



Charlotte City Council
Housing and Neighborhood Development Committee
Summary
February 11, 2015

COMMITTEE AGENDA TOPICS

- I. **FY2015 & FY2016 Housing & Neighborhood Development Focus Area Plan (No Action Required)**
- II. **February 7, 2015 Neighborhood Board Retreat (No Action Required)**
- III. **Appointment to The Housing Partnership (No Action Required)**

COMMITTEE INFORMATION

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

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

Meeting Duration: 12:10 PM – 1:30 PM

ATTACHMENTS

1. Agenda Packet – February 11, 2015
2. Handouts – FY2015 Focus Area Plan and FY2016 Focus Area Plan

DISCUSSION HIGHLIGHTS

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

FY2015 Housing & Neighborhood Development Focus Area Plan

Wall: We want to talk about the current Focus Area Plan (FAP) for 2015 and review some of the mid-year performance data. Then we would like to have a conversation about what the FAP for 2016 should look like. This is the first year the Council is receiving mid-year data on the FAP. I would like to recall a conversation Mr. Austin had with this group last year at this time around your interest in numbers. We have acknowledged that with

this mid-year review and you will see a bit more of that going forward in the 2016 Plan. The other item to note is that we have approached these FAP and performance data with the idea of creating super-measures. These would be global measures that might include different facets of the work and illustrate the work of the Committee. These super-measures exist for the Housing & Neighborhood Development work and the measures the City has had on the Balanced Scorecard for some time.

Wideman: As part of your recently approved Capital Investment Plan (CIP), you have five comprehensive neighborhood investment areas. The goal this year was to begin implementing the planning, getting teams together, getting out into the neighborhoods, learning more about the neighborhoods, and hearing from the residents. We are well on our way to getting our planning efforts started.

Wall: The next measure surrounds engaging organizations. We have gotten good traction this year around Mayor's Youth Employment Program, Mayor's Mentoring Alliance, and the work we do to connect youth to employment opportunities and job training.

Wideman: A Request for Proposal (RFP) went out last Friday. We have nine requests in Mecklenburg County and they will not be without controversy. They are good proposals. Prior to bringing them to you, we will do our due diligence, making sure the community meetings are held, and the rezonings are in place. We believe that with the amount of Housing Trust Fund dollars we have from our capital program, this year we have the opportunity to win up to three from the state.

Mayfield: May I ask that the district representatives be advised when the community meetings go out.

Wideman: You will remember that as part of improving our process, we put in our RFP that they have to have a meeting and must let the district representatives know.

Wall: For allocating CDBG and HOME funds, as of November 30 there has been a renewed emphasis on doing rehab with our CDBG and HOME dollars.

Kinsey: Is that all rehab?

Wideman: No, not all rehab. The CDBG dollars are for rehab and the HOME dollars are for new construction per the federal guidelines. We should revise that it reflects new construction and rehab.

Mayfield: As we look at affordable housing that is being displaced, are we correlating our new development with the loss of current affordable housing?

Wideman: We are aware that some affordable housing is being lost by newer development.

Wall: The final indicator wants to see that neighborhood projects are implemented. Some of the projects did not need grants making success on our work with neighborhood.

- Austin: I feel better when I see numbers. As we are looking at the Quality of Life Study, do we look at it holistically? Do we look to see if we made improvements on certain key indicators? Do we look at the crescent neighborhoods?
- Warshauer: We have 80 different variables and look at that information all the time. We have not looked at it holistically, but we could certainly do that.
- Austin: When you talk about key indicators for Quality of Life, that would be a good measure to see if we are improving.
- Mumford: The next critical step with the Quality of Life is to find out what we do with the data. Right now, the Quality of Life Study does not suggest things are better or worse, it is just the raw numbers.
- Austin: But we have the data from 2013, so if we look at it again and if it were going up, it would show something is happening.
- Warshauer: In the new edition, there will be trend information. We will be able to do more analysis.
- Wall: The new edition can look at neighborhood by neighborhood and geography. We will look in the future to do a presentation on how that can be done.
- Wall: These are just six performance measures related to the work of the Housing & Neighborhood Development Committee. The performance report card the City Council received on Friday has much more data.

FY2016 Draft Housing & Neighborhood Development Focus Area Plan

- Wall: We have formed a Neighborhood Cabinet with staff members gathering to talk about issues related to Housing & Neighborhood Development. Are there items you want us to include in the FY2016 FAP? There are some similarities between the FY2015 and FY2016 plan, but we tried to focus more on the work we are doing with neighborhoods. We tried to be more specific with some of the initiatives and indicators we outlined. We need feedback from the Committee.
- On the first indicator, Mr. Krise was trying to show the number of times the inspectors were working the neighborhoods and identifying issues in a proactive way. What the community wants to see are those violations corrected. We changed the indicator to read that 90% are corrected within 30 days. There might be a variety of ways to correct, maybe a voluntary compliance, or it could be that we use all our tools in our toolbox to ensure that the compliance is achieved.
- Autry: With property owners, are we not guided by state laws in many cases?
- Wall: Yes, we have ability from the City side to seek some enforcement, but we also have to abide by state statutes. What we are trying to get at in this measure is what is important to the community.

Autry: As long as information is free flowing, it does not always relieve the frustration, but they know it is being taken seriously.

Wall: We want to continue the free flow of information. The community members or those complaining might not understand the process or time constraints we have to abide by. We want to explain it to them, but we also want to be able to empower the Council members to explain.

Autry: It does not get easier for the community when some of the cases are complicated because the property may be in foreclosure or there was an auction.

Wall: There are tools you can use to help with code enforcement, but it does make it more complicated to resolve a complaint. Our best way to resolve code enforcement complaints is when we have a property owner who fixes the issue.

Autry: For instance, a house has been burned in District 5 for two years. All we can do is have people pick up debris in the yard and not demo as the community wants. The understanding of the law and the confusion of the city not having total sovereignty over the issue makes our job tougher. We do have an obligation of protecting the rights of property owners, but at the same time, we are diminishing the property values of the neighbors.

Wall: Code enforcement is going to use all the tools available to resolve the issues that may be out there, but it is a complicated process because we are dealing with property rights of everyone in the neighborhood.

Mayfield: There are conversations and requests in the community for Council to revisit our current ordinance within the ability of the General Assembly. I have a nice neighborhood where one family of two has five vehicles that park on the grass. When Code Enforcement comes out, they just play checkers moving the vehicles around. We are not tracking habitual offenders.

I have a business looking for a rezoning for something that Code Enforcement has been addressing with them as a code violation for more than 10 years. Habitual offenders should have additional penalties, not just demolishing the house and putting on tax liens. You are penalizing those coming in next to buy the home. Have there been conversations about reevaluating our current ordinance to add more teeth to it? This would be a great opportunity to compare what other communities are doing.

Mumford: The scenarios you discussed are different in nature. We have housing issues that is controlled by state statute property rights. Non-residential building code is similar to the housing code, but with commercial structures, it is about health and safety issues and is driven at the state level. Then we have zoning, which can be anything from signage to operating a business where they should not be operating. Then we have nuisance, like parking on the lawn. Nuisance and parking on the lawn was brought about by the City Council, so that is our own ordinance and not mandated by state statute. There is more flexibility with a local ordinance because City Council created it.

City Council can revise it much more easily than something that is associated with the state statute.

Wall: I think Ms. Mayfield is asking is if we are looking at revisions to any of those local ordinances.

Mumford: Right now we are not looking broadly at that. What we want to be able to do is address specific issues on their own. If we see a pattern that needs to change for the entire community, we will do that. We will look at our numbers and trends to see if there is an order of magnitude and come back to you to suggest we might need to look at changing an ordinance. We do focus on repeat offenders and are reducing repeat offenders. A lot of that is through education. While we have the focus area here on correcting violations, we are spending an equal amount of time on education at the front end so we do not have violations in the first place.

Mayfield: For me, if it is 2-3 incidences a year, but those individuals have utilized resources more than ten times, that should be a consideration. That is wasting resources where we can be elsewhere in the community addressing other issues. There needs to be some balance.

Mumford: Yes, we would look at how to solve that problem. One way to do that might be through an ordinance change. We definitely want to look at those problem properties and determine the best way to resolve those issues.

Driggs: One of my constituents got cancer, was absent from the home for months and left behind nine cats. That created a real issue. The Homeowners Association accrued fees of \$100,000. I know that the topic has come up before. Could I get an explanation of what kind of limits there are with those homeowners agreements?

Wall: We will get our legal staff to get a response to you.

Austin: My issue is abandoned businesses. I have a hotel and the old Park & Shop on Trade Street that causes problems. What can we do in our ordinances to address businesses that are abandoned and become a nuisance?

Wall: Usually those kinds of situations require a variety of means, through code enforcement and maybe policing issues.

Austin: If we move to demolish houses, why do we not move to demolish businesses that are undermining a neighborhood?

Mumford: We have. It just has to meet the legal standard. We will look at that, but those are through state statutes of the non-residential building code.

Wall: The good news is that some of the indicators are ones we have continued from FY2015. It is not enough for us to help neighborhoods create their neighborhood plans, but we want to partner with those neighborhoods in implementing those plans.

We have had some discussions recently with the announcement of Google and we need to talk about this issue of digital divide. The City and Mr. Warshauer are working with a Community Cabinet to tackle the idea of digital divide.

Warshauer: We started to pull together the resources of people who supply training and gear up to help people understand the importance of access to the internet.

Driggs: I spoke to Google representatives about the Kansas City experience and I am not confident that what they want to do here is different enough that they are not going to have similar outcome. They have the same sort of criteria, they addressed the \$300 upfront payment issue, but I think we have to be very focused. I am interested in thoughts about getting over that hurdle.

Wideman: We were able to learn from folks that were in Kansas City when this was going on. The group that Tom has put together has been talking to make sure the same thing does not happen here. We recognize some of the challenges and are working with our community partners to make sure that does not happen.

Warshauer: We went to Kansas City and found that the \$300, while a barrier for a number of people, was less of a barrier if people understand the importance of internet. We are looking at bringing together faith, health care providers, and schools to have a voice out there that says you will not be able to exist viably in any community without having internet in your home. There will be cheaper deals coming along. People will be reducing internet costs because of Google coming into town. People will find ways of having the money if they really believe that they need it. The first hurdle is to need it, to understand what it could do for you, and to get access to the hardware/training.

Driggs: I think that is great. The thing that is tricky is that you have to achieve critical mass.

Wall: As Google comes into the community and we get further along, we will get some clarity on those offerings. We recognize that there is a need to address the issue of digital divide.

Mayfield: What I heard in the last conversation was specifically about one company. We have more than one company in the Charlotte area. When the report-out comes, it should clearly show communications with all our providers. I do not want anyone to have the impression that since Google Fiber is coming all our internet energy is going to be focused on them. Mr. Warshauer, when looking at partners are you working with Mecklenburg County and Park and Recreation? Many people utilize the internet that is available at Park & Recreation or the library. We have seen some decline in access to those resources. I would like us to keep the conversation broad enough so we get into the communities that have been historically disenfranchised.

Wall: Our energy is focused on the issue of digital divide. You will see one indicator about internet providers and one supporting programs and projects that address digital divide. We recognize that it is just not one provider, but a broad issue for our community and want to look at that in a holistic way. Parks & Recreation, libraries, churches and non-

profits will be participating in these groups through the Community Cabinet to talk about very broad and diverse strategies that can address the digital divide.

Driggs: I think “Assist the providers” is not necessarily the best language. Maybe it could read, “Promote internet access for all neighborhoods.”

Kinsey: This is not our last look at the FAP. If you have any comments please send them to Ms. Wall.

Wall: The next indicator talks about marketing housing programs. The previous plan talked about implementing policies while geographically dispersing and increasing the diversity of housing. Now we say we have these programs in place and we want to market those.

Kinsey: We do not say anything about geographically dispersing. I think we should add that as an indicator. We might need to remind ourselves about that.

Wall: The next item talks about Quality of Life and the use of that data to assess neighborhood profile areas (NPA), supporting neighborhood organizations, and engaging neighborhoods. We want to take advantage of that great data that exists in the Quality of Life Study.

Finally, we added one initiative. We found that as we talked more about the studies related to economic mobility, we did not have an indicator that talked about youth or the work we championed around economic mobility. We related it to Out of School Time funding, youth connections, job experience for youth, and ensuring work on mentoring relationships.

Autry: Where should this Council be focused on addressing small businesses? Economic Development and Global Competitiveness? It should be focused back on the community. It is great if we can attract a large corporation to move to South Charlotte, but most people are employed by small businesses. Small businesses need to have some nurturing, guidance, mentoring, and some assistance in dealing with the county, state and city. Where should we take that?

Kinsey: I am with you that most of small businesses are in our corridors and backing up and interacting with our neighborhoods more so than large businesses.

Mumford: It is all Neighborhood & Business Services and we struggle with that issue too. There is not a bright line when you get into corridors. There is a bright line between affordable housing and enticing a very large corporation to relocate to Charlotte. When it gets into corridor work, it is all important. It all has to work together; the small business and the neighborhoods on either side. We address a little of that in the corridor work, leveraging investments, which is grants associated with façade improvements and security grants and enhancements to the infrastructure in corridors that would entice businesses to come. On the backside, there is the opportunity to help leverage the capacity in neighborhoods to utilize the business, that is economic mobility. Where it ends up from a strategic focus area plan, is a Council decision. Where it ends up

practically, it all is within the department called Neighborhood & Business Services. We work diligently every day to continue to integrate those activities.

Autry: I appreciate that, but where do we carve out small business in a Focus Area Plan?

Mumford: In the Economic Development & Global Competitiveness FAP we talk about small business and entrepreneurial activities. But we will look at that again and the link to the corridor notion so there is a connection in the two focus area plans on the ground where that occurs.

Kinsey: If there was any way we could negotiate that out of the Economic Development into our focus area plan, that would be great. I understand that all the focus area plans work together and are linked.

Driggs: I am not on Economic Development Committee, but I think it makes sense to have the decision about how Council approaches the subject made there. There is a lot of overlap, but at the end of the day the Economic Development is prioritizing or deciding the small business. I think primary goal of this committee is housing related and quality of residential neighborhoods.

Austin: I am on the Economic Development Committee. We spend an inordinate amount of time on the big audacious projects. All of our energy goes there and I agree that the small businesses need some focus too. I am getting a lot of backlash from my community. We need some work on the façade grant program, how do we make it work because, it might need to come out of that so we can spend more time on it because we are more focused on the whole neighborhood piece as opposed to the big global deal.

Wall: We will go back and look at this. We think there might be some initiative or indicator on the Economic Development Focus Area Plan. Let staff discuss that. We will be able to talk about that when we come back on February 25. I would like the Committee to recall you had weighed in on small businesses; we recently talked about expanding the geography of where we could do facade and security matching grants. It is a blurry line.

Autry: We are taking the role of defining where those lines are, but we are not really taking the extra step of really recognizing the value and importance of those small businesses in our communities and neighborhoods and the impact they have on them. I think as part of the holistic approach for the city, there should be just as much energy on the small businesses that in a lot of cases are the only exposure to businesses some parts of the city have.

Kinsey: This has been a good discussion. It still covers the territory we want to cover, but it is a lot easier to read.

Wall: We appreciate the feedback of the Committee because it will guide the work we do in the next year.

Neighborhood Board Retreat

- Warshauer: We had 22 neighborhoods participate, with over 71 organizations that submitted applications. We referred a number of organizations to our service area teams for assistance and the July retreat we hope to have at Johnson C. Smith University. It was very successful and we are proud of all the different resources represented and the work the neighborhoods were doing. We will be getting back to the neighborhoods with the written strategies they developed.
- Kinsey: I was pleased to see that every City Council district was represented.
- Wideman: It was a great day and rewarding to hear neighborhood representatives carrying out the plans from previous years and connecting with our teams. It was great to see Council members there. We are open to continued feedback and will bring back a more robust report once we have a chance to process everything we heard on Saturday.
- Austin: You all did a great job. All I heard was positive feedback. Is there a way to make it bigger?
- Warshauer: People do want to plan and we find that when they begin to execute, they really enjoy getting to know one another. Previously it was people telling the City what they wanted staff to do. As neighborhoods begin to engage each other in carrying out their work, we get phenomenal testimonies. We want to do more, but are limited by the number of facilitators and limited by space available at the institutions. We would love to serve more, but are working within the budget and resources we have. As we move it around, we will look at the capacity of the institution.
- Austin: If the neighborhoods enjoy it and begins to own it, then that is the paradigm shift. Now they are owning it, planning it, and designing their communities. For the neighborhoods in the crescent, this is moving the dial. I think we will find more communities owning it a whole lot more and we will see those specific changes we are looking for.
- Mumford: I did not get there until noon, but when I visited the 18 of 22 groups, I reiterated that exact point. This is the work of these neighborhoods and they own it. I recognize there was a disconnect between meetings and that they sometimes felt alone. I suggested they please call us if they run into a hurdle in implementing their plan because we want to help facilitate them through that. I think people were very appreciative and I said the goal would be to come back in a year to see a check mark next to their goals.
- I would like to acknowledge Tom and his team members, Liz Mitchell and Nicole Storey, as they put in an inordinate amount of time into this event. These things come across so seamlessly, but it takes an incredible amount of effort to pull that off. I was thrilled with the effort of over 50 people across the city there to help staff and facilitate the event. The energy level was focused on the needs of the community and every one of the groups were thrilled with the facilitation.
- Kinsey: I enjoyed being there. I have one constructive comment. I felt like the first part of the program was too long. I know it is difficult to control how much time people take. The

neighborhood people were there for more than that and if we cut it back a little bit, it would be better. The video was wonderful.

Warshauer: We do not disagree with your observation and we are thinking of other ways of acknowledging our hosts.

Mayfield: When you are thinking of new locations, since the County is getting ready to expand at the Valerie Woodard Center and there are conversations with the Charlotte School of Law, there would be plenty of classroom space there and plenty of free parking.

Austin: It needs to be motivational and hyped. Someone needs to come out and motivate them.

Appointment to The Housing Partnership

Wideman: In previous years, the Chair of the Housing & Neighborhood Development Committee has served as a board member to the Charlotte Mecklenburg Housing Partnership (CMHP). We need to fill that position on the CMHP board and will be bringing that forward to you at a future Council business meeting for your approval. Some of you may remember James Mitchell, the former chair of the Housing & Neighborhood Development Committee, served in that role and continued to serve as the Economic Development Committee Chair. Ms. Kinsey, as your chair, would be appointed to serve on the CMHP board. I wanted you to be aware of it from a committee level before it showed up on a Council agenda.

Meeting adjourned.

City Council

Housing and Neighborhood Development Committee

Wednesday, February 11, 2015

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. FY2015 & FY2016 Housing & Neighborhood Development Focus Area Plan (No Action Required)

During the February 11, 2015 Committee meeting, staff will provide a mid-year update on the FY2015 Housing & Neighborhood Development Focus Area Plan and begin the discussion of the FY2016 Housing & Neighborhood Development Focus Area Plan.

Attachment: FY2015 Focus Area Plan and Mid-Year Performance Summary

II. February 7, 2015 Neighborhood Board Retreat (No Action Required)

III. Appointment to The Housing Partnership (No Action Required)

Distribution:

Mayor/Council
Ron Carlee, City Manager
City Executive Team
Corporate Communications
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Willie Ratchford
Ledger Morrissette
Patrick Mumford
Pamela Wideman
Tom Warshauer



Housing & Neighborhood Development FY2015 Strategic Focus Area Plan

“The City of Charlotte will create and sustain distinct and diverse neighborhoods for residents of all ages.”

The City’s long-term health and vitality are dependent on a built environment offering diverse housing options, vibrant commercial corridors, and access to safe public amenities.

The City’s housing and neighborhood strategy focuses on creating and preserving neighborhoods and amenities that allow people to reach their full potential by creating places where:

- People and businesses are safe,
- Civic infrastructure supports neighborhood quality of life, and
- Families have access to quality affordable housing, education, jobs, and services.

FY2015 Initiatives	Key Indicators
Create and preserve healthy, vibrant, and distinct neighborhoods through holistic revitalization strategies and practices.	<ul style="list-style-type: none"> • Increased voluntary compliances of documented nuisance cases • Engaged and assisted neighborhoods in developing strategic plans during annual neighborhood board retreats, as a component of the City’s overall community engagement strategy • Began implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan
Facilitate public/private partnerships, which integrate education, recreation, employment, and housing resources in identified Community Investment Plan redevelopment areas.	<ul style="list-style-type: none"> • Began planning and implementation of the 2014 Community Investment Plan projects • Leveraged public/private investments within the business corridors through the use of the Community Investment Plan and Business Corridor funds • Engaged organizations to provide apprenticeships, mentoring relationships, and work experiences
Implement policies to assist with geographically dispersing and increasing the supply of diverse housing throughout the City.	<ul style="list-style-type: none"> • Increased number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs • Allocated Housing Trust Fund dollars to developments consistent with Housing Policy goals • Continued implementation of the Ten-Year Plan to End and Prevent Homelessness initiatives
Utilize the Quality of Life Study data to inform strategic neighborhood investments.	<ul style="list-style-type: none"> • Used the Quality of Life data to: <ul style="list-style-type: none"> - Assess Neighborhood Profile Areas, - Enhance and develop programs in partnership with neighborhoods and community organizations, and - Develop a comprehensive Neighborhood Profile Areas composite that will be used to develop programs to assist with common reoccurring neighborhood issues • Supported neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams • Engaged neighborhoods to identify and prioritize projects within the Comprehensive Neighborhood Improvement Program



Housing & Neighborhood Development FY2015 Strategic Focus Area Plan

“The City of Charlotte will create and sustain distinct and diverse neighborhoods for residents of all ages.”

Goals	Mid-Year Results as of November 30, 2014	FY2015 Outlook
Support 30 neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams	Supported 17 neighborhood organizations in setting and meeting neighborhood improvement goals through participation in the July 2014, neighborhood board retreat ¹	✓
Begin implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan	Implemented 50% of the Comprehensive Neighborhood Improvement Program planning efforts as outlined in the Community Investment Plan ² (Target: 100%)	✓
Engage organizations to provide apprenticeships, mentoring relationships, and work experiences by hosting a recruitment event to increase engagement across these sections	88 business professionals were in attendance of 145 businesses invited to August 2014, recruitment event ³ (Target: 100)	✓
Allocate Housing Trust funds to at least two developments consistent with Housing Policy goals	Requests for Proposals for Housing Trust funds will be released February, 2015 ⁴ (Target: 2 Housing Trust fund developments)	✓
Allocate CDBG and HOME funds to produce 90 newly constructed or rehabilitated housing units	The City has committed housing rehabilitation funding to the following: <ul style="list-style-type: none"> • 36 single family units • 221 multi-family units 	✓
Neighborhoods implementing projects as a result of attending the annual neighborhood board retreats	<ul style="list-style-type: none"> • 5 neighborhood board retreat attendees received Neighborhood Matching Grants • 15 projects have been implemented as a result of attending the July 2014 neighborhood board retreat 	✓

¹Twenty-two neighborhoods are scheduled to participate in the neighborhood board retreat on February 7.

²Anticipate meeting this goal by fiscal year-end.

³Anticipate exceeding this goal as additional recruitment events are scheduled.

⁴Anticipate City Council awarding Housing Trust fund dollars during May 2015.



Housing & Neighborhood Development FY2016 **DRAFT** Strategic Focus Area Plan

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The City’s housing and neighborhood strategy focuses on preserving and creating neighborhoods and amenities that allow people to reach their full potential by creating places where:

- People and businesses are safe,
- Civic infrastructure supports neighborhood quality of life, and
- Families have access to quality affordable housing, education, jobs, and services.

FY2016 Initiatives	Key Indicators
Preserve and create healthy, vibrant, and distinct neighborhoods	<ul style="list-style-type: none"> • 90% of nuisance violations to be corrected within 30 days • Assisted neighborhoods in developing and implementing strategic plans during annual neighborhood board retreats, neighborhood matching grants, and other partnerships • Continue implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan
Coordinate public/private partnership investments to attract the amenities neighborhoods need	<ul style="list-style-type: none"> • Continue implementing the 2014 Community Investment Plan projects • Leveraged public/private investments within the business corridors through the use of the Community Investment Plan and Business Corridor funds • Assist internet providers in servicing all neighborhoods
Market housing programs to achieve diverse housing throughout the City	<ul style="list-style-type: none"> • Increased number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs • Allocated Housing Trust Fund dollars to developments consistent with Housing Policy goals • Continued implementation of the Ten-Year Plan to End and Prevent Homelessness initiatives
Utilize the Quality of Life Study and open data to inform and guide strategic neighborhood investments and programs	<ul style="list-style-type: none"> • Used the Quality of Life data to: <ul style="list-style-type: none"> - Assess Neighborhood Profile Areas, - Enhance and develop programs in partnership with neighborhoods and community organizations, and - Develop Neighborhood Profile Areas composites to develop programs to assist with common reoccurring neighborhood issues • Supported neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams • Engaged neighborhoods to identify and prioritize projects within the Comprehensive Neighborhood Improvement Program

Support partners and programs that enhance opportunity for economic mobility	<ul style="list-style-type: none">• Support quality out of school time for youth from low income families• Support youth connections to mentors, work, and community• Support projects and programs that address the digital divide• Engaged organizations to provide apprenticeships, mentoring relationships, and work experiences
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