



Charlotte City Council  
Housing and Neighborhood Development Committee  
Summary  
January 14, 2015

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**COMMITTEE AGENDA TOPICS**

- I. **Quality of Life Update**
- II. **Gentrification Update**
- III. **Approve 2015 Meeting Schedule**

**COMMITTEE INFORMATION**

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

**Staff Resources:** Ann Wall, Assistant City Manager  
Rebecca Hefner, Neighborhood & Business Services

**Meeting Duration:** 12:10 PM – 1:10 PM

**ATTACHMENTS**

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1. Agenda Packet – January 14, 2015
2. Presentation – Community Research Update

**DISCUSSION HIGHLIGHTS**

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

**Quality of Life Explorer**

Wall: Rebecca is doing a lot of research around community indicators. You will recall that Rebecca did a presentation back in October on how we could use some of the data to inform us about the referral related to gentrification. The first topic will be the Quality of Life Explorer and how it can be beneficial to you and community members. The second topic Rebecca will talk about is the work she has done to create an analysis tool for looking at gentrifying or changing neighborhoods.

Hefner: Quality of Life Explorer is the updated name of the Quality of Life Study. The City has been working with neighborhood level indicators for over 20 years. The Quality of Life Study transformed in 2012 from a paper-based static document to an online interactive dashboard. The biggest new thing is that we are updating the data set. You will notice data from 2010-2011, 2012-2013 and some data from 2014 as well. It is a historical glance, but we now have the opportunity to look at trends over time.

Kinsey: Will we always have that historical part of it and be able to go back to look at 2010?

Hefner: Yes. The old studies prior to 2012 are in PDF format and you can still access them on the website. The dashboard displays both time points. Your agenda says that the Explorer will be released on January 20. We have had a technical glitch and have pressed the pause button on the release. We are actively working with our partners, Mecklenburg County and UNCC, to fix the issue. Tobin Bradley of Mecklenburg County works on the dashboard and does the web development. He has created a product for us that can do challenging things no one else in the country has been able to work out. When we do release it, we will schedule a public release meeting a few weeks after the launch that will include training and allow folks to provide feedback.

Presentation: What is the Quality of Life Explorer?  
Why QoL?

It is a big spreadsheet with two tabs and researchers at UNCC organized it in a way to make sense for users. If you just want a little part of the data, you can use a filter. It is a great source of information of the city, county, and neighborhoods. We can utilize this for the neighborhood board retreats.

Presentation: Who uses it and how?  
What's New?

It is a great resource for people looking for a place to live. We are looking to help connect people to the data in a different way. My messaging on the project is that we are the data set. You can see it as something abstract, but it is really a snapshot of our shared experience in our neighborhoods and across our community. While it does not tell a full story and does not define quality of life, it is a tool they can use.

Austin: In regards to training, is that something you will try to bring everyone in for or will you bring it on the road to the communities.

Hefner: We will do both. There will be one big session and then we will have the "Quality of Life Road Show" that will go out into the community to do trainings and presentations. I am working with the service area teams to start with a coalition of neighborhoods that meet regularly. Then from there, to neighborhoods that express interest or are working on issues that can be addressed with the data. There will be a hands on training component.

Mayfield: Will all this information be available for those not on the internet?

Hefner: Yes, there are two ways. In the roll out, we are working closely with the library on their role in helping anyone have access. The other way is that any of this can be downloaded as a report and I can supply a report to any interested neighborhood.

Presentation: What is new?

We tried to be responsive to what people in the community said was missing, in terms of functionality and variables. We had a series of focus groups last fall and asked what was working and what was not. Our glitch is effecting how the calculations are made, but does not affect the functionality.

Presentation: Using the tool.

The basic unit of geography for the Quality of Life Explorer is the Neighborhood Profile Area (NPA), which was developed based on census block groups. Some were combined based on input from neighborhoods.

Kinsey: It bothers me when people look at this and they think that they may be in a neighborhood and they are not. Sometimes they want to be in the other area.

Hefner: Another issue related to that is that there are some areas that are self-contained, but also small.

Mayfield: Will you have the definition of NPA on the website?

Hefner: There is a section called "About" that directs users to [www.charmeck.org](http://www.charmeck.org) that gives some of that background information. We have tried to add definitions within the program. You will see when an acronym is used there is a dash underneath that a user can click for the definition.

Presentation of Dashboard(continued)

Kinsey: Does it say the name of the neighborhood?

Hefner: No, neighborhoods are not named. This is consistent with the last round when they redrew boundaries and discontinued the use of neighborhood names. The neighborhoods are referred to by the NPA. The inherent challenges of trying to define boundaries and name the neighborhoods is not something we have tackled yet.

Austin: If a resident is not savvy to the program, would they zoom into the closest area street and that will give them their NPA? What are the steps if you want to see what is going on in your neighborhood?

Hefner: There are instructions if someone wants to find their NPA. On "search map", you would enter the address. You would click the Location and then click Report.

Austin: How will I know to do that?

Hefner: There will be training and a set of instructions available. We have highlighted instructions on Help menu.

Mayfield: On some sites, the left side of the page would show the steps outlined. Would it be a possibility to add that to make it basic and simple for users?

Hefner: That is great feedback to have the steps on the page.

Kinsey: I would suggest we play with it ourselves so we know what is there.

Hefner: You can click Contact and enter your question. An email will come to Rebecca or Andrew for follow up. I understand the challenges related to providing technical assistance. I anticipate following the launch there will be a significant demand and that will taper off over time. One of the great features of the new dashboard is the ability to look at more than one NPA combined.

### **Neighborhood Change Analysis**

Hefner: This is related to the gentrification referral and the work I have been doing in follow-up to our discussion last October about understanding neighborhood change.

Presentation: Referral

Presentation: Neighborhood Change Analysis - Essential Questions

Presentation: Neighborhood Change Analysis – Process

Presentation: Next Steps

Austin: Have you looked at comparable cities?

Hefner: Because I have not gotten any finding yet, I have not compared the findings to other cities. What I have done is look at other cities that are studying the issue. That has been Portland, San Francisco, Oakland, and Washington DC.

Wall: We have spoken in the last few months about how we approach gentrification. We see three logical next steps. First, we take the work Rebecca has done finding out what neighborhood change actually looks like in Charlotte. Next, we translate the information Tyler gave us. What are tools that the community can use to physically deal with gentrification? What tools can promote housing and housing options and use Community Block Grant funds to leverage change within a neighborhood? The third step is how do we handle the people part of gentrification? When we know neighborhoods are changing through this analysis and we have tools that are able to help with the physical development, how do we then work with the people? We heard Roger Williams talk about Responsible Redevelopment. His approach was that neighborhoods are going to change. We need opportunities and practices in place that help people deal with the impact of that change.

Mayfield: There have been some recent changes to the Safe Home Program. It would be helpful to get an update of what those changes are. Neighborhood Improvement Grants are a great way to go in and help, but the Safe Home and Lead Safe programs were also good ways to help older communities. What resources are now available to up fit some homes so they can stay?

- Wall: The rehab program would be another tool for us to leverage the HOME and CDBG funds and evaluate if we want to focus those resources into neighborhoods that are changing.
- Austin: How have we structured Neighborhood & Business Services so they have a Community Liaison that is working in those communities? I was told we had those at one time, but we do not have that now. The way we begin to build those relationships is to have someone working in tandem with the district representative, the neighborhood associations, and helping those leaders build their communities.
- Kinsey: I was at a neighborhood meeting last night and Code Enforcement had two people there along with our Community Police Officer. In District 1, I am seeing more Code Enforcement Officers working very closely with the neighborhood.
- Mayfield: I agree Code Enforcement has a great presence, but there was a time when the Community Liaison was not just focused on enforcement.
- Cantrell: We have Community Engagement Specialists on staff in each of our service areas. Often a Community Engagement Specialist will attend a neighborhood meeting in addition to a Code Enforcement Officer. Randy and Eugene are still filling that Community Engagement role.
- Mayfield: In order for this to be successful, some of those changes might need to be reevaluated as far as the engagement piece being more of the focus than the code enforcement piece.
- Autry: We are not going to address or solve this issue on our own. It is going to take outside partners, Habitat for Humanity and Rebuilding Together. It is also going to take some tough land use decisions, that are problematic if it comes down to denying someone what they intend to do with that property. It will take money from the city for things like the land trust tool. That means making a commitment in our budget that we are going to directly address these issues.
- Wall: This has been a great conversation because it is supportive of the next steps, which is to talk about those tools for us to work on the physical and people side. I appreciate the conversation and I think we need to make sure we are completely supporting our neighborhood organization because they are on the front line of a lot of the work that is done.

### **2015 Meeting Schedule**

- Wall: We need to make a couple of changes to the schedule. I would suggest we cancel January 28, meet twice in February, and cancel the March 11 meeting because it conflicts with the National League of Cities conference. There are also conflicts on May 27 due to the budget straw votes and the InterCity Visit on June the 24.
- Kinsey: Since we do not have much on future agendas in terms of policy issues, we should cancel those and schedule meetings if needed.

Wall: We will cancel those meetings and note on the revised schedule that we may have to reschedule.

**Motion** made by Council member Mayfield to approve the schedule. Motion seconded by Council member Austin. **Vote:** Unanimous by Committee members in attendance.

Meeting adjourned.

# City Council

## Housing and Neighborhood Development Committee

Wednesday, January 14, 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  
Pat Mumford, Director, Neighborhood & Business Services

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### AGENDA

#### I. Quality of Life Update - Rebecca Hefner (No Action Required)

Neighborhood & Business Services Staff will provide an overview of the 2015 Quality of Life Report. During the update staff will provide an overview of the study highlighting the new name, new look, new features, and new data. The biennial data update will be released on January 20<sup>th</sup>, with a public meeting/training scheduled for January 27<sup>th</sup>. New features include:

- New variables
- New features and functionality, and
- New applications

#### II. Gentrification Update – Rebecca Hefner (No Action Required)

In April 2014, City Council referred the issue of gentrification to the Housing & Neighborhood Development Committee for additional study. On October 29, 2014, Tyler Mulligan, from University of North Carolina-Chapel Hill’s School of Government shared gentrification strategies, applicable in North Carolina. During the January 14, 2014 meeting, Neighborhood & Business Services staff will provide an overview of the framework being used to determine neighborhoods likely to experience gentrification pressure over the next several years.

#### III. Approve 2015 Meeting Schedule (Action Required)

The Committee will be requested to approve the 2015 Housing & Neighborhood Development Committee Meeting schedule (**Attachment #1**)

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#### **Distribution:**

Mayor/Council  
Ron Carlee, City Manager  
City Executive Team  
Corporate Communications  
Anna Schleunes- City Attorney’s Office  
Charlotte-Mecklenburg Coalition  
for Housing

Holly Eskridge  
Randy Harrington  
Phyllis Heath  
Fulton Meachem  
Fred Dodson  
Julie Porter  
Kim Graham  
Chief Rodney Monroe

Willie Ratchford  
Ledger Morrissette  
Patrick Mumford  
Pamela Wideman  
Tom Warshauer

**Housing & Neighborhood Development Committee  
2015 DRAFT Meeting Schedule**

2<sup>nd</sup> and 4<sup>th</sup> Wednesdays of each month at Noon  
Room 280  
*(unless otherwise noted)*

**January 14**

**January 28** (City Council Retreat January 28-30)

**February 11**

**February 25**

**March 11** (NLC Congressional City Conference, DC – March 7-11)

**March 25**

**April 8**

**April 22**

**May 13**

**May 27** (Budget Adjustments & Straw Votes at 12:00)

**June 10**

**June 24** (Chamber Inter City Visit June 24-26, Nashville)

*(No July or August meetings due to summer break unless needed)*

**September 9**

**September 23**

**October 14** (NCLM Annual Conference, Winston-Salem – October 11-13)

**October 28**

**November 11** (*Only one meeting in November*)

*(NLC Congress of Cities, Nashville – November 4-7)*

**Housing & Neighborhood Development Committee  
2015 Approved Meeting Schedule**

2<sup>nd</sup> and 4<sup>th</sup> Wednesdays of each month at Noon  
Room 280  
*(unless otherwise noted)*

*\*Additional meetings may be added based on need.*

**January 14**

**February 11**  
February 25

**March 25**

**April 8**  
April 22

**May 13**

**June 10**

*(No July or August meetings due to summer break unless needed)*

**September 9**  
September 23

**October 28**

**November 11**



**COMMUNITY RESEARCH UPDATE**

Housing and Neighborhood Development Committee  
January 14, 2015



**QUALITY OF LIFE EXPLORER**

 Quality of Life Explorer Launch



Charlotte-Mecklenburg  
**Quality of Life Explorer**  
*Neighborhood data to inform and inspire*

- Quality of Life Explorer Update
- Upcoming release and public meetings
- Trainings and community meetings – ongoing

 What is the Quality of Life Explorer?

- Snapshot of neighborhoods in Mecklenburg County
- 80+ variables looking at:
  - Character
  - Economics
  - Education
  - Engagement
  - Environment
  - Health
  - Housing
  - Safety
  - Transportation
- Interactive website
- Raw data availability



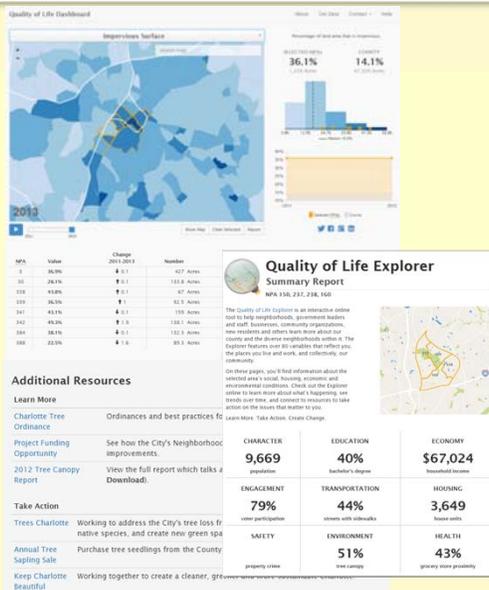






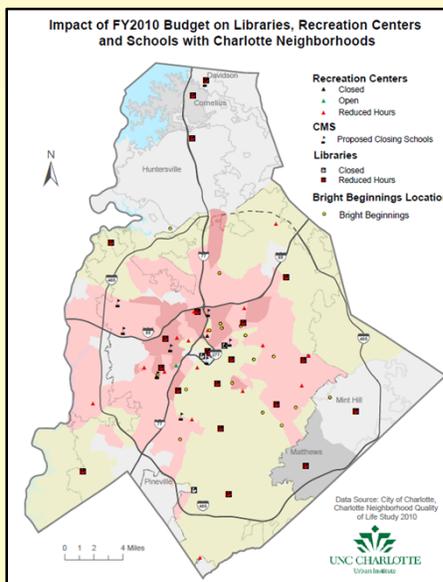
## Why QoL?

- Learn more about the county and its neighborhoods
- Develop programs and services
- Plan for the future
- Connect to resources to take action



## Who uses it and how

- Neighborhoods/residents
- Government agencies
- Community organizations
- Businesses/entrepreneurs
- Real estate agents
- Researchers
- More!





## What's New?

- New name – Quality of Life Explorer
- Updated data
- New variables, e.g.:
  - City: 311 Requests, Natural Stormwater Treatment
  - Community: Library Card Holders, Arts & Culture Participation, Prenatal Care, Job Density, Employment
- New features and functionality
  - Trend information
  - Data table
  - Streamlined report
  - Enhanced info about each variable
  - Link directly to specific variable, NPA, or both
  - Ability to explore data by custom geographies, e.g., the light rail corridor, school zones, business districts, or the entire City of Charlotte



## Using the Tool



- [Link to Quality of Life Explorer](#)
- [Link to Blue Line \(+extension\)](#)
- [Link to City of Charlotte](#)

 From Indicators to Action



**Don't forget the M&Ms!**

**“Data by itself does not connect with people. It’s the relevance to them that makes it meaningful and memorable.”**  
- *Lou Solomon*

**“Data informs the direction of change, it does not drive change.”**  
- *Dan Heath*

 Going Forward, Driving Change

- Outreach and use
  - Quality of Life “Road Show”
  - Training and technical assistance
  - Neighborhood board retreats
  - Community conversations
- Tell stories with the data
  - Add context
  - Bring awareness
  - Engage residents to learn more and take action
- Dynamic resource
  - Add and update data more regularly
  - Link to Mecklenburg Livable Communities Plan





## **NEIGHBORHOOD CHANGE ANALYSIS (Gentrification Referral)**



### Referral

- In April 2014, City Council referred the issue of gentrification to the Housing & Neighborhood Development Committee and requested that staff consider strategies and actions to mitigate the negative impacts of gentrification
- In June and September 2014, the Housing and Neighborhood Development Committee held initial discussions about potential and existing practices
- In October 2014, Tyler Mulligan from the UNC-Chapel Hill School of Government shared strategies applicable in NC



### Neighborhood Change Analysis: Essential Questions

- How have neighborhoods been changing?
- Where are the planned investments that contribute to neighborhood change and what is the expected impact of those investments?
- Where is there vulnerability to housing displacement?
- Where are the real estate “hot spots” that signal increased investment?



### Neighborhood Change Analysis: Process

- Historical analysis (2000-2013)
  - Demographic and socioeconomic change
  - Housing market conditions
  - Vulnerability to displacement pressure
- Analyze stages of neighborhood change and degree of displacement pressure
- Overlay of public investment areas and real estate hot spots
- Field verify initial findings with neighborhoods and stakeholders

	Next Steps
<ul style="list-style-type: none"><li>• Create picture of neighborhood change</li><li>• Identify strategies to promote positive change</li><li>• Develop toolbox of appropriate practices and strategies to manage change (responsible redevelopment)</li></ul>	

	Timeline
<ul style="list-style-type: none"><li>• Late spring<ul style="list-style-type: none"><li>– Return with initial findings</li><li>– Begin field verification process</li></ul></li><li>• Summer<ul style="list-style-type: none"><li>– Return with a picture of neighborhood change and local toolbox</li></ul></li></ul>	