



Charlotte City Council
Housing and Neighborhood Development Committee
Summary
April 23, 2014

COMMITTEE AGENDA TOPICS

- I. **Community Housing Development Organization Funding Requests**
- II. **Façade and Security Matching Grant Programs**

COMMITTEE INFORMATION

Council Members Present: Patsy Kinsey, Alvin Austin, John Autry, Ed Driggs, LaWana Mayfield

Staff Resources: Ann Wall, Assistant City Manager
Pamela Wideman, Neighborhood & Business Services
Zelleka Biermann, Neighborhood & Business Services
Brad Richardson, Neighborhood & Business Services
Gail Whitcomb, Neighborhood & Business Services

Meeting Duration: 12:00 PM – 1:20 PM

ATTACHMENTS

1. Agenda Packet – April 23, 2014
2. Presentation – Community Housing Developments HOME Allocations
3. Presentation – Façade and Security Matching Grant Programs

DISCUSSION HIGHLIGHTS

Kinsey: Called the meeting to order and introductions of attendees.

Wall: Today before the Council Committee is an action item to consider the allocation of Community Housing Development Organization (CHDO) funding, which is part of the HOME program. Ms. Wideman will be giving a presentation about the CHDO funding and our allocation recommendations of those HOME funds.

Community Housing Development Organization (CHDO) Funding Requests

Wideman: Today I will brief you on our funding recommendation for Bradford Apartments, a continued rehabilitation project and Elizabeth Heights, a continued single family development in the Grier Heights community.

Presentation

We received three funding requests, but are only recommending two projects today. The Charlotte-Mecklenburg Housing Partnership (CMHP) is aware we are not recommending their request for several lots in Druid Hills. They are going to work on creating a more holistic revitalization plan. CMHP still has work to do at Bright Walk and according to the federal government, once the money is awarded, these developments must be finished within five years. The two projects we are presenting today are “shovel ready” projects.

Presentation

Mayfield: Do we normally look at thirty years for affordability and a higher leverage ratio?

Wideman: You are used to looking at thirty years of affordability with the Housing Trust Fund dollars. This is a different pot of funding. These are HOME dollars, which is why you see a little less on the affordability period. The leverage ratio will be less because they are a nonprofit organization and are doing a “gut” rehab. A “gut” rehab means that they are doing roofing, HVAC, plumbing and appliances.

Mayfield: Since this is Part Two of the phases, is it twenty years from today’s date on this new development or twenty years from the original date?

Wideman: For this phase it would be twenty years forward. That is deed restricted, so it will run with the property.

Driggs: It says area median income (AMI) less than fifty percent (\$0 to \$32,100). Are there people who live in these apartments who do not pay rent? I am remembering other situations where you had 30-60% AMI range for tenants and you knew everyone would be paying something. The kind of economics was that the rent itself was somehow a function of their income. Often it is the mix of tenants, how and what they are able to pay themselves, that is critical to the overall viability of a project.

Wideman: I do not know if there may be some Section 8 Vouchers, but I can bring back information to you. Everyone is paying rent; it is just how they are paying or what their subsidy is.

Austin: When was Phase I completed?

Biermann: It is 90% completed and should be finished by the end of May.

Wideman: Elizabeth Heights is for home ownership and primarily for a household of four earning \$51,350. They have a ten-year affordability period, with a leverage ratio of 1:4. When

you hear the term “diverse housing,” it is not all multi-family. This is an opportunity for families who earn 80% of AMI to have home ownership.

Kinsey: This is in Council District One. It is unbelievable the change that has been made in the Grier Heights neighborhood. They are trying to go from mostly rentals to more owner-occupied. This is allowing that to happen.

Mayfield: I am concerned about only ten years of affordability.

Wideman: With HOME or CDBG funding, the affordability period or the number of years it remains affordable is dependent on the amount of funding we award. The amount of \$500,000 for Elizabeth Heights is significantly less than you are used to seeing through the Housing Trust Fund.

Gately: *(Don Gately, Crossroad CDC)* We expect the homes to sell for approximately \$150,000. The first eight with the grant from three years ago, sold for the mid-\$130's. In Phase II, two homes sold in the mid-\$140's.

Mayfield: My biggest concern is that after this time period is over, those same homes are going to be sold for \$300,000 or more and what that does for the neighborhood and other homeowners. Too often people are priced out of their neighborhood and that can disenfranchise a community.

Wideman: We have been talking about Grier Heights being mostly a rental neighborhood. When we talk about the things that really revitalize a neighborhood or make a stable neighborhood, often it is home ownership. We are allowing people the opportunity for a home ownership situation in a neighborhood that is largely rental.

Autry: Diversity of housing is not just rental and owner. What about a duplex or four-plex?

Wideman: That is diverse housing types. It is not in this allocation, because this is for single family homes. But you are correct Mr. Autry. What we are trying to achieve throughout the city is diverse housing types. When someone starts to age, but wants to remain in that community, we hope that the community would have a duplex or multi-family unit that they could move in to. This is not only diversity in terms of income, but diversity in terms of demographics and housing types too.

Autry: What is the City doing to try to encourage that? How can we encourage developers?

Wideman: Your Community Investment Plan has programs that will support diverse housing types. Through your single-family and multi-family density programs you looked at ways to encourage development.

Driggs: Is the price the same for any other buyer? Is the support entirely in the form of down payment assistance? How does the affordability manifest itself? Is it in the form of a lower purchase price? Does the affordability unwind after ten years?

- Gately: The cost to build is about \$200,000. We did not qualify for a CHDO grant to subsidize the sales price. During the affordability period it is not how much you sell it for, but to whom you sell it to. It has to be to a family who is at 80% or less AMI. Since you are constrained by the income of the person you can sell it to, that effectively puts a cap on the price you can ask for it.
- Wideman: If they were to sell after the affordability period, they could sell at the market rate price.
- Austin: Who sets the affordability time period?
- Wideman: The federal government sets the guidelines on the affordability period based on the amount of the funding request.
- Autry: This also allows a family that normally would not be able to accumulate any wealth to do so.
- Wideman: Our next steps would be to ask for the Committee's approval today of the two developments presented and then for full City Council consideration and approval at the May 12, 2014 City Council meeting.
- Kinsey: This \$800,000 would come out of the set aside? What do we spend the rest of the HOME funds on?
- Wideman: Some of that would be on the down payment assistance program, program administration costs and legal contracts.

Motion made by Council member Autry: Make a motion that we recommend to the full Council to approve funds for Bradford Phase II in the amount of \$300,000 and Elizabeth Heights Phase III in the amount \$500,000. Motion seconded by Council member Kinsey. Vote was unanimous in favor of motion.

Façade and Security Matching Grant Programs

- Wall: At the February 24, 2014 City Council meeting there was a referral made to this Committee to evaluate and review the Façade and Security Matching Grant Program. There is no action being requested of the Committee today, only to understand questions or concerns the Committee might have.
- Richardson: I am going to have Gail Whitcomb do most of the presentation since she runs these programs and knows the recipients of these grants. The referral request is to look at the eligible geography where these programs apply and to broaden the participation by finding a way that will allow owners who cannot upfront the cost. Right now, we work on a reimbursement basis. When the owner fronts the cost, there is some protection for us because we only pay once the project is complete and signed off on by the City and County. How do you keep that protection, while allowing some flexibility of lesser capital outlay by property owners? How do you group these so you get the maximum impact in a business district or commercial area?

Whitcomb: Presentation

The Façade and Security Grant Programs are for any shaded area on the map, not specifically for priority corridors. They are for commercial properties, so although it may look like a large geographic area, it is really the underlying commercial zoning where we are working with businesses and property owners to make façade and security improvements.

Kinsey: What is the difference between the shading of blue? All is eligible?

Whitcomb: Yes, all is eligible. The blue is around the corridor. There is one small shopping center in Grier Heights that is included in this geography where we did a security grant earlier this year. Geography drives a number of tools that we have in our revitalization toolbox. The Brownfield Assessment Grant helps with mitigating and assessing brownfield sites. We have a program that helps business and merchant associations, e.g. Historic West End Partners. There is a stormwater element in the post construction control ordinance that allows litigation buyout. We will be keeping those in mind when we work to evaluate where we could expand.

Autry: Would the Post Construction Control Ordinance language allow the Charlotte-Mecklenburg Utilities to expand if we expand the business corridor revitalization geography?

Whitcomb: We would clarify that with stormwater staff. I believe the language is written that it refers to distressed business districts. Historically that has meant the same thing as the business corridor revitalization geography.

Presentation

Façade Program has been around since 1998, the concept behind the program is the “curb appeal” of the property in our more urban business districts. What is the impact of the appearance of the property on the quality of life and perception of the business districts? We work with the architectural renovations to the buildings, but nothing interior to the building.

Driggs: Since I am on several non-profits boards, I am interested that non-profits cannot participate because they do not pay property tax. The rationale for doing this is that the benefit for doing these improvements accrues to the public generally and that is why we use tax money instead of requiring business owners to do it themselves. I would have thought that benefit is the same, regardless of whether the property in question is occupied by somebody who pays property taxes or not. Am I missing something?

Whitcomb: Prior to 2008, we did not allow non-profits in any property to participate in our programs. In 2008, we recognized that there might be a non-profit building, for example a church that might want to undertake improvements to a building. We might be amenable to seeing improvements that would translate to the whole community.

Because the money comes from property taxes, we do look at the underlying real estate. We are not just about saying “no,” so I think if there was a non-profit with a fantastic project we would evaluate for a possible exception to the policy and bring it to you for approval.

Driggs: You outlined the limits to the maximum amounts. That is not a function of the property tax that is being paid? This is just a determination of whether or not the owner of the building is a property tax payer or not. These amounts were decided based on the presumed benefit. It is more of an observation, but it seems the exclusion of nonprofit is arbitrary.

Whitcomb: Presentation

This is a reimbursement program where we help with 50% of the cost. In 2012, we enabled property owners to receive 60% if they used MWSBE contractors to do the work. We see that occur most often through the Security Grant Program when you generally have just one contractor. The design assistance funds are in addition to the maximum award amounts that are available based on the size and type of building. In 2008, we added big box demolition and in 2012, Council approved adding a “but/for condition.” We found historically that we had been participating in demolition projects that were going to happen anyway and there was no need for financial assistance.

Driggs: Does the approval of the grants depend on our judgment of the aesthetics? Is that part of the approval process?

Whitcomb: We have a Façade Design Guidelines booklet, which is really about best practices for someone who is considering renovations to their building.

Austin: If someone has a lot of issues with blight and issues with Code on their building, do we try to get them to address those before we offer up our façade grants or do we offer to bring it up to code?

Whitcomb: We receive applications quarterly. Part of the due diligence is that we check property taxes to ensure the taxes are paid, we check with Code Enforcement to see if there are any known violations or any history of violations where the property owner has not responded well. Generally we are looking at the outside of the building and the current conditions. We are not sending Code into the building to do an assessment. We would not participate in just bringing the site up to current code, but if the total project includes addressing their code issues then we would consider it.

Driggs: You first make a determination that the location is an “eye-sore” as is. Do you make aesthetics judgments as well, i.e., you do not like the color they choose?

Whitcomb: The first determination is the location. If it is within the geography we will accept the application and consider it as a team. We generally do not say they cannot use a specific color, but may make suggestions. We also do not normally approve the design, but we do ask the owner to consider the character of the whole district. When it is in an

area with an active neighborhood or historic neighborhood organization, we will encourage them to talk with the organizations about their plans.

Austin: Do we try to do a comprehensive approach with façade grants to keep continuity by working with other businesses? If so, have we been successful with the businesses designed or looking the same and keeping with the aesthetics of the surrounding community?

Whitcomb: We have referred respective applicants to begin noticing other building around them, what they like and do not like. But not that kind of dialogue.

Driggs: The reason taxpayer money is being used to help with these changes is so that the appearance is beneficial to others. Otherwise there is no reason for taxpayers to be involved. To that extent, if someone says “it is my money and I will do what I want.” You say, “Not if you want the grant.” You have to be the arbiters of whether the benefit to others that is expected of awarding the grant is being realized by what the owner wants to do.

Whitcomb: The Security Grant Program is in partnership with Charlotte-Mecklenburg Police Department.

Presentation

We receive applications on a rolling basis. When we receive an application, we connect that property owner or tenant with a police officer. That police officer then conducts security analysis or crime prevention review through an environmental design analysis. The officer will make recommendations and rank those improvements by priority. We find that business and property owners tend to be reactive to crime, instead of proactive. We average about seven projects per year. In 2013, we had 18 security grants and 11 façade grant projects.

Austin: The cameras that we support, do they tie back into our real time crime center?

Whitcomb: At this time no, but we have had conversations with CMPD to see if there might be opportunities to leverage this program with what they are trying to do with the real time crime unit.

Driggs: How does the actual funding for this program work?

Richardson: We were receiving roughly \$400,000 annually from the General Fund, but in the past several years, we were not funded because we carried a balance sufficient to meet the needs of the program in the past several years. Should we need additional funds for a specific project we would come to you requesting funds from the Business Corridor Fund, which has a \$2M allocation each year.

Whitcomb: Presentation

We are working with banks to help business owners who may not have 100% of the upfront costs with financing options.

Autry: The decorative lighting as security lighting – in your specifications are you talking about LED instruments?

Whitcomb: We have not considered that, we consider if there is residential property owners close by, we want to ensure they are shielded so not to disturb neighbors.

Mayfield: I would like to add to your timeline between May and August to include some of our businesses that are in the current designated area, where we are looking at investment. A few of the owners who have benefited from utilizing the façade grant to share their experience as we look at how to streamline this and to identify some businesses to find out why they have not utilized this program.

Kinsey: I would like to encourage you to be very careful that we figure out a way to help them without putting the citizens' money at risk. I think we will have to be very creative.

Austin: Are there other programs like this in other comparable cities where we pick up best practices and are they having similar challenges with people participating?

Richardson: Most that we have researched over the years, and we have revised this twice, have operated on a reimbursement basis like we do. We have done best practices research and think we have come up with some creative solutions ahead of us. We will be looking first at lending-like program instruments, local banks or community lenders.

Kinsey: The next meeting is June 11, 2014.

Meeting adjourned.

City Council

Housing and Neighborhood Development Committee

Wednesday, April 23, 2014

12:00 p.m.

Charlotte-Mecklenburg Government Center

Room – 280

Committee Members: Patsy Kinsey, Chair
Alvin “Al” Austin, Vice Chair
John Autry
Ed Driggs
LaWana Mayfield

Staff Resource: Ann Wall, Assistant City Manager
Pamela Wideman, Deputy Director, Neighborhood & Business Services

AGENDA

I. Community Housing Development Organization Funding Requests

Staff will provide an overview of the Community Housing Development Organization (CHDO) funding requests. Consistent with U.S. Department of Housing and Urban Administration (HUD) regulations, the City of Charlotte is required to allocate at least 15% of its HOME Investment Partnership allocation to CHDO's for housing development activities in which CHDO's are owners, developers and/or sponsors of housing for low to moderate income households.

Requested Action:

- The Committee will be requested to review and approve CHDO funding recommendations.

II. Façade and Security Matching Grant Programs (*Attachment 1*)

In February 2014, City Council referred a review of the Façade and Security Matching Grant Programs to the Housing and Neighborhood Development Committee for review. Staff will provide an overview of each program, and discuss a process and timeline for considering recommended changes.

Requested Action:

- The Committee is requested to provide oversight and develop/review policy recommendations that may be forwarded to the City Council in the following areas:
 - Ways to broaden the participation in the programs to property owners who are not able to cover 100% of the upfront costs as currently required in the current program,
 - Possible expansion of the eligible program geography based on the most recent economic and community data; and
 - Strategies to engage multiple property owners in areas of need to create the maximum impact on the community

Distribution:

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City Executive Team
Corporate Communications
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for Housing

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Patrick Mumford
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Pamela Wideman
Tom Warshauer



Business Revitalization Programs

Transforming Commercial Corridors

Business Owners and Commercial property owners located in targeted areas of Charlotte can apply for **Matching Grants** from \$2,000 to \$130,000 to help with the costs of improving their property.

Façade Improvements

The Façade Improvement Grant Program helps to remove blight in Charlotte's urban business corridors by assisting businesses and commercial property owners with improving building appearance and by bringing signs, parking and landscaping into conformance with current codes. The program helps with exterior architectural renovations and targeted site improvements.

Maximum awards based on building size (50% reimbursement*):

Up to 3,000 sq/ft.....	\$ 20,000
3,001 - 6,000 sq/ft.....	\$ 30,000
Over 6,000 sq/ft.....	\$ 40,000
Retail center up to 30K sq/ft.....	\$ 90,000
Retail center over 30K sq/ft.....	\$130,000
Big-Box Demolition.....	\$ 45,000

Additional funds up to \$3,000 are available to help with design assistance.

**60% reimbursement may be available on a case-by-case basis for utilization of certified Minority, Women and Small Business Enterprise (MWSBE) firms. Visit smallbiz.charmeck.org for a list of eligible firms.*

Security Improvements

In partnership with CMPD, the Security Grant Program reduces the opportunity for crime and builds relationships between businesses and community police officers.

The program can help with alarm systems, security lighting, cameras, fencing, decorative ironwork and more.

Maximum Awards (50% reimbursement*):

All Buildings (unless shopping center)...	\$ 5,000
Shopping center tenants.....	\$ 2,000
Shopping center owners.....	\$20,000



Learn about other business resources & events at www.charlottebusinessresources.com

Questions: 704-336-5849

For details on the above programs visit: <http://nbs.charlottenc.gov>

* Business District Beautification * Architectural Renovations * Security Improvements * Environmental Assessments *



Business Revitalization Programs

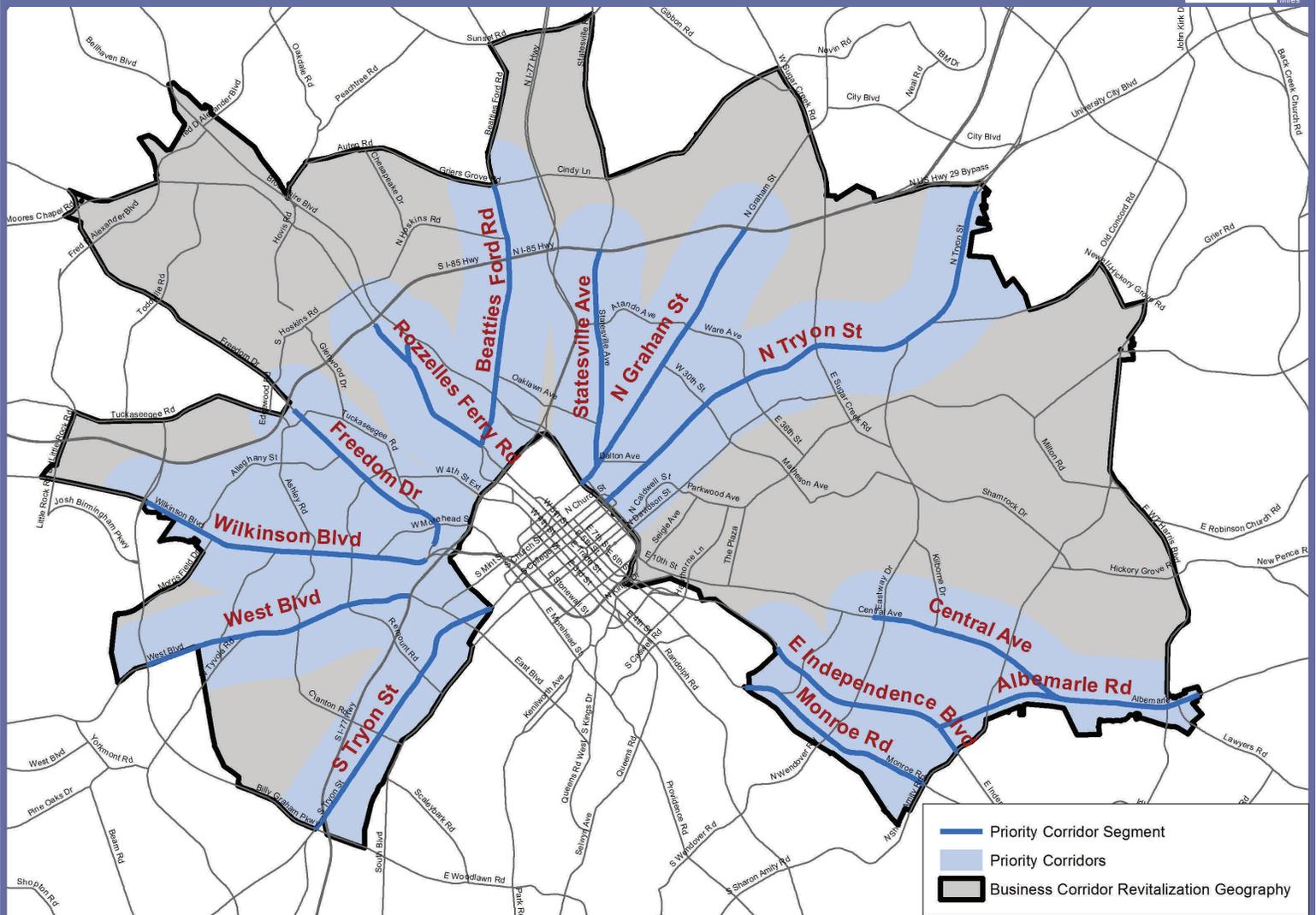
Transforming Commercial Corridors

Business Corridor Revitalization

The City of Charlotte long ago recognized that strong urban business districts not only impact the overall quality of life of our community, but they also help strengthen the residential neighborhoods immediately surrounding them by providing employment opportunities together with goods and services to residents and commuters alike. For this reason, a variety of financial assistance programs that target corridor revitalization have long been a part of the city's economic development strategy. Today these programs continue to provide innovative tools for small businesses, property owners and developers in targeted business districts.

Visit our website <http://nbs.charlottenc.gov> to learn whether or not your specific property is located in the eligible revitalization geography as shown in the gray and blue shaded areas in the below map.

Business Corridor Revitalization Geography





**Community Housing Developments
HOME Allocations**

Housing & Neighborhood Development Committee

April 23, 2014



Briefing Objectives

- Community Housing Development Organization(CHDO)
- CHDO Set-Aside Requirement
- CHDO Qualifying Criteria
- Certified CHDO Members
- FY2014 Development Funding Recommendation
 - Bradford Phase II
 - Elizabeth Heights Phase III
- Requested Committee Action
- Next Steps





Community Housing Development Organization

- A CHDO is defined as a private nonprofit, community-based service organization that has paid staff with the capacity to develop affordable housing for the community it serves.
- A CHDO also provides programs, services and engage in other activities that promote and support a community.



CHDO Set-Aside

- The City of Charlotte is designated as a Participating Jurisdiction (PJ) by Housing and Urban Development (HUD)
- The City of Charlotte as a PJ must allocate the equivalent of at least 15% of each HOME allocation to CHDOs for housing development serving households earning 80% (\$51,350) and below the area median income

 CHDO Set Aside		
Budget Year	HOME Allocation	15% CHDO Set-aside
FY2014	\$2,569,435	\$385,415
FY2015	\$2,814,983	\$422,247
Total	\$5,384,418	\$807,662

 CHDO Qualifying Criteria	
<ul style="list-style-type: none"> • CHDOs must meet requirements pertaining to their: <ul style="list-style-type: none"> • Legal status • Organizational structure • Capacity and experience • Fiscal soundness • Marketing Plan and/or managing rental units 	



Certified CHDO Members

- Belmont CDC
- Builders of Hope, Inc.
- CrossRoads CDC
- Charlotte-Mecklenburg Housing Partnership, Inc.
- Friendship CDC



1512 Park wood – Belmont CDC



Development Proposals

- Received development proposals for CHDO funding from:
 - Builders of Hope, Inc.
 - Crossroads
- Funding Recommendation:
 - Builders of Hope – Bradford Apartments Phase II Rehabilitation
 - CrossRoads Corporation – Elizabeth Heights Phase III new construction

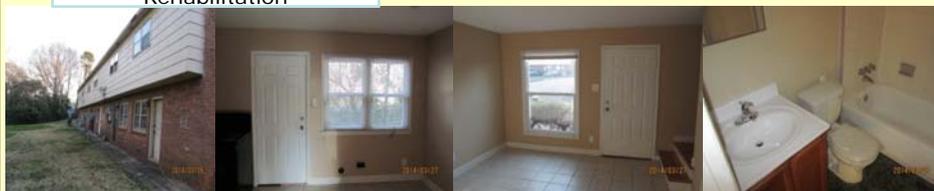


Bradford Apartments Phase II



- Total units : 44
- Phase II : 18
- AMI: ≤ 50% (\$0 - \$32,100)
- HOME Funds: \$ 300,000
- Total Cost: \$ 506,000
- Affordability: 20 Years
- Leverage : 1:2

Bradford Apartments
330 Bradford Drive
Rehabilitation



Bradford Phase I is 90% completed , completed buildings are fully leased including 11 VA families and individuals



Bradford Apartments Interior Rehab





Elizabeth Heights Phase III New Construction



Elizabeth Heights
Orange and Heflin Streets
New Single Family Homes

- Units: 8
- AMI: $\leq 80\%$ (\$0 - \$51,350)
- HOME Funds: \$ 500,000
- Total Cost: \$1,779,432
- Affordability: 10 Years
- Leverage: 1:4



Elizabeth Heights Phase I-Completed and all units are sold, Phase II is underway funding through program proceeds



Request For City Council Action

Approve Funding for:

- A. \$300,000 – Bradford Phase II
Rehabilitation
- B. \$500,000 – Elizabeth Heights Phase III
New Construction





Next Steps

- On April 23 2014, the Housing & Neighborhood Development Committee recommend approval of the 2014 CHDO – HOME Set-aside Allocations
- On May 12, 2014 City Council will consider approval for 2014 CHDO Funding Requests:
 - Bradford Phase II - \$300,000
 - Elizabeth Heights Phase III - \$500,000



Review of Façade & Security Matching Grant Programs

Housing & Neighborhood Development Committee

April 23, 2014



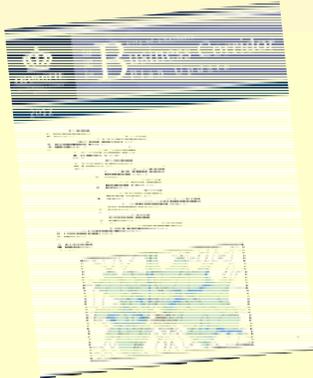
Façade & Security Matching Grant Programs Committee Referral

On February 24, 2014, Council asked staff to explore:

- Ways to broaden the participation in the programs to property owners who are unable to cover 100% of the upfront costs as currently required by program policy
- Possible expansion of the eligible program geography based upon the most recent economic and community data
- Strategies to engage multiply property owners in areas of need to create the maximum impact on the community

 **Charlotte**

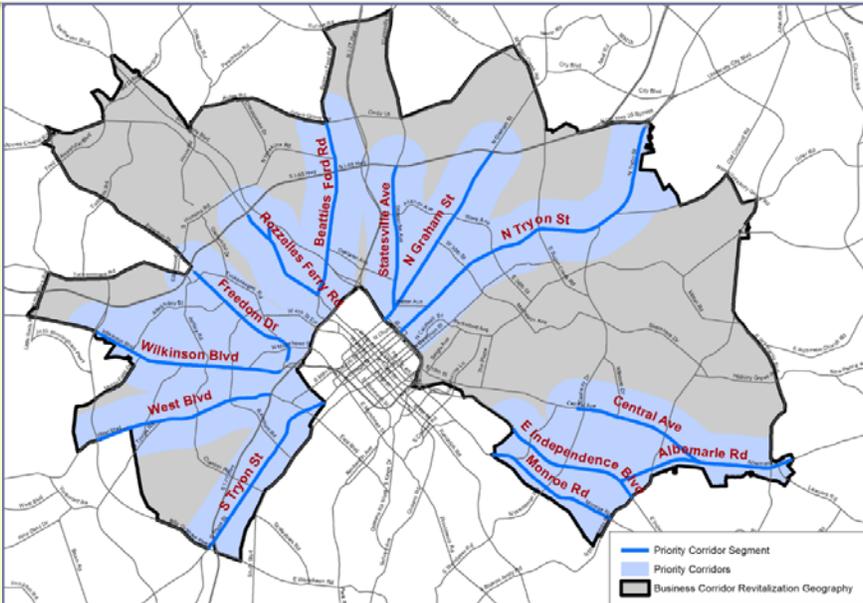
Façade & Security Matching Grant Programs Purpose and Policy Framework



- The façade improvement grant seeks to remove blight and bring sites into conformance with current code requirements
- The security grant program seeks to reduce the opportunity for crime and to create safer environments for business owners, employees & customers
- Included in the 2007 Council-adopted Business Corridor Revitalization Strategic Plan
- The plan was updated in 2012

 **Charlotte**

Façade & Security Matching Grant Programs Program Geography





Façade Improvement Grant Program Overview

- Eligible improvements include:
 - Façade renovations
 - Grandfathered signage, parking and landscaping
 - Maintenance that is part of a larger project
- Ineligible:
 - Non-profits; adult-oriented businesses; national or regional chains headquartered outside Charlotte; residential uses
- 50% matching grant provided at project completion:
 - Subject to maximum grant amounts based on square footage
 - Allows 60% reimbursement if owner uses a certified MWSBE contractor



Façade Improvement Grant Program Maximum Grant Awards

- Up to 3,000 sq/ft.....\$ 20,000
- 3,001 – 6,000 sq/ft.....\$ 30,000
- Over 6,000 sq/ft.....\$ 40,000
- Retail Centers up to 30,000 sq/ft with 3 tenants.....\$ 90,000
- Retail Centers over 30,000 sq/ft with 4 tenants..... \$ 130,000
- Design Assistance.....\$ 3,000
- Big Box Demolition.....\$ 45,000



 **Façade Improvement Grant Program**
Design Elements

Bike Parking 	Metal Canopies 	Decorative Lighting 
Murals  		

 **Façade Improvement Grant Program**
Parking Improvements

Removing parking from setback 	Pedestrian amenities 	Tree islands 
		




Security Grant Program Overview

- Eligible improvements include:
 - Alarm systems; Lighting; Cameras; Gates & Fencing; Locking Mechanisms; Controlled Access; etc
- Ineligible:
 - Non-profits; adult-oriented businesses; national or regional chains headquartered outside Charlotte; residential uses
- 50% matching grant provided at project completion.
 - Requires a CMPD security assessment
 - Allows 60% reimbursement if owner uses a certified MWSBE contractor



Security Grant Program Maximum Grant Awards

- All buildings excepts retail centers \$5,000
- Retail Centers.....\$20,000
- Retails center tenants \$2,000



Façade & Security Matching Grant Programs Activity

2004-2014			
	#	City Funds	Private Funds
Façade	73	\$1,826,684	\$8,695,755
Security	77	\$297,033	\$530,630
	150	\$2,123,717	\$9,226,385

Current funds available for programs - \$895,873



Façade & Security Matching Grant Programs

Next Steps

- **May-August**
 - Assess geography for recommended areas of expansion or contraction
 - Work with banks and other partners to determine alternative ways to finance improvements

- **September**
 - Recommend program changes for consideration to the Housing and Neighborhood Development Committee