusive evidence of such approval.

Section 4. Each of the Preliminary Official Statement and the Official Statement in the form of the Preliminary Official Statement submitted to this meeting, is hereby approved in substantially such form, with such changes, insertions and omissions as appropriate, and the use thereof by the Underwriters in connection with the public offering and sale of the COPs is hereby authorized. The City Manager and the Mayor or either of them are hereby authorized and directed to execute and deliver on behalf of the City the final Official Statement in substantially such form, with such changes, insertions and omissions as either of them may approve, the execution and delivery thereof to constitute conclusive evidence of such approval.

Section 5. The Mayor, the City Clerk, the City Manager, the Director of Finance and the City Attorney are hereby authorized to take any and all such further action and to execute and deliver for and on behalf of the City such other documents and certificates as may be necessary or advisable to carry out the intent of this resolution and to effect the installment financing pursuant to the Contract and the other Financing Documents. Without limiting the generality of the foregoing, the City Manager and the Director of Finance are authorized to approve all details of the financing, including without limitation the amount advanced under the Contract (which shall not exceed \$6,400,000), the annual amount of Installment Payments under the Contract (the average of which shall not exceed \$1,600,000 and the particular annual amounts of which shall not exceed \$1,700,000, the maturities, the principal amounts and the interest amounts of the Installment Payments, the term of the Contract (which shall not equal or exceed five years), and the discount below the principal amount of the COPs at which the COPs are sold to the Underwriters (which shall not exceed 1.5%). Execution of the Contract by the City Manager or the Mayor shall conclusively evidence such

approval of all such details of the financing. In addition, said officers are hereby authorized to cooperate with the Underwriters in preparing and filing such filings under state security or "blue sky" laws as the Underwriters may request and as the City Manager or the Finance Director shall determine.

Section 6. This Resolution shall become effective immediately upon its adoption.

Thereupon, upon motion of Councilmember Mangum _____, seconded by Councilmember Wheeler _____, the foregoing resolution was adopted and passed by the following vote:

AYES: Councilmembers Campbell, Clodfelter, Hammond, McCrory, Mangum, Martin Matthews, Patterson, Scarborough and Wheeler.

NOES: None.

* * * * *

October 14, 1991
Resolution Book 28, Page 205

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and complete copy of so much of the proceedings of said City Council at a regular meeting held on October 14, 1991 as relates in any way to the authorization of an installment contract financing by said City, that all required notices of such meeting were given and that references regarding said proceedings are recorded in Minute Book 99 of the minutes of said City Council, on pages _____ and a full copy of the foregoing resolution is recorded in Resolution Book 28 on pages(s) 201-205.

I HEREBY FURTHER CERTIFY that a schedule of regular meetings of said City Council, stating that regular meetings of said City Council are held (with certain exceptions not applicable to said meeting) at the Charlotte-Mecklenburg Government Center in Charlotte, North Carolina in the Conference Center on the first Monday of each month at 5:00 P.M. (Workshop); and in the Meeting Chamber on the second Monday of each month at 7:00 P.M., on the third Monday of each month at 6:00 P.M. (zoning), and the fourth Monday of each month at 7:00 P.M., has been on file in the Office of the City Clerk pursuant to North Carolina General Statutes, Sec. 143-318.12, as of a date not less than seven days before said meeting.

WITNESS my hand and the corporate seal of said City, this seventeenth day of October, 1991.

Brenda R. Freeze

Deputy City Clerk, Brenda Freeze

(SEAL)

A RESOLUTION AUTHORIZING THE MAYOR AND CITY CLERK TO EXECUTE AN ENCROACHMENT AGREEMENT WITH NORFOLK SOUTHERN RAILWAY CORPORATION FOR WIDENING OF HEBRON STREET GRADE CROSSING.

BE IT RESOLVED by the City Council of the City of Charlotte, that Mayor and City Clerk are hereby authorized to execute an encroachment agreement with the Norfolk Southern Corporation for widening of Hebron Street grade crossing.

APPROVED AS TO FORM:

Henry W. Underhill Jr. City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 206.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

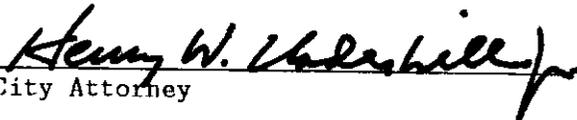
A RESOLUTION AUTHORIZING THE REFUND OF CERTAIN TAXES

Reference is made to the schedule of "Taxpayers and Refunds Requested" attached to the Docket for consideration of the City Council. On the basis of that schedule, which is incorporated herein, the following facts are found:

1. The City-County Tax Collector has collected certain taxes from the taxpayers set out on the list attached to the Docket.
2. The City-County Tax Collector has certified that those taxpayers have made proper demand in writing for refund of the amounts set out on the schedule within the required time limits.
3. The amounts listed on the schedule were collected through clerical error or by a tax illegally levied and assessed.

NOW, THEREFORE, BE RESOLVED by the City Council of the City of Charlotte, North Carolina, in regular session assembled this 14th day of October, 1991 that those taxpayers listed on the schedule of "Taxpayers and Refunds Requested" be refunded in the amounts therein set out and that the schedule and this resolution be spread upon the minutes of this meeting.

Approved as to form:


City Attorney

Read, approved, and adopted by the City Council of the City of Charlotte, North Carolina, in a regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99 and recorded in full in Resolution Book 28, page(s) 207-209.


Brenda Freeze, Deputy City Clerk

TAXPAYERS AND REFUNDS REQUESTED
MORE THAN \$100

<u>Name</u>	<u>Amount of Refund</u>
Kerr Leasing & Fleet Ser. Company - for 88	\$7,921.69
Hand Held Products Ste 100	1,042.38
Blackmon Service Inc.	236.30
Poodles & Pals	141.59
Unitog Rental Service	134.04
Dunlap, Carl Duward	126.64
Total	<u>\$9,602.64</u>

TAX REFUNDS PAID
LESS THAN \$100

<u>Name</u>	<u>Amount of Refund</u>
Payne, William M.	14.46
St. Joe Container Company	86.36
First Charlotte Bank & Trust Co. for 88	77.77
Payne, William M.	26.68
Smallridge, Carl A.	90.84
St. Joe Container Company	79.79
System Business Equipment	80.62
System Business Equipment	66.59
System Business Equipment	3.61
Johnson, Cornelia Kohler	75.28
McClarey Seasoning Company	63.69
Ultimate Protection Systems	55.00
Total	<u>\$720.69</u>

AMENDED RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of the City of Charlotte adopted a Resolution Authorizing Condemnation Proceedings For The Acquisition Of Certain Real Property, being the same real property hereinafter described, on June 25, 1990, which Resolution is filed in Resolution Book 26 at Page 299; and

WHEREAS, since the adoption of said Resolution the City of Charlotte has determined that the real property to be condemned contains certain environmental contamination affecting its fair market value; and the City of Charlotte has also closed Harlee Avenue, thereby increasing the acreage of the real property to be condemned; and

WHEREAS, the City Council of the City of Charlotte again finds as a fact that it is necessary to acquire certain property as indicated below for the Charlotte/Douglas International Airport Master Plan; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Charlotte, that condemnation proceedings are again hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Annie Bell McCoy Bradford and husband, William O. Bradford and Eunice Watson McCoy; and Parkway Advertising Corporation, Lessee; and any other Parties in Interest.

Property Description

11.636 Acres for fee-simple taking; and any other interest, including an advertising sign, as shown on the Plat attached hereto and incorporated herein by reference for Tax Parcel No. 115-142-01, and any other property or interest that the City may determine is necessary to complete the Project as it is currently constituted or may be subsequently modified.

Revised Appraised Value

\$670,000.00

IT IS FURTHER RESOLVED that the revised appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:

Henry W. Underhill Jr.
City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy, City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 14th day of October, 1991, and the reference having been made in Minute Book 99, Page , and recorded in full in Resolutions Book 28 , page 210-211.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the Westinghouse Boulevard Extension-Phase II Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Pineville Realty II, a Tennessee General Partnership; Brent A. Torstrick, Trustee; Ford Motor Credit Company, Beneficiary; Superior Nissan, Inc., Lessee; Any Other Parties in Interest

Property Description

5,175 square feet for temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 207-011-13

Appraised Value

\$6,625.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:

Henry W. Underhill Jr.
City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 212-213.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the Westinghouse Boulevard Extension-Phase II Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

James K. Dobbs III; John Hull Dobbs, Trustee; William H. Lawson, Jr., Successor Trustee; James K. Dobbs III, Trustee; Brent A. Torstrick, Trustee; Ford Motor Credit Company, Beneficiary; Any Other Parties in Interest

Property Description

2,471 square feet for fee-simple; 4,541 square feet for temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 207-011-10

Appraised Value

\$39,483.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 214-215.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the Sardis Road Widening Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Hal L. Carnes, Jr.; Ann Smith Carnes; Robert E. Perry, Jr., et al., Trustees; First Federal Savings and Loan Association of Charlotte, Beneficiary; Any Other Parties in Interest

Property Description

2,703 square feet in existing right-of-way; 4,822 square feet for fee-simple; 114 square feet for a permanent down-guy easement; 1,285 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 187-301-18

Appraised Value

\$ 10,470.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

October 14, 1991
Resolution Book 28, Page 217

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 216-217.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the Sardis Road Widening Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Jane J. Hunter (and spouse, if any); J. Harold McKeithen, Trustee; The Prudential Insurance Company of America, Beneficiary; Any Other Parties in Interest

Property Description

1,693 square feet for existing right-of-way; 2,585 square feet for fee-simple; 84 square feet for permanent down-guy easement; 2,856 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 187-191-18

Appraised Value

\$8,340.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 218-219.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the Sardis Road Widening Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Robert W. Chesney; Cynthia R. Chesney Lucas; G. Robert Turner III, et al., Trustees; Home Federal Savings and Loan Association, Beneficiary; J. W. Kiser, Trustee; NCNB National Bank of North Carolina, Beneficiary; Any Other Parties in Interest

Property Description

9,153 square feet for existing right-of-way; 8,520 square feet for fee-simple; 1,995 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 187-191-01

Appraised Value

\$23,850.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

October 14, 1991
Resolution Book 28, Page 221

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 220-221.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the Sardis Road Widening Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

C. Steve Clardy; Bertha P. Clardy; David B. Craig, Trustee; Sears Mortgage Corporation, Beneficiary; Wirt T. Neale; C. Wells Hall, Trustees; Wirt T. Neale, M. D., P. A. Pension Plan and Trust; Beneficiary; Any Other Parties in Interest

Property Description

3,374 square feet in existing right-of-way; 6,169 square feet for fee-simple; 270 square feet for a permanent drainage easement; 3,375 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 187-301-17

Appraised Value

\$ 13,800.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:

Henry W. Underhill Jr.
City Attorney

October 14, 1991
Resolution Book 28, Page 223

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 222-223.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Charles D. Conner; Betty Lou S. Conner; J. Louis Carter, Robert E. Perry, Jr., and Neal Y. Pharr, Trustees; First Citizens Bank and Trust Company (formerly Mutual Savings & Loan Association); Any Other Parties in Interest

Property Description

1,793.54 square feet for permanent 15-foot sanitary sewer; 2,205.00 square feet for temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 043-104-02

Appraised Value

\$3,029.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:

Henry W. Underhill, Jr.
City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 224-225.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Stephen A. Robinette (and spouse, if any); Any Other Parties in Interest

Property Description

4,735.35 square feet for permanent 15-foot sanitary sewer; 3,156.9 square feet for temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 043-016-11

Appraised Value

\$1,150.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

October 14, 1991
Resolution Book 28, Page 227

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 226-227.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Colvard Park Limited Partnership; Franklin Martin Company, General Partner; G. Robert Turner III, et al., Trustees; Home Federal Savings & Loan Association, Beneficiary; Any Other Parties in Interest

Property Description

2,249.7 square feet for 15-foot sanitary sewer; 2,249.7 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 027-261-10

Appraised Value

\$4,100.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 228-229.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Margaret J. Frye; Glenn W. Frye; Any Other Parties in Interest

Property Description

12,102.15 square feet for 15-foot sanitary sewer; 8,068.1 square feet for a temporary construction easement and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 027-281-02

Appraised Value

\$7,261.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:

Henry W. Underhill Jr.
City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 230-231.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Ruby J. Downing; Stanley W. Downing; Jane Downing Sechler; Spouse of Jane Downing Sechler (if any); Any Other Parties in Interest

Property Description

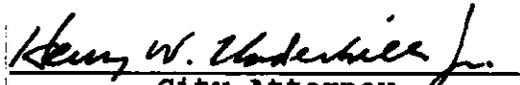
13,082.85 square feet for permanent 15-foot sanitary sewer; 9.721.9 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 027-331-01

Appraised Value

\$7,156.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 232-233.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Louis G. Ratcliffe, Jr.; Louis G. Ratcliffe, Jr., Executor of the Estate of Hattie S. Ratcliffe; Joseph Starke Ratcliffe and wife, Nancy D. Ratcliffe; Eleanor Ratcliffe Abernethy and husband, Lee Davidson Abernethy; Estate of Hattie Ratcliffe Boyette; Oscar Merle Boyette and Harriett Lynn Boyette, Trustees of the Estate of Hattie Ratcliffe Boyette; Any Other Parties in Interest

Property Description

87.12 square feet for permanent 15-foot sanitary sewer; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 027-022-07

Appraised Value

\$450.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

Approved as to form:


City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 234-235.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

A RESOLUTION AUTHORIZING CONDEMNATION PROCEEDINGS
FOR THE ACQUISITION OF CERTAIN REAL PROPERTY

WHEREAS, the City Council of The City of Charlotte finds as a fact that it is necessary to acquire certain property as indicated below for the 1991 Annexation-Prosperity Church/Browne Road Project; and

WHEREAS, the City either in good faith has undertaken to negotiate for the purchase of this property but has been unable to reach an agreement with the owners for the purchase price or, after reasonable diligence, has been unable to locate all the parties in interest, and has, therefore, been unable to negotiate a purchase price;

NOW, THEREFORE, BE IT RESOLVED by the City Council of The City of Charlotte, that condemnation proceedings are hereby authorized to be instituted against the property indicated below, under the authority and procedures of the laws of the State of North Carolina:

Parties in Interest

Louis G. Ratcliffe, Jr.; Louis G. Ratcliffe, Jr., Executor of the Estate of Hattie S. Ratcliffe; Joseph Starke Ratcliffe and wife, Nancy D. Ratcliffe; Eleanor Ratcliffe Abernethy and husband, Lee Davidson Abernethy; Estate of Hattie Ratcliffe Boyette; Oscar Merle Boyette and Harriett Lynn Boyette, Trustees of the Estate of Hattie Ratcliffe Boyette; Any Other Parties in Interest

Property Description

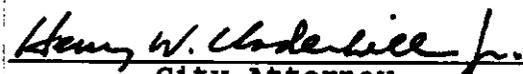
20,525.25 square feet for 15-foot sanitary sewer; 14,805 square feet for a temporary construction easement; and any additional property or interest as the City may determine is necessary to complete the project, as it relates to Tax Parcel No. 027-022-11

Appraised Value

\$2,100.00 or such appraised value as may be determined based upon the takings required by the final construction plans.

IT IS FURTHER RESOLVED that the appraised value of the property is hereby authorized to be deposited in the Office of the Clerk of Superior Court, Mecklenburg County, North Carolina, together with the filing of the Complaint and Declaration of Taking.

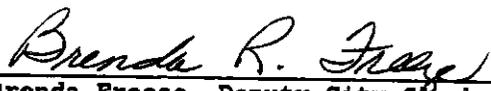
Approved as to form:


City Attorney

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 236-237.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

RESOLUTION:

That Charlotte City Council believes protection of clean and safe drinking water supplies for the future is important for the health of our population and the continued prosperity and growth of our local economy;

That among the different watershed classifications currently proposed by the Division of Environmental Management, Charlotte City Council believes that Watershed Classification II for the Gar Creek Basin, and Watershed Classification III for the remainder of the Mountain Island Lake watershed most nearly approach the conditions of the present high water quality in Mountain Island Lake;

That Charlotte City Council recognizes that the Division of Environmental Management, the Mecklenburg County Board of Commissioners, and other local jurisdictions are currently exploring modifications of the watershed classifications now being circulated for public comment and wishes to support these continuing efforts to refine the proposed regulations;

That Charlotte City Council expresses its sense that any such efforts to better define or implement proposed watershed protection regulations should take into account the following points:

1. The need for protection of water quality upstream of Mountain Island Lake, due to the large quantity of water carried by the Catawba River from upstream lakes and sources;

2. The need for a common set of regulations throughout the Mountain Island Lake watershed binding on all local jurisdictions affected;

3. Variances from standards limiting new development in the watershed area should be possible where alternative technological controls can be demonstrated to provide equal assurance of protecting water quality over the long term; and

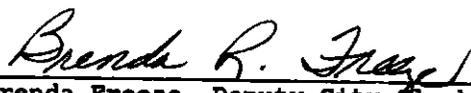
4. Locally adopted watershed protection ordinances and plans may be authorized as substitutes for state-mandated standards where they provide equal levels of protection and assurances of future compliance.

That in the event the Division of Environmental Management proposes new regulations or classification standards or proposes material modifications to the existing proposals under discussion; Charlotte City Council wishes to provide further comment on such proposals before their adoption.

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 238-239.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 8th day of April, 1992.


Brenda Freeze, Deputy City Clerk

RESOLUTION OF THE CITY OF CHARLOTTE, NORTH CAROLINA
REGARDING SUPPORT TO RECEIVE TECHNICAL ASSISTANCE
FROM THE ENTERPRISE FOUNDATION THROUGH THE
CHARLOTTE-MECKLENBURG HOUSING PARTNERSHIP

WHEREAS, The Enterprise Foundation, Inc. ("Enterprise") with its principal office located at 505 American City Building, Columbia, Maryland 21044, is a 501(c)(3) tax-exempt public charity involved in providing technical assistance in furtherance of development of low and moderate income housing and linkage of related community services; and

WHEREAS, the U. S. Department of Housing and Urban Development ("HUD") has entered into a Cooperative Agreement with Enterprise which requires Enterprise to provide technical assistance to Community Development Block Grant ("CDBG") entitlement metropolitan cities or urban counties (as defined in Title I of the Housing and Community Development Act of 1974) in support of public-private partnerships for affordable housing; and

WHEREAS, the Cooperative Agreement between HUD and Enterprise provides for partial remuneration to Enterprise for the aforementioned technical assistance; and

WHEREAS, the City of Charlotte is an entitlement metropolitan city or urban county currently participating in the Community Development Block Grant program (as defined in Title I of the Housing and Community Development Act of 1974); and

WHEREAS, the City of Charlotte through the Charlotte-Mecklenburg Housing Partnership wishes to be a recipient of the technical assistance in support of public-private partnerships for affordable housing to be provided by Enterprise and work with Enterprise in developing a public-private partnership for affordable housing in this community.

NOW, THEREFORE, BE IT

RESOLVED, that the City of Charlotte approves the participation of the City of Charlotte through the Charlotte-Mecklenburg Housing Partnership in an effort to increase affordable housing development in Charlotte;

BE IT, FURTHER

RESOLVED, that the City of Charlotte authorizes the Charlotte-Mecklenburg Housing Partnership to enter into all necessary agreements with The Enterprise Foundation in furtherance of increasing affordable housing development in the City of Charlotte, including provision for technical assistance from Enterprise through the Cooperative Agreement with HUD.

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 240-280.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 17th day of October, 1991.


Brenda Freeze, Deputy City Clerk

CHARLOTTE, N.C.

*An Assessment Report on Housing Needs, Programs
and Public/Private Partnership Opportunities*

July 1991
The Enterprise Foundation
500 American City Bldg.
Columbia, Md. 21044
301/964-1230

About The Enterprise Foundation

The mission of The Enterprise Foundation is to see that all poor people in the United States have the opportunity for fit and affordable housing within a generation and to move up and out of poverty into self-sufficiency. Enterprise works from the neighborhood up with over 60 cities and 130 neighborhood groups to produce housing and help local groups link crucial services to residents of the housing produced.

Enterprise assesses low-income housing and community services needs, resources and existing programs in communities across the country. This information helps to tailor creative, effective programs that provide housing and access to services for low-income people.

Through 1990, Enterprise has helped make possible more than 16,000 new and rehabbed units of housing affordable to people of low income.

Assessment Team

Enterprise:

Heidi Most
Senior Program Director

Robert M. Santucci
Development Specialist

Table of Contents

Background	1
1. Executive Summary	2
2. Findings	6
3. Resources	12
4. Recommendations	21
5. Appendix	32
Appendix A - People Interviewed	

Background

In October 1990, the U.S. Department of Housing and Urban Development (HUD) designated The Enterprise Foundation to assess low-income housing needs, resources, and programs in 33 Community Development Block Grant (CDBG) entitlement cities. Based on these assessments, Enterprise and HUD will select 24 of these cities to receive more than two years of technical assistance in establishing, training, and implementing public/private partnerships for low-income housing.

A national nonprofit community development intermediary organization, The Enterprise Foundation was invited by the city of Charlotte to review local capacities and opportunities for expanding low-income housing development as part of the HUD program. From May 1 through May 3, The Enterprise Foundation assessment team conducted interviews with 42 people involved in housing and community development, visited the neighborhoods and collected written reports and statistical data. This report is based on that information.

1

Executive Summary

A. Findings

The crown is an apt symbol for the city of Charlotte. With a gleaming downtown, significant economic growth over the past 20 years, a growing population and housing stock, and low unemployment rate, Charlotte can be considered a royal city. It is fourth largest nationwide in bank assets, fourth in wholesale sales volume, and below the median cost of living for cities its size. It is in healthier financial shape than most cities, certainly among those located along the east coast.

Charlotte's housing is in sound condition. A study completed by the University of North Carolina at Charlotte deemed 95 percent of its housing stock "satisfactory." This is due to the city's active code enforcement and demolition program, which removes blighted structures quickly. The study also found that Charlotte's policy of renovating its older housing stock has begun to have a positive effect, with a greater percentage deemed satisfactory than three years ago.

Still, the deteriorated housing is concentrated in the city's lowest-income neighborhoods.

Unfortunately, the negative consequence of having an active demolition program is that the city has not been able to replace all of the affordable units that were torn down. From 1960 to 1985, there was a net loss of 3,935 affordable units, at a time when the city's low-income population grew considerably.

While lower than in many cities, housing costs are not insubstantial in Charlotte. Average rent for a two-bedroom unit is \$427 per month. An existing home in one of Charlotte's lower income neighborhoods costs \$20,000 to \$25,000, but one must invest the same amount to rehabilitate it. New construction can cost between \$60,000 to \$75,000 for a modest unit, depending on size and amenities.

The city estimates that there are 15,318 households that pay more than 35 percent of their income for housing. Ten

percent of the city's population receives some type of public assistance, with total incomes of between \$5,000 and \$13,000 per year. These families can afford to pay under \$210 per month rent, which means that only publicly subsidized units are affordable to them. And there are only 7,000 of those units, which leaves a need for approximately 5,000 units with rents at that range. In fact, the Housing Authority's waiting list has over 7,235 names.

With so few affordable units for this income group, families are forced to double up in housing, or skimp on food or heat in order to pay the bills. One agency reported that approximately 30,000 evictions occur each year.

The social costs of this instability are great. Families are put under tremendous pressure as they try to find affordable housing; children are sometimes placed in foster homes while their parents search for a stable place to live. Under these circumstances, it is difficult to meet many of the basic responsibilities of daily life - holding down a job and attending school regularly, for example.

In addition to housing for the lowest income group, there is a need for housing with monthly costs from \$210 to \$375 for families with incomes between \$10,000 and \$20,000. There are perhaps 9,000 households in this category, which

pay more than 35 percent of their income for rent.

Besides housing, community development in the city's poorest neighborhoods is also seen as critical to improving the lives of its residents. This includes creation of economic development programs and job training and placement programs, as well as better integrating all social services on the neighborhood level.

B. Resources

Charlotte might have serious problems in meeting the needs of its low-income residents, but it has significant resources to solve those problems. The most significant is the city's demonstrated political leadership, which has led the country in the development of innovative affordable housing programs.

The city has committed significant funds from its own tax base for affordable housing development, which most cities do not do. Even more, it has hired quality staff and devised quality programs to develop that housing. Additionally, the city's policy of keeping its multifamily projects to 50 units or less, and placing projects between 25 and 50 units in non-impacted areas, has had a positive impact on the city's neighborhoods and on its residents.

The local universities help the city by collecting and analyzing data to help it better plan for its growth, by establishing community development programs and by providing technical assistance in several important areas.

Charlotte's lending institutions have been active participants in developing mortgage instruments which recognize the unique problems of lower-income families in becoming homeowners. They were instrumental in forming the Charlotte-Mecklenburg Housing Partnership and contributed the funds for its \$17.5 million low-cost loan pool.

The inner city neighborhoods have strong advocates in their community organizations. Most of them do not have paid staff, but they are nevertheless important voices for their communities. There are at least three groups which have paid staff, and which are interested in becoming housing developers.

There are already two important nonprofit housing developers - Charlotte's Housing Authority and Habitat for Humanity. Private, for-profit developers have a strong track record in using city or federally subsidized programs to produce affordable housing. And three developer/brokers (Neighborhood Housing Services, NCNB Community Development Corporation and the Charlotte-Mecklenburg Housing Partnership) bring

together public subsidies, for-profit developers and future residents into affordable housing programs.

The Charlotte-Mecklenburg Housing Partnership comprises representatives from city government, lending institutions, employers and community residents. Its purpose is to expand affordable and well-maintained housing opportunities for low- and moderate-income families. In its two-year operating history, the Partnership has nearly completed development on the first 40-unit phase of its 120-unit new construction project, has rehabilitated 20 HUD or privately owned single-family homes and has participated in two rental projects using the low-income housing tax-credit.

C. Recommendations

Charlotte has already proven itself to be a leader in affordable housing development. But the city can do more. With its monetary resources, development capacity and political will, Charlotte can move towards solving its affordable housing problem. And it can serve as a lighthouse to the nation for affordable housing development.

This assessment cannot detail plans or propose specific numbers of housing units to be developed. But it will provide

a menu of potential programs that can be developed to solve Charlotte's housing needs. These recommendations fall into four general areas:

1. Increase the capacity of developers and brokers to produce affordable housing.
2. Develop homeownership programs that will make housing affordable to the lowest-income level possible.
3. Develop rental housing for those unable to afford or qualify for homeownership.
4. Better linkage of housing with human services.

The Recommendations section of this assessment provides 17 programs and policies that could be developed to fulfill these recommendations. It also outlines possible sources of funds for the programs.

D. Enterprise Foundation Role

Under the aegis of Enterprise's public/private partnership technical assistance program with HUD, Enterprise's potential technical assistance to Charlotte could address these recommendations as well as others through the following services:

- ▶ Help develop a strategic plan and program to more aggressively tackle Charlotte's housing needs.
- ▶ Provide technical assistance to the Charlotte-Mecklenburg Housing Partnership in fine tuning their existing programs and processes, and in helping develop new programs to reach more people.
- ▶ Provide technical assistance in all areas of development to community groups wishing to get involved in housing production.
- ▶ Provide technical assistance to other community organizations in strategic planning for neighborhoods and effective partnerships with outside developers.
- ▶ Help lending institutions improve the administration of their affordable homeownership lending programs.
- ▶ Help the city develop new resources for housing development.
- ▶ Help the city and social service providers better link their services to housing.

2

Findings

A. Economy

First impressions of the city of Charlotte are favorable indeed. One enters the city through well-planned highways that whisk you to the downtown area. Uptown (which is downtown in Charlotte parlance) is situated on the highest point of the city, and comprises gleaming new buildings on wide avenues. Within the ring of highways that encircle uptown are neighborhoods of lovely renovated historic housing.

The new commercial buildings uptown are a symbol of Charlotte's economic strength. In the past 10 years, over 2,000 firms with \$3 billion worth of business have relocated to the Charlotte-Mecklenburg area. Charlotte is the fourth largest financial center in the country with over \$100 billion in assets. It is fourth in the country in wholesale sales volume and has had a historically low unemployment rate.

The wide tax base allows the Charlotte-Mecklenburg area to have a

relatively low tax rate - \$1.21 per \$100 of assessed value. This is only 43 percent of the country's per capita average tax rate. Average utility payments are also low - \$105 per household compared to \$126 in Atlanta and \$115 in Raleigh.¹ This contributes to the area's relatively low cost of living - slightly under the median of the cost of living index for cities with similar populations.

The city of Charlotte comprises most of Mecklenburg County, with a population of 395,934 compared to the county's 511,433 according to the 1990 Census. The city's population is 66 percent white and 32 percent African-American. Another sign of the city's vitality is its growth in population - 31 percent in the decade from 1970 to 1980, and 26 percent in the last 10 years.

Housing starts have matched the city's population growth. There were approximately 124,000 dwelling units in the city in 1980, which grew by 37 percent to 170,430 by 1990. Most of the 34,000 unit increase was in market rate housing,

with average rentals starting at \$450, and average sales prices now around \$114,000. Area median income for a family of four is \$40,200.

These statistics paint a picture of a vital and growing city. But there is a hidden side of Charlotte which has been little touched by the growth the city has seen in the past 10 years. This is the city's poor, those people who earn less than 50 percent of the city's median income, who cannot afford the market rate homes which have been built, and who are employed, if at all, in the lowest paying jobs of the city's industrial and service sectors.

B. Housing Conditions

Charlotte's housing stock is primarily single family. There are very few high rises, and relatively few garden apartment and townhouse developments, contributing to the city's less dense development patterns. Almost 53 percent is owner-occupied, with 47 percent rental, pointing to significant rental of single-family homes. This is even more evident in poorer, inner city neighborhoods, where rental rates as high as 95 percent (in the Belmont area) have been reported.

According to a 1990 Housing Quality survey prepared by the Urban Institute of the University of North

Carolina at Charlotte, the city's stock is in good condition. As stated in the report, over half the units had no visible structural problems and almost 40 percent had one or more problems but were deemed satisfactory. This makes over 95 percent of the housing stock at least satisfactory. Of the remaining 5 percent, almost all were considered deteriorated. There were very few dilapidated structures requiring demolition - testament to the city's vigorous code enforcement and demolition program.

Most of the deteriorated structures were located in census tracts to the north and west of the city, coinciding with its poorer and minority neighborhoods. The most impacted is census tract 50, with 20 percent of its structures deteriorated, followed by tracks 8, 41 and 45 with 17 percent.

The survey was compared to one completed by the Urban Institute in 1987. The study found that the city has done a good job of reducing its deteriorated housing stock in the intervening three years, with the proportion of satisfactory housing stock increasing by 1.3 percent. This has been due in part to changes in code enforcement policy, which allowed the city to more easily enforce basic habitability codes.

The city has had an active code enforcement and demolition program for

many years. Several urban renewal projects in the 1960s were the cause of major demolition in inner city neighborhoods, and contributed to over 6,000 units of primarily low-rent housing being removed from the housing stock in the 1960s. An additional 4,770 units were demolished from 1970 to 1985.

One positive result of the substantial demolition in the '60s, besides the removal of blighted structures, was the city's determination to replace those housing units. Unfortunately, the massive reductions of federal funding since 1980 have made that goal difficult. To date, approximately 6,835 affordable housing units have been replaced, developed with some type of government assistance. This leaves a net loss of 3,935 affordable units.

C. Housing Cost

While apartment units have been overbuilt in the middle and luxury range (units starting at \$450 per month), there is a dearth of affordable housing stock. Fair market rentals, established by HUD for its rental subsidy program, are \$363 for a one-bedroom apartment, \$427 for a two-bedroom apartment, and \$533 for a three-bedroom apartment. These rents reflect "real" market conditions - supposedly the actual cost of renting an apartment in the Charlotte area. To afford a housing payment of \$427, a household would need

an income of approximately \$17,000 per year.²

Rehabilitation cost of single-family homes varies depending on the condition and location of the housing. However, in most low-income neighborhoods in the city, one can acquire a single-family home in deteriorated condition for between \$20,000 and \$25,000, which will need approximately the same amount in rehabilitation. This brings total cost for acquisition and rehabilitation of a single-family home in a low-income neighborhood to between \$40,000 and \$50,000. Assuming a market rate mortgage, a family would need to earn at least \$15,000 to afford this cost.³

New construction in these same neighborhoods, assuming low cost of land acquisition, ranges from \$60,000 to the mid-\$70's, depending on the size and amenities of the unit. This would be affordable to a family earning \$21,600 per year.⁴ However, land prices have risen significantly in the last decade. Relying on the city for city-owned land is an important tool in keeping costs low. Although the state law does not allow below market sale or donation of land, the city is willing to contribute the funds necessary to buy city-owned land for qualified uses.

D. Affordability

These costs, while relatively modest compared to some cities, are still out of reach for a substantial portion of Charlotte's population. According to a report prepared in 1989 by the Community Development Department, in 1985 over 15,318 families could not find affordable rental housing, defined as less than 35 percent of family income.⁵

In the absence of 1990 Census data, other statistics must be relied on to determine how many people earn under \$15,000 per year (and thus how many have difficulty making housing payments). An important source of information is the number of people receiving some type of public assistance payments. Over 21,000 people receive Aid to Families with Dependent Children (AFDC) payments. Their average monthly grant is \$237 per month, which must cover all living expenses except food. With the inclusion of food stamps, the average income might be around \$6,500. A total of 15,959 persons receive food stamps alone, with maximum household incomes of \$13,000. When added together, this shows approximately 10 percent of Charlotte's population receives some type of public assistance and has household incomes of \$13,000 or less.

This figure is substantiated by a study completed by the Urban Institute on the demographic characteristics of low-income households. According to this report, between 11,900 and 17,000 households, again 10 percent of Charlotte's total, earn less than \$10,000 in income.⁶

Households earning \$10,000 in yearly income can pay \$208 per month for rent, if 25 percent of their income goes for rent. According to the Charlotte Apartment Survey⁷, the average rent for a one-bedroom unit in the least expensive neighborhood was \$298. A quick perusal of the May 3, 1991 Charlotte Observer classifieds uncovered only two rentals out of 126 advertisements available at \$250, and only one at less than \$250. So the apartments affordable to this income group are subsidized units, either through the Housing Authority or with housing vouchers or certificates.

The Housing Authority manages 3,928 traditional public housing units, affordable to people at the very lowest income levels. It also manages 921 other units, including several Section 8 and Section 202 projects, tax credit projects and city-funded public housing. In addition to housing units, the Housing Authority administers 2,212 Section 8 certificates or housing vouchers, which allow people earning 60 percent of median

income or less to pay 30 percent of their income for housing.

With slightly more than 7,000 subsidized units affordable to the very lowest income (including those affordable because of rental subsidies), and 11,900 to 17,000 households earning \$10,000 or less, the need is for at least 4,900 more units renting at \$250 and less. In fact, the Authority's waiting list has over 7,235 applicants.

This data shows that there is a significant portion of Charlotte's population that cannot afford a place to live. What happens to these people? Interviews with service providers reveal that there is a hidden homeless population - families who double up with other families in order to pay rent or families who move into housing they cannot afford and are repeatedly evicted. One service agency reported that there are nearly 30,000 evictions per year.

Families are forced to make choices about what is most important - rent, heat or food. Many reportedly choose to simply do without utilities and skimp on food to pay the rent. Sometimes even these sacrifices are not enough and they end up on the street. According to findings of the Homeless and Shelter Committee of the United Way, 300 to 525 people on any given night cannot find a place to live in Charlotte⁸.

The social costs of overcrowding, evictions, and lack of food and heat are enormous. Children cannot be adequately cared for, and have no sense of stability in their lives. They are often placed in foster homes at great cost to the government, while the parent attempts to find affordable housing. Housing deteriorates faster with overcrowding. People lose a sense of self-esteem. And all these problems can lead to increased criminal activity. So decent affordable housing is the first step in addressing many social ills.

In addition to this group at the very bottom of the income ladder, there are other income groups spending too high a proportion of their income for housing, indicating that their housing needs are not being met. Those earning between \$10,000 and \$18,000 certainly have more housing choice, but it is still fairly limited. There are several housing development programs which reach these income groups, including the Charlotte-Mecklenburg Housing Partnership and Habitat for Humanity. (See Resource section for a further discussion of these programs.) But again, according to city surveys, there is still a dearth of units affordable to that income group. Extrapolating from city surveys, we estimate around 9,000 households in this category.⁹ Here, affordable housing costs range from \$208 to \$375 per month.

E. Community Development Needs

housing and services. It is further described in the Resources section.

All of those interviewed for this assessment were asked their opinion of the primary affordable housing need in Charlotte. A vast majority responded that the problem was not just affordable housing, but comprehensive services and neighborhood development. People said there were services available to low-income residents, such as physical and mental health care, day care, job training and placement - but there were not enough services and they generally were not coordinated on the neighborhood level.

This issue is being addressed by the city through their City Within a City program. The program seeks to create partnerships on the local level, which will "provide neighborhood leadership training, expand special neighborhood program efforts to include social services, and continue support for employment programs" among other things¹⁰. However, it is still in the early planning phase, and has started to operate in only one neighborhood.

The Pathways Program, a joint effort between the city, county, Charlotte/Mecklenburg schools, United Way and the Charlotte-Mecklenburg Housing Partnership, also seeks to link

3

Resources

A. Strong Political Leadership

City Government

The city has a number of resources to help solve these problems; Charlotte's physical beauty and vital economy are not its only impressive attributes. Key to Charlotte's attractiveness as a city is the strong political leadership which has led the country in the development of affordable housing programs.

In response to a settlement concerning the demolition of housing units as part of their urban renewal program, the city made a commitment to use its own funds for affordable housing development. While most cities have active housing programs using federal and state programs, lending institutions and private contributions, few have taken the creative initiative of committing dollars directly from the city coffers.

In 1979, the city began to commit general revenue sharing funds to housing, and in 1983 made a five-year commitment

to construct 50 units of assisted housing per year using General Revenue Sharing funds.¹¹ In addition to general revenue sharing funds, the city committed 4.5 cents per \$100 of assessed value from its property tax and a portion of its Municipal Debt Service Fund for housing. These sources generate \$4.5 million per year for Charlotte's Innovative Housing Fund. The first of the city's projects developed with this innovative funding won several national awards.

Funding alone does not make productive housing development programs. City staff must also be up to the task of establishing workable programs and administering them efficiently and without too much red tape. From all accounts, this appears to be the case in Charlotte. None of the developers, private or nonprofit, had any complaints about using the city's rehabilitation or new construction programs. And production speaks for itself. For the six-year period between 1983 and 1988, 16,781 units were rehabilitated from all the city's various rehabilitation programs, including their

community development programs, rental rehabilitation, nonprofit development, home owner rehabilitation, etc. Since 1979, the city has financed 456 new public housing units, and participated in the financing of more than 1,000 affordable units constructed by private and nonprofit developers.

Housing Integration Policy

Since 1973, the city has had a policy that all newly constructed subsidized housing developments over 24 units must be built in non-impacted areas and they must not exceed a total of 50 multifamily units. The result of this policy has been scattered-site public housing developments in suburban, middle-income, white neighborhoods - not traditionally the site of public housing. A study completed by the University of North Carolina concluded that there was no adverse impact on property values in these neighborhoods. In addition, their research noted that there was no increase in crime in these neighborhoods, that residents of the public housing pay 10 to 15 percent less for food than in inner city neighborhoods, and that residents are satisfied with their location in the suburbs.¹² This program, which reduces the concentration of minority and low-income people in low-income neighborhoods, has been beneficial for the city as a whole by promoting better integrated communities and not further

impacting already deteriorated neighborhoods. Charlotte's response to the need to desegregate its public housing developments is another sign of its enlightened political leadership.

B. Institutional and Community Support

Universities

There are two universities that play an important role in Charlotte's affordable housing development process: the Johnson C. Smith University and the University of North Carolina at Charlotte through its Urban Institute.

The Johnson C. Smith University is a historically African-American university located in the 5 Points neighborhood just north of the central city. It has several community outreach programs that seek to provide educational opportunities to children who would not normally have them. It was instrumental in creating a community development corporation in the neighborhood, the Northwest Corridor Community Development Corporation (CDC), whose objectives are: 1) to develop affordable housing; 2) to offer economic development opportunities to minority entrepreneurs; 3) to aid the economic development of the community through the development of stores; and 4) to establish more human services. This

CDC has recently incorporated and its potential as a developer and service provider in this low-income, minority neighborhood is great.

The Urban Institute of the University of North Carolina at Charlotte provides outstanding research in several areas vital to understanding low-income communities. It has completed door-to-door housing quality surveys and surveys to determine the demographic characteristics of low-income households, both for the city's community development department. It also completes an annual apartment survey for the Charlotte Apartment Association which provides exhaustive data on apartment buildings in the area. This data has made it much easier for the city, and outside consultants, to understand the city's affordable housing needs and to put specific numbers to them. Many cities are without this comprehensive data base, and are therefore hampered in their planning.

In addition to data collection, the Urban Institute can also act as a "catalyst, facilitator and neutral third party" for development initiatives.¹³ Through a program funded by The Mott Foundation and the Fund for the Carolinas, it provides technical assistance to a few community organizations in leadership development. And it has been an important organizer of housing forums.

Lending Institutions

Charlotte lending institutions have been very active in affordable housing development. Six of them contributed to the Partnership's \$17.5 million loan pool - First Union National Bank, North Carolina National Bank (NCNB), and Wachovia Federal contributed \$5 million each; Southern National Bank, United Carolina Bank and Republic Bank contributed the balance. These funds are available at a reduced rate, approximately one-half point below prime. Underwriting and loan criteria are more relaxed than on market rate loans.

In addition to the Partnership program, several banks have their own affordable loan programs, which offer low down payments. The lenders' participation in these programs has been encouraged by several Community Reinvestment Act challenges. Although these programs appear useful on paper, there was some frustration with the number of loans which have actually been made by some of the banks. Some of the banks might need assistance in understanding the unique problems of low-income borrowers, and how to develop productive programs to solve those problems.

Strong Culture of Volunteerism

Charlotte is a city of volunteers. From Habitat for Humanity to the boards of nonprofit organizations, residents seem to volunteer in unusually high numbers for civic duties. Charlotte's Habitat for Humanity program is in fact the largest in the country, due in part to the wealth of volunteers it has at its disposal. This is an important resource for the city, and should be supported and strengthened as Charlotte plans for further affordable housing development.

Neighborhood Organizations

Neighborhoods have strong identities in Charlotte. They might be quite small - consisting of only a few hundred homes, or they might encompass larger areas - but there is always a community name and a neighborhood group to advocate for it. Typical of many southern cities, Charlotte's groups generally have volunteer staff. This makes it difficult for them to get involved in actual development activities or service provision (unlike northern or west coast cities which have a strong tradition of neighborhood nonprofit developers). But even though they are volunteers, they are vitally interested in their communities, and have important roles to play in the development of any housing which might occur in their neighborhoods. These roles could include helping in the original

planning for the project, being a sponsor of the housing, and helping to screen future tenants or homeowners.

There are at least three groups with paid staff which desire stronger roles as developers. These groups are the Belmont CDC, Cherry Neighborhood Organization, and the Northwest Corridor CDC. Cherry is the only neighborhood group which has actually rehabilitated any units. Unfortunately, due to a number of circumstances within and outside of their control, they have had some problems in fulfilling their obligations. These groups could benefit from technical training in development skills.

C. Housing Developers

Nonprofit Housing Developers

Perhaps due to the lack of tradition in southern cities for community groups to act as housing developers, there are only two nonprofit housing developers. They are the city's Housing Authority and Habitat for Humanity.

The Housing Authority of Charlotte enjoys a fairly good reputation. It has a low vacancy rate, has had an active modernization program, and has developed innovative programs to move higher-income people out of dependency on its housing. It has a very strong relationship

with city government, and has in fact been the city's primary housing developer of both traditional public housing units and other affordable housing developments. It also is the keeper of waiting lists.

Anybody who is interested in any subsidized housing provided by the city, including Section 8 and housing vouchers, public housing, tax credit projects or even partially city-subsidized projects, applies to the Housing Authority. This keeps all the information about who needs housing in one place, and eliminates confusion for people in need of housing assistance, by providing them with "one-stop shopping."

Besides traditional public housing units using federal funds, the Authority has developed 100 percent city-funded projects and tax credit projects. They also administer the city's own rental subsidy program called CHAPP (City Housing Assistance Payment Program), which provides subsidies to 25 families. In the early '80s, the Housing Authority began to work with residents of turnkey projects to enable them to buy their units at cost. Out of 430 turnkey units, 280 have been sold to people earning between \$18,000-\$25,000.

The Housing Authority's Gateway and Steppingstone projects were developed to move people who were financially and psychologically able out of public housing and into homeownership. Gateway is designed for families with incomes of less

than \$12,500, and focuses on job training and placement. Its goal is to give people the necessary job skills to find employment with salary levels high enough to provide economic self-sufficiency. The program is designed to last five to seven years.

Steppingstone is for families whose income is over \$12,500. Its goal is to help these people find affordable homes and clear up credit problems so they may qualify for mortgages. The Housing Authority has built two transitional housing projects of 50 units each for these families, which allows them to establish themselves financially before they take on the burdens of homeownership. Another 50 units are presently under construction.

Charlotte's Habitat for Humanity is the most productive in the country, growing from one unit in 1983 to 32 units developed in 1990 alone. In total it has developed 111 houses. It is working to raise sufficient funds to allow them to do 60 units per year by 1995.

It is a traditional Habitat for Humanity program, which relies heavily on volunteer labor, sweat equity from the future owners, and cash contributions. Habitat does not believe in charging interest on loans, so the homeowners only have to pay back the principal that is borrowed, generally over a 15-year period. The average cost for construction, and the average size of the loan, is \$37,000.

Its income level target is from \$9,000 to \$24,000 per year, and it averages \$14,000. It does not accept people receiving AFDC.

Charlotte's Habitat has also developed "Rehabitat" - a rehabilitation program for existing housing, with lower development costs that allows them to reach a lower-income level family.

According to the director of the program, it has been so successful because of the large number of volunteers, excellent staff and an outstanding construction manager. Its one obstacle to constructing more homes is raising the necessary contributions. It will need \$2.2 million to do 60 homes per year, and although Habitat feels the funds are out there, it must spend a lot of time on fund raising.

For-Profit Housing Developers

There are several private, for-profit housing developers who are engaged in affordable housing development. These developers have combined their development skills with city subsidies, primarily through the rental rehab program or the Innovative Housing Fund. Their projects have ranged from small scale rehabs to large scale new construction. They have worked closely with the nonprofit housing brokers on large new construction projects in particular.

Nonprofit Housing Developers/Brokers

Charlotte has three main organizations that develop housing by acting primarily as brokers - bringing together city funds, for-profit developers to do the construction, and future homeowners or renters. They are Neighborhood Housing Services, National Bank of North Carolina Community Development Corporation (NCNB CDC) and the Charlotte-Mecklenburg Housing Partnership.

Neighborhood Housing Services (NHS) is active in the Wilmore neighborhood. It has enabled low-income homeowners to repair their properties and low-income people to buy their first homes. It has bought vacant property and worked in conjunction with the city to rehabilitate it. It is now engaged in a project which encourages landlords to sell their properties to residents, thus increasing the level of homeownership in the neighborhood. This project offers a useful tool to get decent housing into the hands of low-income tenants. Often the landlords are willing to sell for reasonable prices in order to rid themselves of older units. And because the housing has not been left vacant, it is generally in better condition.

NCNB CDC was set up by Charlotte's largest bank to engage in community development activities

throughout North Carolina. Their affordable housing development projects in Charlotte have been in conjunction with the Charlotte-Mecklenburg Housing Partnership (Greenville) and the city (Summit View).

The most ambitious of the developer/brokers in affordable housing development is the Charlotte-Mecklenburg Housing Partnership (the Partnership). In its own words, it is "a broad-based, nonprofit housing development and finance corporation organized to expand affordable and well-maintained housing for low- and moderate-income families in Mecklenburg County with a continuing interest in the ability of occupants to more fully enter the economic mainstream."¹⁴ It primarily serves people up to 60 percent of median income (\$22,980).

The Partnership was formed by city government, lending institutions, major employers, developers and concerned citizens in 1988. However, it did not become fully operational until its president was employed in early 1989. It now has four professional employees.

The Partnership has developed a financing vehicle which allows it to provide homeownership opportunities to fairly low-income people. Five banks contributed to a \$17.5 million loan pool which lends money at one-half point below prime, and allows a \$1,250 downpayment.

The loan pool makes the first mortgage to the homeowner, in an amount equal to 30 percent of that person's income. A "soft" second mortgage comes from a \$2 million fund from the city, which makes up the difference between the first mortgage and the price of the home. Sometimes a third forgivable loan is made using state housing trust funds. The city's loan is due upon sale or paid off after the 30 year bank loan is paid.

The Partnership has been very flexible in its approach and is involved in several different development projects. Its first is Greenville, which entails the construction of 120 new homes on a vacant tract of land near an existing HUD subsidized project. The first phase of 40 houses is almost complete. Costs exceeded original plans; they are now at \$57,000 for a two-bedroom home, \$65,000 for a three-bedroom, and \$70,000 for a four-bedroom home.

In addition to this major new construction project, it has also acquired and rehabilitated 17 FHA-foreclosed homes and three private homes, and sold them to low-income homebuyers. Costs for these homes range from \$40,000 to \$50,000 (with one as low as \$30,000). They are now considering a rental project which will use the Low Income Housing Tax Credits. (They have been involved in the financing of two previous tax credit projects.)

The Partnership works closely with Family Housing Services, a comprehensive housing counseling agency, to qualify potential homeowners. Applicants must first go through a six-week class before they are eligible for a home.

Unfortunately, out of 364 graduates from the classes, 221 have had major obstacles to becoming homeowners. These problems include paying off debts, clearing up judgments and collections and trying to save down payments. Family Housing Services provides one-on-one counseling for those people who do not immediately qualify. They work out a plan with a timeline of six months to three years, to help the applicants clear up their problems. Of course many events can shorten or lengthen this timeline, from cash gifts from relatives to unexpected medical payments.

The fact that there is a very narrow window of affordability does not help. One must earn less than 60 percent of median income to be eligible for these projects. But in order to qualify for a loan with the necessary credit history and down payment, one has to have a relatively high income. Higher than anticipated costs for the homes have made the situation worse, and will probably cause the income limit to be raised to 80 percent of median for the Partnership's Greenville project.

This has resulted in the Partnership's construction outpacing their

ability to qualify homeowners - a situation which must be rectified if the Partnership wants to meet its housing production goals.

One of the city's goals has been to move people out of publicly assisted housing to these homes, and that has happened. Out of 53 families currently moved, under contract or looking for a home, 18 were residents of assisted housing.

The Partnership has worked with a major for-profit developer on the Greenville homes - John C. Crosland Company - and with NCNB CDC, a major nonprofit developer. It has worked with smaller contractors on its rehab projects and a few scattered-site new construction projects.

One of the Partnership's goals is to assist homeowners in their efforts to enter the economic mainstream. To that end, it has developed the PATHWAY program, which is designed to link residents of the housing with comprehensive community services. The program is a joint effort by the city, county, school system, United Way of Central Carolinas and the Partnership. It assists residents in setting and implementing personal goals, enables access to existing community services, and provides leadership development, mentoring and skills training programs.

The program is being tried at one assisted housing project, Fairmarket Square.

4

Recommendations

The city of Charlotte has already made a commitment "to reducing the number of city households living in substandard, overcrowded or unaffordable housing conditions." The city has already pledged that "the expenditure of public dollars will address the housing needs of residents earning less than 80 percent of median income, with priority to families earning 60 percent or less, through an aggressive preservation program emphasizing code enforcement and rehabilitation, through partnership efforts to stimulate production of housing for low-income residents, and through coordinated assistance efforts to reduce the number of people needing subsidized housing."¹⁵

These are laudable goals, and Charlotte has been successful in initiating several programs to help reach them. But the city can do more. With its monetary resources, development capacity and political will, Charlotte can move towards solving its affordable housing problem. And it can serve as a lighthouse to the nation for affordable housing development.

The benefits to the city would be enormous if a more aggressive goal were tackled. By making more affordable rental housing available, the city would be able to significantly reduce its homeless and overcrowded population. And by linking that housing with social services, many of the problems which plague the residents of low-income communities can begin to be addressed. More homeownership opportunities for low-income families will further stabilize neighborhoods.

A. Recommendations

What will be needed to help Charlotte fully realize its goals? This assessment cannot go into detailed plans, but it can lay out the programs and policies which will need to be developed. The recommendations fall into four general areas:

1. Increase the capacity of developers and developer/brokers to produce affordable housing.

2. **Develop homeownership programs that will make housing affordable to the lowest income level groups possible.**

3. **Develop rental housing for those unable to afford or qualify for homeownership.**

4. **Link housing with human services.**

The costs of implementing some of these programs, and possible financing sources, will also be discussed.

1. **Increase the capacity of developers to produce affordable housing.**

The Partnership has only been fully operational since its president came on board two years ago. In those two years it has established a \$17.5 million loan pool, almost finished construction on the 40-unit first phase of its Greenville neighborhood new construction project, participated in two tax credit projects, and rehabilitated 18 scattered-site units. It has made great strides in its short history. But discussions with staff and the board of directors have uncovered some areas in which they could make their operations more efficient.

Presently, there is too great a reliance on the contractors to develop scopes of work and cost estimates. Without having a better understanding of the costs and process involved with new

construction and rehabilitation, staff are at the mercy of contractors who might not have lowest costs as their main goal. The Enterprise Foundation has developed an automated spec writing and cost estimating system for rehabilitation called "Specmaster" that might be useful to the Partnership in helping it gain this critical skill, at least for its rehab projects. Specmaster is currently being used by the city's rehab program. However, this skill is also needed for new construction. A part-time construction specialist might be necessary to help the Partnership become smarter about the costs of its projects, and a better negotiator.

The Partnership has set its goals high - the production of 100 units of affordable housing per year. And although its largest program is the new construction of the Greenville neighborhood, it has been willing to take on different projects when the opportunity presents itself. It bought and rehabilitated HUD foreclosed units in the Greenville neighborhood and other neighborhoods, and is hoping to get involved in new construction of rental properties. The Partnership has done an excellent job in remaining flexible and responding to opportunities. But it might be able to improve its efficiency by developing and advertising programs to which people could apply. This would be formalizing the different projects it has undertaken to date, and developing some new programs to meet other needs. Those

programs are described more fully below, under the second recommendation.

The Partnership has done some scattered-site rehabilitations with smaller contractors. This approach allows participation of smaller local and often minority contractors in public programs. One way to expand this approach is to consider becoming equity partners with the contractors. This would allow the Partnership to shoulder some of the risk, and reduce or eliminate the bonding requirements for contractors which can prohibit them from taking on larger projects.

Another direction that the Partnership might take is to work more closely with neighborhood organizations. To date, there has been little formal contact with these groups, as the Partnership has been working out its own role. But as the Partnership begins developing programs that take it into the neighborhoods, it will find it needs to work more in partnership with the representatives of the communities. The best way to figure out how to do this is to start meeting now with the groups; developing goals for the individual neighborhoods jointly, in advance of proposing individual projects.

The Partnership has expressed interest in expanding its funding base, so it is not totally reliant on city and bank

subsidies for its own operation and the financing of its programs. It is contemplating developing another tax-credit deal, which is one way of expanding its financing sources. Tax credit projects also could allow the Partnership to get development fees to help support itself. It should also pursue foundations that are active in the Carolina region, such as the Mary Reynolds Babcock Foundation, Fund for the Carolinas and others, as a source of "soft" money to support development of more innovative, human service oriented programs.

Neighborhood groups themselves could benefit from technical assistance in the development field. Groups with volunteer staffs will find their most useful role is that of sponsor, working in conjunction with the Partnership to develop neighborhood plans. They can be the eyes and ears of the Partnership in the neighborhood, minimizing vandalism during construction, screening future residents of the projects, and ensuring continuous upkeep of the buildings. Being a sponsor is not a role one takes on automatically. Training in developing neighborhood plans and strategic planning is useful to help a group fulfill its duties.

Groups with paid staff, such as Cherry, Belmont CDC and the Northwest Corridor CDC are just getting involved in development. They could benefit from detailed training and technical assistance in

all aspects of development, such as strategic planning, financial analysis, construction management and oversight, rental and/or sale of units and continuing management.

2. Develop homeownership programs that make housing affordable to the lowest-income levels.

Lease-purchase programs are an excellent way of allowing lowest-income people to qualify for mortgages. In a lease-purchase program, a nonprofit organization buys a unit, and leases it to a qualified tenant. The tenant has already been prescreened, which includes making sure they have the income to qualify for a mortgage. The tenant will have already participated in homeownership training classes, which introduce him or her to the responsibilities of being a lease-purchaser, and what they must do to eventually buy their home. The lease period can last anywhere from one and a half to 10 years - generally it falls in the three to five year range. During this period, a certain amount of their rent is set aside in an escrow account, to be used as a downpayment at closing. They might also continue to attend budget counseling and even employment training classes during the lease period.

This program has been used by the Housing Authority in their Steppingstone project. But given the strong belief in the

benefits of homeownership in Charlotte, it should be expanded to be available city-wide. The Partnership would be a logical administrator of a lease-purchase program. It has the administrative capacity to own units, and it is already linked with a homeownership counseling program. Other nonprofit neighborhood organizations, with paid staff, could also own and manage if they have demonstrated capacity to do so.

As part of the lease-purchase program or separately, it is important to recognize the increased time needed to qualify people with incomes under \$18,000 for mortgages. The city, nonprofits and for-profit developers must understand that it can take several years to provide the counseling necessary to clear up people's credit records, eliminate judgments, and help them save - not only for a downpayment, but for a cushion in case of emergencies. If the Family Housing Services program needs to be strengthened or expanded to meet these objectives, then it is essential that funds be made available to do so. Without a stronger effort to qualify people earning less than 60 percent of median income, Charlotte might as well reduce its affordable homeownership programs. Otherwise, the city will not have sufficient qualified owners to buy. There is a track record of mortgage and budget counseling for low-income people in many other cities which demonstrates

that qualifying households with incomes of \$15,000 on average can be successful.

Encouraging landlords to sell to tenants is another approach to getting least cost housing into the hands of low-income people. This program has been developed by NHS in the Wilmore neighborhood. Many landlords, having owned their buildings for a long time, have used up all the tax benefits, and might not be receiving enough cash return to justify their continued ownership. A city-wide program could be advertised that would encourage landlords to sell their homes. Neighborhood organizations could become involved by identifying owners who might be interested, and by directly soliciting them. The Partnership could provide the financing to the future homeowners, and put them through the Family Housing Services training program.

A possible program for the elderly who own their own homes but are cash-poor might be a "negative amortization" program. In this program, a nonprofit with ownership capacity would negotiate with the homeowner to buy the house from him or her at a market price. The nonprofit would maintain the home and would pay the senior citizen a monthly payment, based on the worth of the house and the senior's expected life span (based on insurance actuarial tables). When the senior died, the house could be sold or rented to another low-income family. This

program has proven very effective where the homeowner does not have enough cash to pay for basic needs or amenities he or she might desire, and where there is no offspring that might want to continue living in the house. Again, the Partnership would be a perfect city-wide vehicle, or a neighborhood nonprofit group with ownership and maintenance capacity.

Habitat for Humanity continues to be the best homeownership program for very low-income people. The city should continue its support for Habitat, and increase it to allow them to reach their goal of building 60 units per year.

Finally, some of the lending institutions appear to need assistance in making their affordable homeownership lending programs more "user friendly," which will enable them to make more loans. The problems appear to be administrative tie-ups, as opposed to lack of good will, so the problems should be relatively easy to solve.

3. **Developing rental units for those unable to afford homeownership.**

Even Habitat for Humanity's programs cannot reach everyone who might wish to purchase a home. For some, they will not have the will or ability to lower their debts, pay off their judgments, improve their credit or save for a downpayment. Some might be able to

do all this, but might be hit by an unexpected medical bill or emergency which sets them right back again. At some income level, putting people into homeownership is laying a very heavy burden on them that might be too difficult to bear. For those people, it is important to have rental opportunities.

The Housing Authority's Gateway and Steppingstone programs are an excellent way of enabling people to move out of public housing. Once they move, the vacant public housing units could be available once again for the truly needy - those people under \$10,000 in income who simply cannot afford homeownership. Unfortunately, this will not meet the full need for housing in this income group. This is especially true since the Housing Authority would like to decrease the density of some of its older projects by demolishing some buildings in need of repair.

Because of this, the city will probably have to continue its funding of Housing Authority-managed public housing units. These units, although without subsidy, have no debt service and are therefore affordable to the very poor.

The city should also fully use the funds available for the permanent housing of the homeless, through the McKinney Program and possibly State Mental Health programs. Permanent housing is more

important than transitional housing, since there is no affordable place for the homeless to transition to once the transitional program is over.

In addition to this very lowest-income group, the Partnership or capable neighborhood organizations could develop rental property with rents in the \$250 to \$350 range. These rents are generally not available in the market, and would meet the needs of those earning between \$11,000 and \$17,000 per year who cannot qualify for a home. The Partnership has already participated in projects using the Low Income Housing Tax Credits. The tax credit is an important source of funds which should be fully used in the development of rental housing.

Another strategy is to increase the city's own rental subsidy program, called CHAPP (City Housing Assistance Payment Program). The subsidy for this program is \$20,000 per household - which will probably subsidize the family's housing cost for five years. With a glut of market-rate rentals, this might be a way to meet the needs of very low-income families without starting on major new construction projects.

Finally, the city should continue its strategy of targeting its rehabilitation activities towards those neighborhoods with the greatest concentrations of deteriorated housing. While affordability

is a major problem for the poor in Charlotte, the condition of homes in certain neighborhoods must also be addressed.

4. Link housing with human services.

The Housing Authority's Gateway and Steppingstone programs are excellent efforts in helping people become economically self-sufficient. These programs should be supported in whatever way possible.

Close monitoring of the Pathways program is important, to determine its usefulness as a model. If it is, a concerted effort needs to be made by all involved to find the necessary funding to expand it to other housing developments.

Finally, the City Within A City program also needs to be closely monitored, to see if it is successful in better integrating all the city actions which occur in a neighborhood. This could be an excellent first step towards a comprehensive approach to community development.

B. Cost of Implementing Recommendations

The city's proposed 1992 Community Development Block Grant

(CDBG) budget is approximately \$3,750,000. The funds are mainly targeted for its existing activities in residential rehabilitation, relocation and downpayment assistance, acquisition of buildings or land to be used for low-income housing, human services contracts, housing counseling, economic development and job training. These programs are important for the preservation of existing housing stock and serving the needs of people in the housing. Approximately 855 households are served by these programs, and it is essential that they continue.

In addition to the CDBG funds, the city has \$1,244,000 in program income and \$33,000 in recaptured funds to put towards existing housing related activities.

The Innovative Housing Fund provides another \$4.5 million, mainly for adding new affordable housing units to the existing stock. These funds have been targeted as follows:

- ▶ \$2 million for the Charlotte-Mecklenburg Housing Partnership program;
- ▶ \$1.5 million for city requests for proposals (RFPs) for development of new housing; mainly larger projects which leverage city funds with other sources, such as equity raised from tax credits; and,

- ▶ \$500,000 for small project development.

The recommendations discussed adding some new twists and fine-tuning these programs to make them more useable. But basically the structures of these programs are good. After making the programmatic changes, they simply need to be expanded to reach more people.

New funds will be available through the new HOME program contained within the National Affordable Housing Act. At full funding, Charlotte's allocation would be \$2,787,000. The fight is on in Congress over the exact funding level of this program, but chances look good for funding at over \$1.5 billion of the originally allocated \$2 billion.

In addition to the HOME funds, Charlotte could consider an increase in its Innovative Housing Fund, through a modest increase in its property taxes or a linkage fee tied to new downtown development. The per capita state and local taxes for Charlotte residents is the 33rd lowest in the country¹⁶, so increasing taxes modestly would not put Charlotte at a competitive disadvantage.

C. Enterprise Foundation Assistance

Under Enterprise's contract to provide public/private partnership assistance to 24 communities nationwide, Enterprise has the opportunity to offer Charlotte assistance with addressing many of these issues. A possible range of assistance under the scope of the Enterprise-HUD program could include the following:

- ▶ Help develop a strategic plan and program to more aggressively tackle Charlotte's housing needs.
- ▶ Provide technical assistance to the Charlotte-Mecklenburg Housing Partnership, to help it fine tune its development process, institutionalize some of its ad hoc initiatives, and develop new programs that could help them reach out to more people.
- ▶ Provide technical assistance to community organizations that wish to get involved in development, in project assessment and planning, financial analysis and pro forma development, processing through city programs, construction management and sale or rental of projects.

- ▶ For community organizations that do not want to become developers, technical assistance could be provided in strategic planning for neighborhoods, and in effective partnerships with outside developers.
- ▶ Help the city, neighborhood residents, developers and brokers develop programs that will allow them to reach lower-income households, including lease/purchase programs, direct sale to tenant programs, negative amortization programs and stronger counseling programs.
- ▶ Help lending institutions make their affordable homeownership programs more "user friendly."
- ▶ Work with the city to develop new resources for housing development.
- ▶ Help the city and social service providers better link their services to housing.

ENDNOTES

1. American Chamber of Commerce Researchers Association - Inner City Cost of Living Index, 1st Quarter, 1990.
2. This assumes that 30 percent of their income goes towards rent.
3. This assumes a 5 percent downpayment with a 30-year, 10 percent mortgage, and 30 percent of a family's income going towards principal and interest payments.
4. Same assumptions as footnote 3.
5. "Community Report on Housing Accomplishments: A Community Responds to the Challenge"; April 17, 1989; prepared by the Community Development Department of the city of Charlotte; page 3.
6. "Demographic Characteristics of Low-Income Households," prepared by the Urban Institute of the University of North Carolina at Charlotte; March 31, 1987; page 12.
7. Charlotte Apartment Survey, prepared for the Charlotte Apartment Association by the Urban Institute of UNCC, November 1, 1990; page 3.
8. Housing Assistance Plan, October 1, 1988 - September 30, 1991; revised March 12, 1990; Section C: Assessment of Housing Needs of the Homeless.
9. If we take the over 15,000 households which the city reports spend more than 35 percent of their income for housing costs, and subtract the 5,900 families estimated earning below \$10,000 in income, that leaves 9,100 families of over \$10,000 in income with housing needs. Families earning over \$18,000 begin to have many more housing options, so we are assuming that the majority of these families earn less than \$18,000.
10. "Focus '91 - Issues Facing Charlotte," produced by the city of Charlotte; page 7.
11. Community Report on Housing Accomplishments, page 6.
12. "The Impact of Scattered Site Public Housing on Residential Property Values"; a study prepared by Vivian Puryear, Department of Sociology, University of North Carolina at Charlotte and John G. Hayes, Ph.D., Housing Authority of the city of Charlotte, N.C.; January 1989.
13. From conversation with Dr. William McCoy, Director, Urban Institute.
14. Charlotte-Mecklenburg Housing Partnership organization statement.
15. Charlotte Housing Policy Plan, Approved by City Council April 6, 1987. Revised.

16. **Charlotte Overview 1991; Charlotte Chamber of Commerce; 3/91/20M.**

5

Appendix

Appendix A

People Interviewed

Appendix A

People Interviewed

Dr. Robert Albright
President
Johnson C. Smith University

Mr. John G.P. Boatwright
President
NCNB National Bank of N.C.

Pastor Barbara Brewton
Community Outreach Mission
Church

Mr. Sidney H. Covington
Real Estate Appraiser Supervisor
Mecklenburg County

Mr. Jesse J. Cureton, Jr.
Account Executive
NCNB Mortgage Corporation

Mr. Ted Fillette
Attorney at Law
Legal Services of
Southern Piedmont, Inc.

Mr. Ronald L. Fisher
Vice President
First Union National Bank
of NC

Ms. Patricia G. Garrett
President
Charlotte-Mecklenburg Housing
Partnership

Ms. Ann Hammond
City Council Member

Ms. Susan Hancock
Executive Director
Habitat for Humanity

Dr. John G. Hayes
Director of Special Projects
and Resident Safety
Charlotte Housing Authority

Mr. Vincent L. James
Developer

Mr. Steven M. Kessler
Manager, Technical Services
Duke Power

Mr. Neil C. Leach
Principal
The Trinity Group

Mr. Ron Leeper
F. N. Thompson Co.

Mr. Jud Little
President
Crosland Properties

Mr. Nasif R. Majeed
President
A & M Fast Foods, Inc.
Burger King

Mr. Hoyle Martin
City Council

Mr. Roy Matthews
City Council Member

Mr. Bill McCoy
Director, Urban Institute
UNC at Charlotte

Mr. Elwyn McSwain
Director
Advocacy Services

Mr. H. Burt Melton
Executive Vice President
First Union National Bank
of NC

Mr. David S. Mervine
Vice President
NCNB National Bank

Mr. Jim Mezzanote
President
Trenton Properties, Inc.

Ms. Janice Morris
President
Belmont Neighborhood Strategy
Force

Mr. John Offerdahl
Clinton Chapel AME Zion Church

Ms. Cyndee Patterson
Mayor Pro Tem

Mr. James M. Patterson, Jr.
Executive Vice President
Home Builders Association
of Charlotte

Mr. Stephen A. Patterson
Senior Research Planner
Charlotte Mecklenburg Planning
Commission

Mr. Stuart O. Pope
Executive Director
Neighborhood Housing Services
of Charlotte

Mr. Anthony T. Pressley
President
MECA Properties

Ms. Ella Scarborough
City Council Member

Ms. Louise Sellers
President
Biddleville/Five Points
Community Organization

Mr. A. C. Shull
Manager
Community Development

Ms. Pam Syfert
Deputy City Manager

Mr. Ken Szymanski
Executive Director
Charlotte Apartment Association

Ms. Sally M. Thomas
Director
Self-Help Credit Union

Mr. J. Walton
Director
Department of Community
Development

Ms. Velva Woolen

Interviewed by Phone

Mr. Del Borgsdorf
Assistant City Manager

Mr. Frank C. Creft, Jr.
Executive Director
Northwest Corridor Community
Development Corporation

Mr. Ricky Hall
Director
Reid Park Association

Ms. Claire Trexler
CMHP Board Member

SERVICES TO BE PROVIDED BY THE ENTERPRISE FOUNDATION, INC.

1. Strategic Planning Process and Plan

The Enterprise Foundation will help provide technical assistance to the existing public/private partnership. It will help develop and plan new programs for affordable housing, and fine tune its development process and orient participants. The Enterprise Foundation also will provide technical assistance to other nonprofit housing groups in strategic planning.

The Enterprise Foundation will work with local lenders to develop a strategic planning process and a strategic plan. The strategic plan will include, but not be limited to, the following:

- a description of local housing conditions, demographics and income characteristics, defining the need for rehabilitation or new construction and/or lower rents or sales prices as well as the need for counseling and support services;
- a delineation of the target population and geographic area;
- a statement of long- and short-term goals, tied into CHAS goals;
- a description of the program approaches and/or projects to be carried out over the next several years;
- an identification of the public, private and nonprofit entities which will deliver the proposed housing services and a statement of what technical assistance and training will be needed to ensure that those organizations can effectively and efficiently deliver such services;
- a budget of the administration and program costs and resources for new partnership-sponsored programs;
- an identification of all existing sources of project funding, a set of proposals to improve the terms and utility of existing sources and to open up new sources of short- and long-term debt financing and of equity from the public and private sectors; and
- arrangements to ensure that counseling and other supporting social services will be available to all households for whom housing assistance is provided.

2. Training

The Enterprise Foundation will provide training to the participants in the existing public/private partnership and other organizations. The Enterprise Foundation will incur a majority of the tuition costs for the participants, and the city will incur travel and per diem costs (\$2,200 toward the training tuition is included in the total Agreement cost). Training will include:

- Three (3) three-day training technical sessions for staff of partnerships and personnel of nonprofit housing organizations and local government directly supporting the work of the partnership. The objective of the training will be the dissemination of important technical skills and knowledge regarding housing development as well as the transfer of experiences and information among partnership participants.
- Four (4) Project Development Training workshops provided by the Development Training Institute in:
 - The Development Process and Financial Feasibility
 - Financial Analysis and Deal Structuring
 - Financing Sources and Packaging
 - Housing Production Management

Training will be highly integrated with the Enterprise Foundation's on-site project-specific technical assistance.

3. Capacity Building of Nonprofits

The Enterprise Foundation will provide intensive technical assistance to increase the public/private partnership's effectiveness in facilitating low- and moderate-income housing and community development in Charlotte.

The Enterprise Foundation will provide assistance to the existing public/private partnership and other nonprofit community organizations in the following ways:

- Ensure sound internal management practices and workplans
- Mobilize and channel financing
- Understand housing financing and construction management
- Effectively market and manage completed housing, and ensure that tenants and homebuyers are appropriately counseled and have access to needed support services.

A major technical assistance task will be to help participants sort out and clarify the roles of various funding, advocacy, development and management organizations participating in the partnership, and help all participants agree on strategy, the objective being to develop a system that will continue to expand and improve after the HUD contract is complete.

4. Project-Specific Technical Assistance

As part of its strategic plan, the public/private partnership and other nonprofits will develop affordable housing projects. The Enterprise Foundation will provide hands-on technical assistance to execute these projects.

RESOLUTION ADOPTING THE FINAL ASSESSMENT ROLL FOR THE
STORM DRAINAGE IMPROVEMENTS MADE ON 1815 Pickens Court
IN THE
CITY OF CHARLOTTE, MECKLENBURG COUNTY, NORTH CAROLINA

BE IT RESOLVED by the City Council of the City of Charlotte, North Carolina, at its regularly assembled meeting of October 14, 1991, that the Council hereby adopt the attached final assessment roll for the storm drainage improvements made 1815 Pickens Court in the City of Charlotte, North Carolina.

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 281.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 18th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

October 14, 1991

Resolution Book 28, Page 282

RESOLUTION ADOPTING THE FINAL ASSESSMENT ROLL FOR THE
STORM DRAINAGE IMPROVEMENTS MADE ON 2300 and 2226 Rice Planter Road
IN THE
CITY OF CHARLOTTE, MECKLENBURG COUNTY, NORTH CAROLINA

BE IT RESOLVED by the City Council of the City of Charlotte, North Carolina, at its regularly assembled meeting of October 14, 1991, that the Council hereby adopt the attached final assessment roll for the storm drainage improvements made at 2300 and 2226 Rice Planter Road in the City of Charlotte, North Carolina.

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 282.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 18th day of October, 1991.

Brenda R. Freeze
Brenda Freeze, Deputy City Clerk

RESOLUTION ADOPTING THE FINAL ASSESSMENT ROLL FOR THE
STORM DRAINAGE IMPROVEMENTS MADE ON 2240 Briargrove Drive
IN THE
CITY OF CHARLOTTE, MECKLENBURG COUNTY, NORTH CAROLINA

BE IT RESOLVED by the City Council of the City of Charlotte, North Carolina, at its regularly assembled meeting of October 14, 1991, that the Council hereby adopt the attached final assessment roll for the storm drainage improvements made at 2240 Briargrove Drive in the City of Charlotte, North Carolina.

CERTIFICATION

I, Brenda Freeze, Deputy City Clerk of the City of Charlotte, North Carolina, do hereby certify that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina in regular session convened on the 14th day of October, 1991, the reference having been made in Minute Book 99, and recorded in full in Resolution Book 28, Page(s) 283.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 18th day of October, 1991.


Brenda Freeze, Deputy City Clerk