Charlotte City Council
Housing and Neighborhood Development Committee
Summary Minutes
December 8, 2010

COMMITTEE AGENDA TOPICS

I. Housing Locational Policy Dinner Briefing follow-up and next steps
II. FY2012 Housing & Neighborhood Development Focus Area Plan
III. 2010 Committee meeting schedule

COMMITTEE INFORMATION

Council Members Present: Patsy Kinsey, Patrick D. Cannon, Warren Cooksey, Michael Barnes and James Mitchell

Staff Resource: Pamela Lopez, Neighborhood & Business Services
Patrick Mumford, Neighborhood & Business Services
Julie Burch, Assistant City Manager

Meeting Duration: 12:12 PM – 1:13 PM

ATTACHMENTS

1. Agenda Packet – December 8, 2010

DISCUSSION HIGHLIGHTS

Kinsey: Opened the meeting at 12:12 p.m. Introductions were completed. Asked Julie Burch to give an introduction to the first agenda item.

Burch: Council had a public hearing on Housing Locational Policy in November and we are back to talk about a possible process following the hearing. We want to get feedback from you on what was presented and then come back in January to make a plan of action.

Lopez: During the hearing, we heard four consistent themes: the 5% cap, ½ mile radius restrictions, exemptions, and conversions. We are proposing that we gather the group that spoke at the public hearing to get additional feedback to get further clarification and thoughts.

Barnes: Did those issues come up during the public meetings we held this summer? What will the benefit be to further discussion with this group?

Lopez: Those issues did come up at the public meetings and we received many opposing viewpoints.

Mumford: We are trying to get a deeper level of input to refine the policy.

Cooksey: There is also the issue of supporting services/transit – I'm curious to know what kind of interest or concern this group has about where we will locate affordable housing. Proximity to bus stops is another issue I heard during the hearing and I think is worth exploring with the group.

Barnes: We can move bus stops wherever we want to and don't have to necessarily build near a transit stop. This is a good opportunity to address this issue from a couple different viewpoints.

Cooksey: I would like for us to let CATS know ahead of time that this is where some demand will be.

Mitchell: Are we being time sensitive since application for tax credits in coming up? I want to hit those dates so we are in a position to not have a negative impact in March.

Lopez: We want to move this along quickly and plan to meet with the group in the next week.

Kinsey: We are good on agenda item I.

Burch: It's time to look at all the Council focus area plans and begin the discussion today but no action is requested. We would like to throw out preliminary thoughts from N&BS and get some reaction/guidance from you and we will come back in January. Focus area plans goes to the budget retreat and after the retreat, committees are asked to refine plans and bring back to Council with full recommendation.

Kinsey: Is opening statement new or like last years?

Lopez: It's changed.

Burch: You have current and suggested in your handouts.

Lopez: We attempted to align our tagline with the City's mission and with what N&BS really does. We want to present broad outcome measures that describe the work we want to do. (Presents first initiative).

Invest in Infrastructure
H&ND.1
Focus Area Initiative: Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure.
FY12 Measure: Complete percentage of bond projects within ____timeframe.

We are looking for feedback on what the timeframe should be.

Barnes: The timeframe is based upon the advice we get from you (N&BS staff). It is helpful for me to get guidance from you on what is possible. We want to spend that money as quickly as possible to get as much work done as possible without unrealistic expectations.

Mumford: There has been a subtle change to the measure. Before it was hard to track – we felt it was important to track bond projects.

Barnes: The other side is if we don't complete % of bond project within our time limit is there a penalty? I like this idea, but want to make sure it means as much as it can mean.

Lopez: There are various reasons why a project may not be done on time. The goal would be to complete projects in a timely manner but if there are issues from a neighborhood we would communicate that to Council as to why we wouldn't be able to complete the project on time.

Barnes: Should we say, "with a goal of completing."?

Burch: There is a penalty if a contract is delayed depending on the reason. We can bring back some general information about how we address contracts.

Mumford: A general contractor's contract is very specific. We are trying to have collective accountability and to deliver this holistically on our end. We want to have mutual agreement among departments that we are going to meet this goal. The measure should be shared on a balanced scorecard for all departments so we don't excuse it. It's about driving accountability for the organization.

Barnes: I like that. It helps us during the review period. Take the word "goal" out and create an environment where everyone is accountable.

Burch: We always report on the achievement of the various focus area plans.

Lopez: (Continues with focus area initiatives).

Promote Economic Development
H&ND.2
Focus Area Initiative: Strengthen opportunities for the integration of education, recreation, employment and housing resources in identified redevelopment areas.
FY12 Measure: Achieve a leverage ratio of 1:5 for business corridor funds.

Mitchell: We need to be sensitive that times have changed. A 1-5 leverage ratio may be too high. I don't know we can find a company that can match every dollar we put in with a 5% return. I would like to get some feedback from the community.

Lopez: This measure helps us work with schools and communities.

Mumford: The intent is to move away from a big project mindset and see if there's a way to use those dollars to impact more broadly in the community. It's more about how a site's redevelopment has a positive impact on the local community. We want to look more broadly at Quality of Life and not look at projects as just construction.

Cannon: I think we want to continue to let the ratio be as is and allow for the business community to respond and let us know if it's too far to reach. We can adjust either way.

I would like us to include recreation in our measures. This is something we don't talk a lot about but something we need to be engaged in with our influence. If we look at some of the new developments, all have had a recreational component for our youth. If we focus on a quality community, how can we use our level of influence to affect recreation? Families want all the amenities. We should be in the business of saying to our partners that we need to go back to the day when kids have recreation opportunities instead of getting into mischief.

Development is great but is not complete without other components of community. Let's not lose focus on this component of leisure/recreation.

Cooksey: What's our current measure?

Mumford: We don't have a measure. It was pulled out of thin air as an attempt to begin to measure. We will attempt to look at the money spent in those corridors.

Kinsey: We are being brought back to a broad goal. This is our document and we can write it how we want to write it and need to be able to defend it.

Mumford: We want to be intellectually honest and be able to track/measure what we say we can and make sure we understand the impact we have.

Cannon: Is there some way to incorporate the recreational piece? This is drafted based on what it is that N&BS does. How can we capture something in the language?

Burch: The challenge is that you are holding City staff/yourself accountable to what is in these plans. We need to be able to control the achievement and show success. How do we measure that level of influence on another body?

Cannon: I am not looking for control or a mandate. I just want to make the ask and set that bar and make every effort to get there.

Burch: Maybe the wording should be, "Looking for additional partnerships/collaboration for recreational opportunities."

Barnes: In the request the Mayor made of the staff regarding inclusionary zoning, there was some language about partnering with the County when it's appropriate. In the most recent small area plans, open space/recreational space was incorporated into plans. Can we add that word "recreation" to the list? What does the word "communities" mean?

Lopez: Communities are defined as neighborhoods and business corridors.

Barnes: I would like to add positive language and clarify that opening paragraph.

Kinsey: Let's put our thoughts on that paragraph in an email and send to Pam.

Mumford: These are the four areas of the Quality of Life study. That's what we are trying to capture but can make the language positive rather than negative.

Burch: This language has always been there.

Lopez: (Presents last two initiatives)

Strengthen Neighborhoods
H&ND.3
Focus Area Initiative: Develop and recommend policies that will assist with increasing the supply of affordable housing.
FY12 Measure: Adopt policies.

(No comments on third initiative).

H&ND.4
Focus Area Initiative: Redesign the Quality of Life Study to more accurately reflect the City's neighborhood conditions.
FY12 Measure: Completion of the 2012 Quality of Life

We are looking to redesign at the beginning of FY2012 (July of 2011).

Mumford: The Quality of Life Study (QOL) has been a great tool but a bit static. It hasn't driven the work of the City. We want to elevate the QOL study to be a collective measure and really determine what "Quality of Life" means today. We want these measures to be bought in to by the entire community. It can be a robust and powerful tool but we need to tweak the methodology.

Cooksey: In 2002, the study showed 2600 people in an NSA and in 2010, 11,000 people. We need to look at how we address the value of having a consistent geographical region.

Kinsey: Any other comments? This will be back with us in January.

Cannon: I just want to be heard. We don't have to use the word Recreation if that's too far reaching.

Kinsey: I want to emphasize that this is our document. Email Pam if you think of anything you would like to address.

Burch: Our next meeting is tentatively scheduled for January 5th at noon.
The Council retreat is February 2 – 4th.

Kinsey: Adjourned the meeting at 1:13 p.m.

City Council
Housing and Neighborhood Development Committee

Wednesday, December 8, 2010
12:00 p.m.
Charlotte-Mecklenburg Government Center
Room – CH14

Committee Members: Patsy Kinsey, Chair
James Mitchell, Vice-Chair
Michael Barnes
Patrick D. Cannon
Warren Cooksey

Staff Resource: Julie Burch, Assistant City Manager

AGENDA

I. Housing Locational Policy Dinner Briefing follow-up and next steps

II. FY2012 Housing & Neighborhood Development Focus Area Plan (Attachment A - 1)
***FY11 Focus Area Plan is included as a reference (Attachment A – 2)**

III. 2011 Committee Meeting Schedule (Attachment B)

Future Agenda Topics:
- Housing Locational Policy (January)
- FY2012 Focus Area Plan Discussion (January)
- SRO Text Amendment (January/February)
- Assisted Multi-Family Housing at Transit Stations Policy (February)
- Inclusionary Zoning/Density Bonus (February)
- Council Referral: Impacts of Tree Ordinance on Affordable Housing (TBD)

Distribution:
Mayor/Council
Curt Walton, *City Manager*
City Leadership Team
Corporate Communications
Debra Campbell – *Planning Department*
Anna Schleunes- *City Attorney's Office*
Mujeeb Shah-Khan- *City Attorney's Office*
Saskia Thompson- *Manager's Office*
Housing Trust Fund Advisory Board
Neighborhood Leaders

Budget Office
Ruffin Hall
Phyllis Heath
Lisa Schumacher
Ann White
Charlotte Housing Authority
Charles Woodyard
Charlotte-Mecklenburg Housing Partnership
Pat Garrett
Charlotte-Mecklenburg Police Department
Chief Rodney Monroe
Deputy Chief Ken Miller

Community Relations
Willie Ratchford
Ledger Morrissette
Neighborhood & Business Services
Patrick Mumford
Walter Abernethy
Steve Allen
Jamie Banks
Brad Richardson
Pamela Wideman
Tom Warshauer
Richard Woodcock

Housing Locational Policy Update
Housing and Neighborhood Development Committee Meeting
December 8, 2010

Committee Action:
No action is requested at this time.

Policy:
- The current Housing Locational Policy was approved by City Council on November 26, 2001, and amended on September 24, 2003.
- On June 24, 2010, City Council approved a draft revised housing Locational Policy and requested that Neighborhood & Business Services staff host a series of public forums during the months of July and August to gain input on a new housing Locational Policy.

Policy Review Process:
- On November 8, 2010, City Council held a public hearing on the revised Housing Locational Policy.
- A total of 15 speakers attended the November 8, 2010 Public Hearing and made comments about the policy. The following is a list of the speakers and the reoccurring concerns that were raised during the public hearing:

Speakers

Collin Brown	Cherrill Hampton – Johnson C. Smith University	Kenneth Schorr – Homeless Services Network Advocacy Committee
Brian Flanagan	Mary Klenz – Mixed Income Housing Coalition	Steve Shoemaker – Myers Park Baptist Church
Angie Ford – Homeless Helping Homeless	Aaron McKeithan – Beatties Ford Road Neighborhoods	Keith Wilson – Homeless Services Network
Patricia Garrett – Charlotte – Mecklenburg Housing Partnership	Nancy Pierce – Merry Oaks Neighborhood Resident	Lousie Woods – Mixed Income Coalition
Maureen Gilewski – Mixed Income Coalition	Mike Rizer - Charlotte-Mecklenburg Coalition for Housing	Charles Woodyard – Charlotte Housing Authority

Locational Policy Concerns
- The 5% cap is too low
- Half-mile proximity is too restrictive
- Limitations of Conversions and Rehabilitations should be reconsidered

Next Steps:
- Staff is in the process of collecting data to further develop the policy.
- Staff will convene the individuals who spoke during the public hearing to discuss and work through the issues discussed at the public hearing to further refine the proposed policy.
- Staff will make additional HLP recommendations to the Committee at their January meeting.

HOUSING AND NEIGHBORHOOD DEV.

FY2012 Strategic Focus Area Plan

"Creating and sustaining communities of choice for living, working and leisure."

The City of Charlotte's long-term health, vitality, and distinction as a competitive city is predicated upon its ability to utilize national and local best practices to create and sustain communities of choice for living, working and leisure.

Social changes, crime and disorder, physical deterioration, and economic disinvestments create challenges for the City's residential, commercial and industrial areas. The City's housing and neighborhood strategy focuses on creating and sustaining communities by creating places where people and businesses are safe, where civic infrastructure supports neighborhood quality of life and business success, where families have access to quality education, jobs, and services and the environment is preserved and strengthened. (*Also see Community Safety, Economic Development, Environment, and Transportation & Planning Focus Area Plans for more housing and neighborhood development initiatives.*)

DRAFT

Housing and Neighborhood Development

Invest in Infrastructure

H&ND.1 Focus Area Initiative: Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure

FY12 Measure: Complete percentage of bond projects within ____ timeframe.

Targets: – FY12 - TBD
FY13 - TBD

Promote Economic Development

H&ND.2 Focus Area Initiative: Strengthen opportunities for the integration of education, recreation, employment and housing resources in identified redevelopment areas.

FY12 Measure: Achieve a leverage ratio of 1:5 for business corridor funds.

Targets: FY12 - TBD
FY13 - TBD

Strengthen Neighborhoods

H&ND.3 Focus Area Initiative: Develop and recommend policies that will assist with increasing the supply of affordable housing

FY12 Measure: Adopt policies.

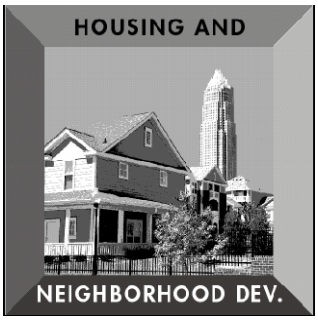
Targets: FY12 - TBD
FY13 – TBD

H&ND.4 Focus Area Initiative: Redesign the QOL study to more accurately reflect the City's neighborhood conditions.

FY12 Measure: Completion of the 2012 Quality of Life

Targets: FY12 – Complete redesign of the report
FY13 – Release the new report

DRAFT



FY2011 Strategic Focus Area Plan

"Creating healthy and vibrant neighborhoods"

The City of Charlotte's long-term health, vitality, and distinction as a leading city is predicated upon its ability to maintain safe, **healthy, vibrant** and sustainable neighborhoods. The City will be responsive to the needs of all neighborhoods and will develop unique approaches and solutions for the City's challenged and transitioning neighborhoods.

Social changes, crime and disorder, physical deterioration, and economic disinvestments create challenges for the City's residential, commercial and industrial areas. The City's housing and neighborhood strategy focuses on strengthening neighborhoods by developing comprehensive neighborhood infrastructure, promoting economic opportunities through collaborative neighborhood and business corridor revitalization, improving quality of life measures, expanding affordable housing, achieving model neighborhood standards, and addressing the growing foreclosure crisis. (*Also see Community Safety, Economic Development and Transportation Focus Area Plans for more housing and neighborhood development initiatives.*)

Housing and Neighborhood Development

Invest in Infrastructure

H&ND.1 Focus Area Initiative: Improve the safety and appearance of neighborhoods by implementing comprehensive infrastructure improvements

- FY11 Measure: Number of neighborhood transportation, storm water, area plans and infrastructure projects completed

  Targets: FY11 - 36
  FY10 – 24

  FY09 Target: N/A – new measure for FY10

Promote Economic Development

H&ND.2 Focus Area Initiative: Determine the number of adjoining neighborhood residents gaining access to jobs, goods and services along the business corridors through City funded programs

- FY11 Measure: **Number of adjoining neighborhood residents gaining employment**

  Targets: FY11 – 275
  FY10 - Establish Baseline

  FY09 Target: N/A - new measure for FY10

- FY11 Measure: Increase in access to retail opportunities percentage as measured by the Neighborhood Quality of Life Study

  Targets: FY11 - N/A
  FY10 - 5%

  FY09 Target: N/A - new measure for FY10

- FY11 Measure: Reduction in crime in the corridor and adjoining neighborhoods

  Targets: FY11 - 5%
  FY10 - 5%

  FY09 Target: N/A – new measure for FY10

Strengthen Neighborhoods

H&ND.3 Focus Area Initiative: Develop a "Comprehensive Affordable Housing Strategy

- FY11 Measure: **Update the City's Affordable Housing Policies including Council action, if necessary**

  Targets: FY11 - TBD
  FY10 - 100%

  FY09 Target: N/A – new measure for FY10

H&ND.4 Focus Area Initiative: Improve the quality of life trends in challenged, transitioning and stable Neighborhood Statistical Areas

- FY11 Measures: Reduce the number of challenged neighborhood statistical areas as measured by the bi-annual Neighborhood Quality of Life Study (QoL).

  QoL Targets

  Targets: FY11 - N/A (survey is conducted bi-annually)
  FY10 – 18 - reduction from 20 to 18

  FY09 Target: No target established

- FY11 Measure: Graduate neighborhoods from the City's revitalization program

  Targets: FY11 - 1
  FY10 - 1

  FY09 Target: 1
  ~~FY09 Actual: 0~~

- FY11 Measures: The number and percent of improvement in declining NSAs based on the bi-annual Neighborhood Quality of Life Study

	Number	Percent Improving
Targets:	FY11 – N/A	N/A
	FY10 - 9 of 12	75%
FY09 Target:	N/A (survey is conducted bi-annually)	

H&ND.5 Focus Area Initiative: Increase the supply of affordable housing units, number of units serving households earning 80%, 60% and 30% or less of the area median income (AMI) and number of homeownership units

- FY11 Measures: Number of affordable housing units completed and number of units serving the targeted market

		Total Unit Production	80% to 61% (AMI) Units	60% to 31% (AMI) Units	30% to 0% (AMI) Units
Targets:	FY11 -	1,000	400	430	170
	FY10 -	1,000	400	440	160
FY09 Target:		1,000	400	450	150
~~FY09 Actual:~~		~~1,085~~			

		Homeowner Production
Targets:	FY11 -	450
	FY10 -	450
~~FY09 Actual:~~		~~492~~

Housing and Neighborhood Development

H&ND.6 Focus Area Initiative: Address deteriorating and blighted non-residential structures

- FY11 Measure: **Number of commercial structures inspected and brought into compliance (Targets will be established after the program is operational on April 1, 2010)**

	#. Inspected	**# of Compliances**
Targets:	**FY11 - TBD**	
	FY10 - 100%	
FY09 Target:	N/A – new measure for FY11	

H&ND.7 Focus Area Initiative: Address foreclosures in targeted revitalization areas.

- FY11 Measure: Implementation of the Neighborhood Stabilization Program and number of units completed

		Program Implementation	Number of Units Acquired and or Rehabilitated
Targets:	FY11 -	TBD	**8**
	FY10 -	100%	25
	FY09 :	N/A – new measure for FY10	

Housing & Neighborhood Development Committee
2011 *Proposed* Meeting Schedule

All meetings at 12:00 noon in Room 280

January 5
February 2
March 2
April 6
May 4
June 1
August 3
September 7
October 5
November 2

*No July meeting – Council's Summer Schedule
*No December meeting pending potential new Committee assignments