

**City of Charlotte  
And Charlotte-Mecklenburg Consortium  
Five-Year Consolidated Plan  
2011-2015**

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**Adopted by City Council on July 26, 2010**

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## Executive Summary

In accordance with the requirements of the U.S. Department of Housing and Urban Development (HUD), the City of Charlotte has developed this 2011-2015 Consolidated Plan to integrate the planning efforts for four federal entitlement programs that focus on the housing and community development needs of low and moderate-income persons. These programs are: 1) the Community Development Block Grant (CDBG) program; 2) the HOME Investment Partnerships (HOME) program; 3) the Emergency Shelter Grant (ESG) program; and 4) the Housing Opportunities for People With AIDS (HOPWA) program.

The Consolidated Plan addresses housing and community development issues within the City of Charlotte, as well as within the Charlotte-Mecklenburg Consortium geography that includes Mecklenburg County, the towns of Cornelius, Huntersville, Matthews, Pineville and Mint Hill. It summarizes housing needs, homeless needs, and non-housing community development needs such as public services and infrastructure. The Plan also prioritizes those needs, and identifies strategies the City of Charlotte proposes to pursue to meet those needs over a five-year period. In addition, the City has developed its FY2011 Action Plan that identifies the specific activities for which federal entitlement funds will be used in FY2011. Action Plans are developed and submitted to HUD on an annual basis, along with the required performance reports.

## **FOCUS OF 2011-2015 CONSOLIDATED PLAN**

Four main factors were considered when developing the 2011-2015 plan priorities:

- **Ten Year Plan to End and Prevent Homelessness:** Implementation of the Ten Year Plan is a top priority for the 2011-2015 Consolidated Plan. The focus of the Ten Year Plan is on ramping up efforts to create more supportive housing for homeless families and individuals, including the chronic homeless, and preventing homelessness among high-risk populations, including those with special needs. Re-directing a portion of federal entitlement funds to help support these critical efforts over the next five years is a planning priority.
- **Unmet Need for Affordable Housing:** The Housing Needs Assessment identified extremely low-income renter households (earning 30% or less of the area median income (AMI)) as the housing consumer group with the greatest unmet need for affordable housing in Charlotte. Consequently, the City will place a higher priority on creating additional units through rehabilitation and new construction for extremely low-income residents, while continuing to balance the need for decent, affordable housing for very-low income households (earning 31-50% of the AMI) and moderate income households (earning 51-80% of the AMI) in neighborhoods targeted for revitalization.
- **Neighborhood Revitalization Goals:** Improving housing conditions and promoting homeownership in targeted neighborhoods are key objectives for Charlotte's Neighborhood Revitalization Program. These efforts currently focus on six targeted neighborhoods including Lakewood, Lincoln Heights, Reid Park, Thomasboro-Hoskins, Washington Heights and Wingate. Over the next five years, work will be completed in several of these neighborhoods and additional neighborhood revitalization areas may be identified. In addition, the City will continue to focus housing resources to help stabilize neighborhoods that have experienced

high rates of foreclosures and are experiencing decline as a result. Windy Ridge and Peachtree Hills are two such neighborhoods where the City is currently working. Other areas of focus include the redevelopment of Double Oaks and Boulevard Homes.

- **Ability to Leverage Other Resources:** Other federal and local resources are being used to help address Charlotte-Mecklenburg’s affordable housing challenges. Strategic use of federal entitlement funds to leverage other program dollars is important to ensure the full spectrum of housing needs is being addressed.

## CONSOLIDATED PLAN STRATEGY OBJECTIVES

Charlotte’s 2011-2015 Consolidated Plan Strategy aligns with HUD’s three overarching goals:

- Goal I: Decent, affordable housing
- Goal II: Economic opportunity
- Goal III: Suitable living environment

The affordable housing objectives that form the basis of the housing strategy and key five-year targets for each are as follows:

Objective #	Affordable Housing Objective	Key Five-Year Targets
AH-1	Increase and maintain the supply of safe, decent rental housing units available for low-income households, focusing on households earning 50% or less of the AMI.	<ul style="list-style-type: none"> <li>- Rehab 2,000 rental units</li> <li>- Construct 1,000 rental units</li> </ul>
AH-2	Increase opportunities for low, moderate and middle-income households to become and remain homeowners.	<ul style="list-style-type: none"> <li>- Construct 400 units</li> <li>- Acquire/rehab 125 units</li> <li>- Provide 1,500 households with homeowner subsidies</li> <li>- Provide homeowner counseling for 5,000 households</li> </ul>
AH-3	Preserve and improve existing affordable owner housing in low-income neighborhoods	<ul style="list-style-type: none"> <li>- Rehab 350 units</li> <li>- Assist 150 homeowners with minor repair</li> </ul>
AH-4	Accelerate development of appropriate service-enriched and/or supportive housing for homeless and special needs populations through a combination of new construction, rental assistance and rehabilitation.	<ul style="list-style-type: none"> <li>- Create 400 units of supportive housing for chronic homeless</li> <li>- Create 600 units of service enriched housing for homeless and at-risk families and individuals</li> </ul>
AH-5	Increase the number of tenant-based rental subsidies available for homeless and special needs populations	<ul style="list-style-type: none"> <li>- Provide 1,000 vouchers for homeless and special needs individuals and families</li> </ul>
AH-6	Improve access to supportive services that will maximize the success of homeless and special needs populations in permanent housing.	<ul style="list-style-type: none"> <li>- Provide case management for 1,000 households in supportive and service enriched housing</li> </ul>

The City of Charlotte will continue to rely upon its many community partners and multiple funding sources to help carry out these objectives. The estimated cost for achieving the five-year targets is approximately \$325 million.

Five-year objectives identified for the Economic Opportunity/Suitable Living Environment strategy include:

Objective #	Economic Opportunity/Suitable Living Environment Objective	Key Five-Year Targets
CD-1	Invest in infrastructure and other capital improvements to enhance physical conditions and quality of life in targeted neighborhoods.	Fully implement at least five Neighborhood Action Plans
CD-2	Concentrate code enforcement in targeted and other key neighborhoods to improve their appearance, health, safety and overall livability.	<ul style="list-style-type: none"> <li>- 15,000 housing code compliances</li> <li>- 70,000 zoning compliances</li> <li>- 260,000 nuisance compliances</li> </ul>
CD-3	Increase involvement of a broader range of residents in neighborhood and community building initiatives.	- 1,400 residents trained to build neighborhood capacity annually
CD-4	Improve the physical appearance and aging infrastructure in distressed business corridors.	- \$70 million infrastructure improvements awarded
CD-5	Attract new businesses and support retention of existing ones, particularly in targeted areas. Develop and implement the five-year Economic Development Strategy	<ul style="list-style-type: none"> <li>- \$5 million leveraged through grants and loans</li> <li>- 250 businesses contacted</li> <li>- 5% annual growth in job growth in new sectors</li> <li>- 2,000 served through BusinessFirst</li> </ul>
CD-6	Create an environment to help small businesses thrive through collaboration and public/private partnerships	<ul style="list-style-type: none"> <li>- Creation of small business consortium</li> <li>- Implement the Small Business Strategic Plan</li> <li>- # of SBEs participating in training (baseline to be established- FY2011)</li> <li>- Identify and award informal contracts to SBEs based on annual goals</li> </ul>
CD-7	Promote workforce development through education, training and other linkages to high growth job markets.	<ul style="list-style-type: none"> <li>- 7,500 youth trained</li> <li>- 2,500 youth placed in jobs</li> <li>- # of incumbent workers trained (baseline to be established in FY2011)</li> </ul>
CD-8	Support quality childcare and after school opportunities for youth living in low-income neighborhoods.	- 5,000 children served annually

## SUMMARY OF PAST PERFORMANCE

The City of Charlotte consistently performs well in the administration of the grant programs covered in this plan. HUD reports outlining Charlotte’s compliance and performance relative to peer groups identifies the program as “well managed.” The City of Charlotte met or exceeded all of its program goals in FY2010 for projects that have a one-year cycle. For example, 1,093 affordable housing units (109% of proposed goals) were created through new construction, rehabilitation and down payment assistance programs. The Emergency Shelter Grant (ESG) program accomplished 101% of its stated goals, while the HOPWA program served 246 households, 98% of proposed goals. Details of past performance are found in the Consolidated Annual Performance Evaluation Report (CAPER.)

# Charlotte-Mecklenburg 2011-2015 Consolidated Plan Coordinated Strategy

- Infrastructure & streetscape improvements
- Business incentive grants
- Infill development
- Partnerships with private/non-profit sectors
- Competitive advantage subsector recruitment
- Business organization support

## Business District Revitalization

- New business growth, particularly in high growth clusters
- Building/land development monitoring
- Retention visits to existing businesses

## Business Retention and Growth

- Creation/support of consortium of small business resource providers
- Financial support including micro-lending
- Marketing/outreach, including web portal
- Small business utilization of City contracts

## Small Business Support

- JobLink system improvements
- Partnership to train adults workers in targeted industry jobs
- Summer work experiences for youth in targeted neighborhoods in targeted industries (Mayor's Youth Program)
- Incumbent worker training program for businesses located in targeted corridors

## Workforce Development

**Economic  
Development  
& Opportunity**

**Suitable Living  
Environment**

**Safe, Decent  
Affordable  
Housing**

## Capital Investments

- Infrastructure improvements in targeted neighborhoods and neighborhoods near targeted corridors
- Neighborhood environmental action "green plans" to reduce energy consumption

## Neighborhood Capacity Building

- Leadership training of neighborhood orgs
- Innovation in neighborhood engagement
- Neighborhood matching grants
- Exploration of Natural Occurring Retirement Communities (NORCs)

## Targeted Service Delivery

- Code enforcement, solid waste, transportation and other services for priority neighborhoods
- Code compliance of absentee property owners
- Neighborhood outreach and education

## Neighborhood Place Making

- Support marketing, branding and promotion
- Promote cultural festivals and other community events

## New Housing Production

- Land banking
- Support LIHTC development
- Promotion of mixed income housing
- Replacement housing for units lost through code enforcement demolition
- Replacement housing for public housing units lost through demolition/disposition

## Housing Preservation/Rehab

- Acquire foreclosed properties to rehab
- Loans/incentives for rehab
- Concentrate code enforcement
- Modernize public housing units

## Homeless and Special Needs Housing

- Accelerate development of supportive housing
- Increase access to rent subsidies
- Increase access to support services
- Support aging in place strategies

## Eliminating Barriers to Affordable Housing

- Increase funding
- Update Locational Policy
- Assist homeownership and retention
- Web-based housing database
- Further fair housing
- Community Education

# INTRODUCTION

## PURPOSE OF PLAN

The Five-Year Consolidated Plan identifies Charlotte-Mecklenburg’s affordable housing, homelessness and community development needs and outlines a comprehensive and coordinated strategy for addressing them. All communities that receive federal funding for community planning and development programs are required by the Department of Housing and Urban Development (HUD) to prepare such a plan. While local governments develop their own programs and funding priorities, all activities included in a community’s Consolidated Plan must ultimately address three statutory HUD program goals:

- **DECENT, AFFORDABLE HOUSING:** Provide decent, affordable housing for the community’s lowest income households, including households with special needs.
- **EXPANDED ECONOMIC OPPORTUNITY:** Create economic opportunities for residents and businesses in low wealth areas of the community.
- **SUITABLE LIVING ENVIRONMENT:** Improve the living environment/quality of life in low wealth neighborhoods.

In effect, the Consolidated Plan serves as the City of Charlotte’s and Charlotte-Mecklenburg Consortium’s application for the following four federal entitlement programs funds:

Program Name	Description	Eligible Activities
Community Development Block Grant (CDBG)	Grants awarded to urban communities on a formula basis to support affordable housing and community development activities.	<ul style="list-style-type: none"> <li>▪ Acquisition/Rehabilitation</li> <li>▪ New construction (limited to CBDOs)</li> <li>▪ Rent Subsidies</li> <li>▪ Relocation</li> <li>▪ Homebuyer Assistance</li> <li>▪ Homeless Assistance</li> <li>▪ Economic development</li> <li>▪ Public Improvements</li> <li>▪ Public Services</li> </ul>
HOME Investment Partnership Program (HOME)	Grants awarded for the development and rehabilitation of affordable rental and ownership housing for low income households.	<ul style="list-style-type: none"> <li>▪ New construction</li> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ Homebuyer assistance</li> <li>▪ Rental assistance</li> </ul>
Housing Opportunities for Persons with AIDS (HOPWA)	Grants awarded to design long-term comprehensive strategies for meeting the housing needs of low income people living with HIV/AIDS.	<ul style="list-style-type: none"> <li>▪ Acquisition/Rehabilitation</li> <li>▪ Facility operations</li> <li>▪ Rental assistance</li> <li>▪ Short-term payments to prevent homelessness</li> </ul>
Emergency Shelter Grant Program (ESG)	Grants awarded to implement a broad range of activities that benefit individuals and families who are homeless.	<ul style="list-style-type: none"> <li>▪ Shelter renovation, rehab or conversion</li> <li>▪ Shelter operations</li> <li>▪ Social services</li> <li>▪ Homeless prevention</li> <li>▪ Homeless program staffing and administration</li> </ul>

Although its primary focus is on the use of HUD funds, the Consolidated Plan also describes how the City will use other funds to address priority housing and community development needs. The 2011-2015 Plan places particular emphasis on the implementation of More than Shelter---Charlotte-Mecklenburg's Ten Year Plan to End Homelessness. More than Shelter was completed in 2006 and subsequently endorsed by City Council and the Mecklenburg Board of Commissioners.

## ORGANIZATION OF PLAN

The Consolidated Plan follows the format recommended by HUD. It's organized into four main sections:

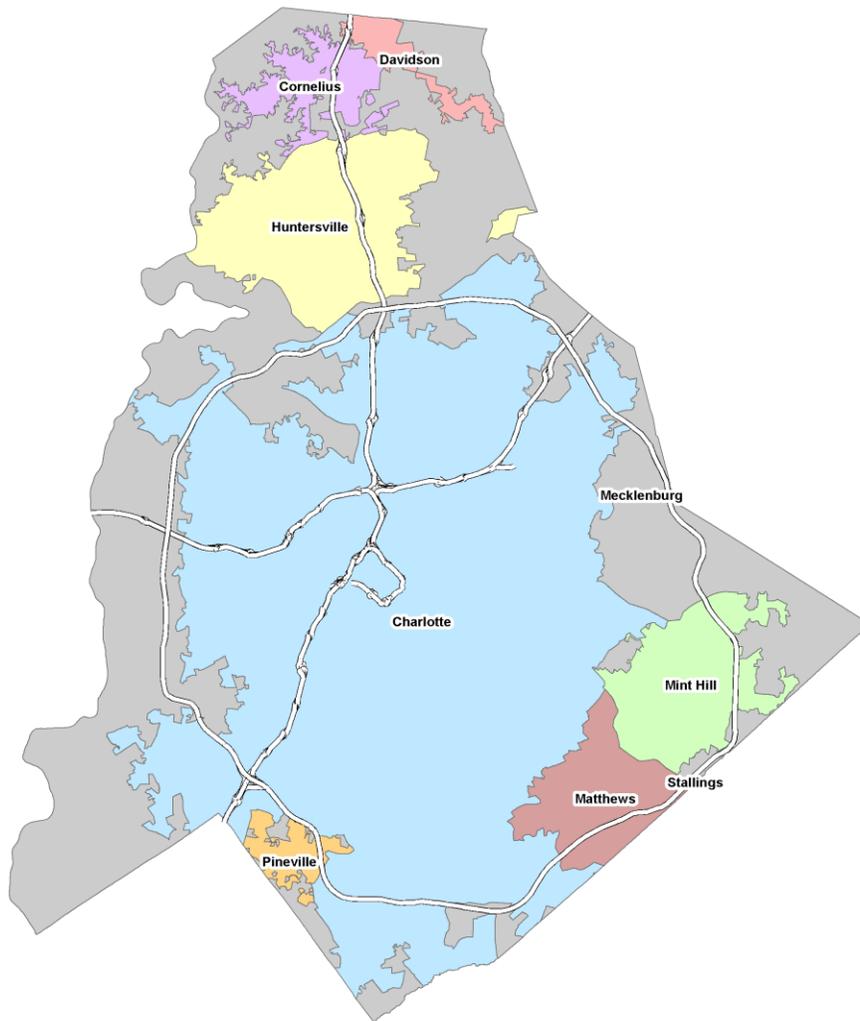
- I. **MANAGING THE PROCESS:** Describes the lead agency and citizen participation process.
- II. **HOUSING AND HOMELESS NEEDS:** Provides an overview of housing needs of various household types over the next five years, including elderly and special needs populations, as well as a summary of the nature and extent of homelessness in Charlotte-Mecklenburg and need for facilities and services for this population.
- III. **HOUSING MARKET ANALYSIS:** Provides an overview of the supply and demand of housing, including public housing, existing facilities and services for homeless and special needs populations and barriers to affordable housing.
- IV. **STRATEGIC PLAN:** Describes how the City/Consortium plans to create decent affordable housing, a suitable living environment and economic opportunity for extremely low, low-income and moderate-income residents. The focus of this section is on: 1) priority needs, objectives and strategies relating to affordable housing, homelessness and community development; 2) strategies to address barriers to housing, reduction of lead-based paint hazards and poverty; 3) the institutional structure for carrying out the Consolidated Plan and planned efforts for increased inter/intra-governmental and public/private coordination; and 4) standards and procedures for monitoring the plan.

In conjunction with the Five-Year Consolidated Plan, HUD requires communities to complete an Annual Action Plan that designates specifically how the City proposes to spend entitlement funds in a given program year. The FY2011 Action Plan is included as an attachment at the end of this five-year plan document and has been approved as part of the five-year plan process. Action Plans for subsequent years will be developed and approved concurrently with the City's annual budget.

## GEOGRAPHIC AREA COVERED BY PLAN

The Mecklenburg Consortium includes the City of Charlotte, five of the county's six smaller jurisdictions (Cornelius, Huntersville, Matthews, Pineville and Mint Hill) and the unincorporated areas of the county. (The Town of Davidson, in the northern end of the county, is included in another planning consortium to the north of Mecklenburg County and Stallings is not included in the Consortium area.)

### Charlotte-Mecklenburg Consolidated Plan Consortium Geographic Area



## SECTION I: MANAGING THE PROCESS

## CONSULTATION (91.200 b)

### LEAD AGENCY

The City of Charlotte Neighborhood & Business Services Department is the lead local agency charged with preparing the Consolidated Plan and reporting on federal program activities for the Charlotte-Mecklenburg Consortium. In this capacity, the City works in partnership with other key government agencies and non-profit organizations focused on affordable housing, homelessness and other community development issues. These partnerships are vital to the community's overall success in making Charlotte-Mecklenburg a livable community for all its residents, in particular residents of low-wealth areas who often lack access to decent housing they can afford, economic opportunity, services, amenities and support that help provide a suitable living environment.

### INVOLVEMENT

To help develop the Consolidated Plan, the City of Charlotte called upon numerous partners to provide data, input and recommendations. Meetings were held throughout the planning process to gather data and discuss specific issue and strategy areas. Key agencies and organizations involved included:

- ARC of North Carolina
- A Way Home, Mecklenburg Council on Homelessness
- Charlotte-Mecklenburg Housing Authority (CHA)
- Charlotte-Mecklenburg Housing Partnership (CMHP)
- Charlotte-Mecklenburg Planning Department
- Charlotte-Mecklenburg Police Department
- City of Charlotte Community Relations Committee (Fair Housing)
- City of Charlotte Neighborhood & Business Services Department
- Greater Charlotte Apartment Association
- Habitat for Humanity—Charlotte and Matthews
- Homeless Services Network Member Agencies
- Lakewood Community Development Corporation
- Mecklenburg County Area Mental Health Department
- Mecklenburg County Consortium Partners---Huntersville, Cornelius, Matthews, Pineville and Mint Hill
- Mecklenburg County Department of Social Services (DSS)
- Mecklenburg County Community Support Services Division
- Mecklenburg County Health Department
- Regional HIV/AIDS Consortium
- Socialserve.com
- United Family Services
- Workforce Initiative for Supportive Housing (W.I.S.H.)

## CITIZEN PARTICIPATION (91.200 b)

## SUMMARY OF CITIZEN INPUT

Development of this Five-Year Plan was a collaborative effort of Charlotte citizens, non-profit and governmental organizations and City staff. Preparation of the plan began in August 2009. Direct citizen input for the Consolidated Plan was obtained in a number of ways:

- In November 2009, Neighborhood & Business Services held two neighborhood leadership meetings in different parts of the inner-city to discuss housing and other neighborhood needs that relate to the Consolidated Plan. At the meeting, leaders were asked to identify what they thought was working well and where improvements and changes were needed. A Spanish translator was present at each meeting.
- In January 2010, a survey (Survey Monkey) was sent to all neighborhood leaders and others included on the neighborhood mailing list maintained by City staff. A total of 186 people responded to the survey. In addition to requesting respondent demographic information, the survey asked for responses to questions relating to:
  - Overall priorities of need
  - Populations with the greatest needs
  - Community development/human services needs strategies
  - Housing priorities
  - Neighborhood revitalization needs and strategies
  - Homeless and non-homeless special population needs

In addition to these efforts, the Charlotte Housing Authority gained resident input by conducting a number of surveys and focus groups over the last several years that helped inform the Consolidated Plan needs assessment. These included:

- A survey of over 4,000 residents of public housing and Section 8 residents conducted by Central Piedmont Community College's Center for Applied Research to identify specific service needs and barriers residents face. One-on-one interviews were conducted as part of this survey.
- A survey of landlords who rent to low and very low income households that, among other data, identified the main reasons landlords refuse rentals. A total of 216 landlords responded to the survey.
- Focus groups conducted of low-income residents who were clients of Crisis Assistance Ministry, the agency that provides emergency rent and utility assistance, to identify barriers to increasing household wealth and securing housing.

Another critical survey that helped identify needs associated with the Consolidated Plan was the Vulnerability Index Survey conducted in February 2010. The Urban Ministry Center, in partnership with the Charlotte Housing Authority and Common Ground, conducted the in-depth survey to identify and survey individuals who are chronically homeless in Charlotte. Teams of volunteers interviewed approximately 800 chronic homeless individuals to identify the most vulnerable among those interviewed and to identify specific needs of and barriers faced by this population.

## **DRAFT PLAN CITIZEN REVIEW PROCESS**

A public notice of the availability of the Draft 2011-2015 Consolidated Plan and FY2011 Annual Plan was placed in local newspapers in June 2010 and the ad was distributed via email to Charlotte residents and organizations. Copies of the draft were made available at public libraries and Neighborhood & Business Services (Old City Hall), as well as the Neighborhood & Business Services website. City Council held a public hearing on June 28, 2010 to hear public comments. City Council unanimously approved the Consolidated Plan on July 26, 2010. **SUBJECT TO COUNCIL APPROVAL**

## **SECTION II: HOUSING AND HOMELESS NEEDS**

PRIORITY NEEDS HOUSEHOLDS (91.205)

HUD requires communities to focus their consolidated plans and invest their federal entitlement resources on priority needs households. Such households are defined as follows for the CDBG and HOME programs.

Income Category	CDBG Priority Households	HOME Priority Households	Gross Income for Family of Four <sup>1</sup>
0-30% of AMI	Extremely Low	Extremely Low	0-\$19,950
31-50% of AMI	Very Low	Very Low	\$20,615-\$33,250
51-80% AMI	Moderate	Low	\$33,915-\$53,200
81-120% of AMI	N/A	Moderate	\$53,865-79,800

Priority needs households have been categorized by HUD into the following household types:

Household Type	Description
Small-Related Renter Households	Households of 2 to 4 persons that include at least one person related to the household by blood, marriage, or adoption
Large-Related Renter Households	Households of 5 or more persons that include at least one person related to the household by blood, marriage, or adoption
Elderly Renter Households	Households with one or two persons in which the head of household or spouse is at least 62 years of age
All Other Renter Households	Households of one or two persons that do not meet the definition of small-related, large-related, elderly, or special needs
Owner Households	Households whose home is owner-occupied
Special Needs Households	Households with one or more person that include persons having mobility impairments, disabilities, or that require supportive services.

## DATA SOURCES

Several sources were used to provide data for this plan. The first is The Assessment of the Residential Rental Housing Supply and Demand in Mecklenburg County, North Carolina prepared by Robert Charles Lesser & Co. in 2008 for the City of Charlotte. HUD's 2008 CHAS and/or 2008 American Community Survey data were also used to provide owner household and other information not provided in the Lesser report. Because different sources and data timeframes were used, the total numbers of priority needs households differ. However, the City is using the Lesser data as the primary source of total priority needs households and unmet need.

## RENTER HOUSEHOLDS

### Priority Needs Renter Households

<sup>1</sup> Based upon 2008 Area Medium Income (AMI) for Charlotte-Metropolitan Statistical Area (MSA): \$66,500.

In 2008, nearly 83,000 priority needs renter households existed in Mecklenburg County. By 2012, this number is projected to grow to more than 94,000, representing nearly 25% of all households in the county. Figure 1 provides a breakdown of estimated priority needs renter households by income and year. It shows that in 2012, an estimated 44% of all non-special needs priority needs households will be extremely low-income, 12% will be very low-income and 12% will be low-income. These growth estimates may be conservative due to tightening lending practices and foreclosures that will likely limit homeownership and result in higher than normal levels of renters in the market.

**Figure 1: Priority Needs Rental Households**

Priority Needs Renter Household Type	% AMI	Total Number of Households		
		2008	2010	2012
Small Related	0-30%	8,531	9,020	9,662
	31-50%	9,261	9,835	10,561
	51-80%	12,808	13,329	13,956
Large Related	0-30%	2,652	2,919	3,210
	31-50%	2,737	2,907	3,110
	51-80%	2,536	2,629	2,687
Elderly	0-30%	2,126	2,376	2,618
	31-50%	2,024	2,297	2,566
	51-80%	3,135	3,489	3,802
All Other	0-30%	6,737	7,059	7,797
	31-50%	6,766	7,048	7,765
	51-80%	8,146	8,445	9,096
Non-Homeless Special Needs	0-80%	15,501	16,504	17,572
<b>Total Priority Needs</b>		<b>84,970</b>	<b>87,857</b>	<b>94,402</b>
<b>Total Mecklenburg County Households</b>		351,004	366,798	381,485
<b>Priority Housing Renter Households Share of County</b>		<b>23.6%</b>	<b>24%</b>	<b>24.7%</b>

Source: RC Lesser & Co: US Census, Claritas, Inc.

### Priority Needs Renter Households by Location

For planning purposes, Mecklenburg County is divided into seven districts. The Central District, which encompasses the majority of older neighborhoods, has the most priority needs renter households. In 2012, an estimated 42% of all households in the Central District will be priority needs renter households compared to 11% in the North District, 23% in the Northeast District, 21% in the Northwest District, 22% in the South District, 26% in the East District and 28% in the Southwest District. A breakdown of priority needs household by district and year is included in Figure 2.

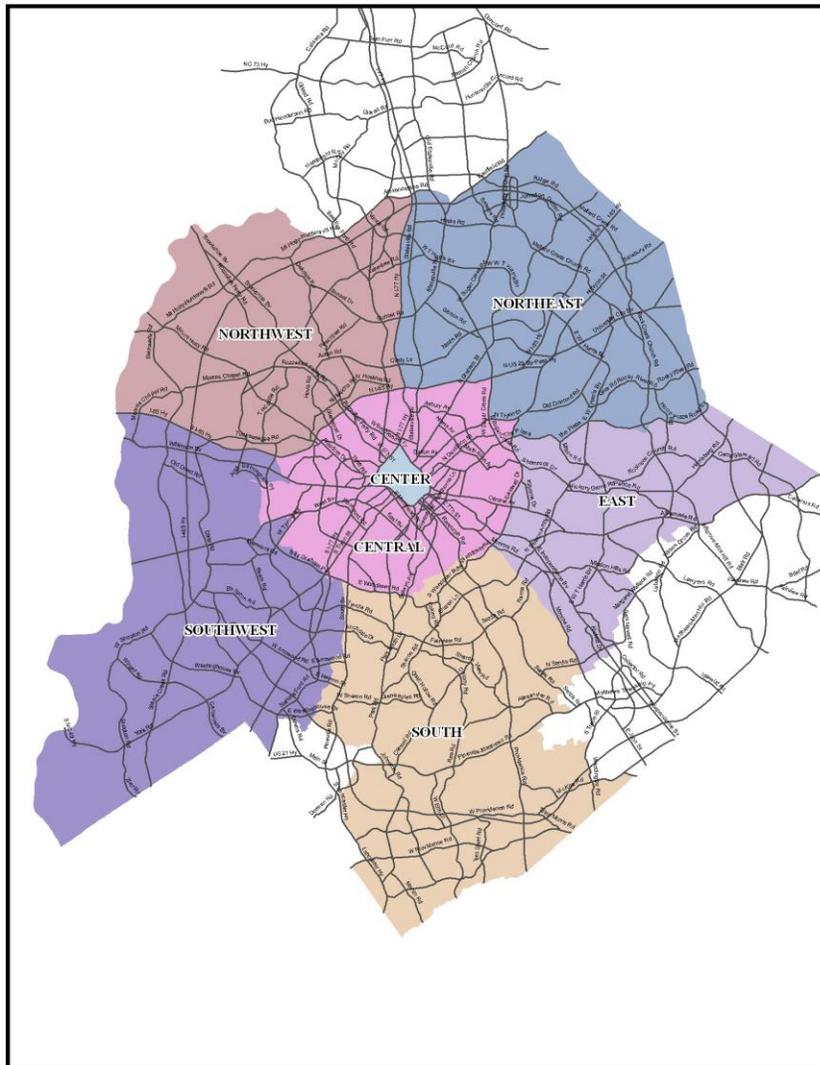
**Figure 2: Priority Needs Renter Households by Planning District**

Planning District	Priority Needs Renter Households 2008 (Estimated)	% All District Households	Priority Needs Renter Households 2012 (Projected)	% All District Households

North Planning District	4,268	11%	5,140	11.4%
Northeast Planning District	12,217	21.5%	15,086	23.1%
Northwest Planning District	5,277	19.3%	6,555	21.2%
Central Planning District	18,754	40.9%	18,243	41.8%
South Planning District	20,428	20.2%	23,615	21.7%
East Planning District	13,188	26.2%	15,110	28.2%
Southwest Planning District	8,827	28.8%	10,653	30.9%
<b>TOTAL</b>	<b>82,959</b>	<b>100%</b>	<b>94,402</b>	<b>100%</b>

Source: RC Lesser & Co: RCLCO, US Census, Claritas, Inc.

### Seven Mecklenburg County Planning Districts



### Priority Needs Renter Households by Race

A disproportionate share of priority needs renter households are comprised of people of color. Hispanic priority needs renter households comprise approximately 65% of all Hispanic renter

households, while 60% of all Black renter households are priority needs households. These numbers compare with 49% of all White renter households.

**Figure 3: Priority Needs Renter Households by Race**

Race	Extremely Low-Income Renter Households		Very Low-Income Renter Households		Low Income Renter Households		All Renter Households	
	#	%	#	%	#	%	#	%
White	7,295	29%	6,315	30%	10,610	37%	24,220	33%
Black	13,790	56%	10,725	51%	12,775	45%	37,290	50%
Asian	485	2%	315	1%	590	2%	1,390	2%
American Indian	165	<1%	40	<1%	0		205	<1%
Pacific Islander	0		0		0		0	
Hispanic	2,785	11%	3,085	15%	4,055	14%	9,925	13%
Other	250	1%	500	2%	380	1%	1,130	1%
<b>All Races</b>	<b>24,770</b>	<b>(100%)</b>	<b>20,980</b>	<b>100%</b>	<b>28,410</b>	<b>100%</b>	<b>74,160</b>	<b>100%</b>

Source: HUD CHAS data 2008 Note: The # of priority needs households using CHAS data differs from the estimates developed in Figure 3. Percentages rounded.

### Cost Burdened Rental Households

HUD identifies households paying more than 30% of their annual income on housing costs as moderately cost burdened. Households paying more than 50% of their income on housing costs are considered severely cost burdened. Figure 4 provides a breakdown of moderately and severely burdened renter households in Mecklenburg County by income in 2007. It shows that:

- Of the more than 121,000 renter households that existed, slightly more than 26% were moderately cost burdened and 25% are severely cost burdened.
- The majority (82%) of extremely low-income renter households were cost burdened, as were 83% of very low-income renter households.
- Approximately 41% of all low-income renter households were cost burdened.

**Figure 4: Cost Burdened Renter Households by Income**

Gross Annual Income	All Renter Households		Moderately Cost Burdened Households		Severely Cost Burdened Households	
	#	%	#	%	#	%
0-30% of AMI	24,765	20%	2,885	11%	17,520	69%
30.1-50% of AMI	20,970	17%	10,885	41%	6,620	26%
50.1-80% of AMI	28,435	23%	10,705	40%	1,060	4%
80.1-95% AMI	11,235	9%	1,200	4%	165	1%
95.1%+ AMI	35,970	30%	865	3%	140	<1%
<b>All Renter Households</b>	<b>121,375</b>	<b>100%</b>	<b>26,540</b>	<b>100%</b>	<b>25,505</b>	<b>100%</b>

Source: HUD CHAS data 2008 Percentages rounded.

The number of cost burdened renter households in varying household types is identified in Figure 5. Non-family/non-elderly households and small family elderly households have the highest percentage of cost burdened households.

**Figure 5: Cost Burdened Renter Households by Household Type**

Household Type	All Renter Households		Moderately Cost Burdened Households		Severely Cost Burdened Households	
	#	% All RH	#	% All RH	#	% All RH
Small Family Elderly Households (2-4 persons)	3,305	3%	890	3%	640	2%
Small Family Non-Elderly Households	47,300	39%	10,225	38%	8,985	35%
Large Family Households (5 or more persons)	6,350	5%	1,875	7%	1,245	5%
Non-Family Elderly Households (living alone or with unrelated persons)	7,905	6%	1,965	7%	2,530	10%
Non-Family/Non-Elderly Households (living alone or with unrelated persons)	56,515	47%	11,585	44%	12,105	47%
<b>All Cost Burdened Renter Households</b>	<b>121,380</b>	<b>100%</b>	<b>26,540</b>	<b>100%</b>	<b>25,505</b>	<b>100%</b>

Source: HUD CHAS data 2008 Percentages rounded.

A breakdown of cost burdened renter households by race is included in Figure 6. It reveals that approximately 37% of White renter households, 51% of Black renter households, 38% of Hispanic renter households and 24% of Asian renter households are cost burdened. The disparity of cost burden households among people of color tracks with the racial composition of households living in poverty and other lower income residents.

**Figure 6: Cost Burdened Renter Households by Race**

Race	All Renter Households		Moderately Cost Burdened Renter Households		Severely Cost Burdened Renter Households	
	#	% All Races	#	% All Races	#	% All Races
White	49,215	40%	8,830	33%	9,430	37%
Black	51,000	42%	13,385	50%	12,730	50%
Asian	3,530	3%	395	1%	450	2%
American Indian	565	<1%	60	<1%	140	<1%
Pacific Islander	110	<1%	0		0	
Hispanic	15,280	13%	3,365	13%	2,435	10%
Other	1,675	1%	505	2%	320	1%
<b>All Races</b>	<b>121,375</b>	<b>100%</b>	<b>26,540</b>	<b>100%</b>	<b>25,505</b>	<b>100%</b>

Source: HUD CHAS data 2008 Percentages rounded.

**Renter Households Living in Substandard and Overcrowded Units**

HUD defines a substandard unit as one that does not have complete plumbing and kitchen facilities. Less than 1% of all rental household units in Mecklenburg County are considered substandard by this

definition. Approximately the same number of renter households that are not cost burdened are living in HUD defined substandard units as are cost-burdened renter households. The more rigorous local housing code would deem more units as substandard. Specific data is not available on the number of substandard units in Charlotte-Mecklenburg. However, over 15,000 housing units are typically brought into compliance each year through the City of Charlotte' Code Enforcement program.

**Figure 7: Renter Households Living in Substandard Units**

Gross Annual Income	Non-Cost Burdened Households In Substandard Units	Severely Cost Burdened Households in Substandard Units	Severely Cost Burdened Households in Substandard Units	All Renter Household in Substandard Units
0-30% of AMI	0	0	70	70
30.1-50% of AMI	95	145	150	390
50.1-80% of AMI	195	60	70	325
80.1-95% AMI	80	25	0	105
95.1%+ AMI	190	20	25	235
<b>All Renter Households</b>	<b>560</b>	<b>250</b>	<b>315</b>	<b>1,125</b>

Source: HUD CHAS data 2008

According to HUD's definition of "overcrowded", approximately 5,000 households are living in overcrowded units in Charlotte-Mecklenburg. HUD defines "moderate overcrowding" as 1.1 to 1.5 persons per room in a dwelling and "severe overcrowding" means a dwelling unit has more than 1.5 persons per room. In other words, if seven people are living in a three-room apartment, it would be considered a severely overcrowded unit---2.3 people per room. Figure 8 below indicates that only 4% of all renter units in Mecklenburg County are considered overcrowded, with only 17% of those units being severely overcrowded. No doubt the number of people living within a single unit is under-reported. Consequently, there are likely far more overcrowded units than the Census data implies.

**Figure 8: Renter Households Living in Overcrowded Units**

Gross Annual Income	All Renter Households	Renter Households in Moderately Crowded Units	Renter Households in Severely Crowded Units	All Renter Household in Crowded Units
0-30% of AMI	24,765	865	175	1,040
30.1-50% of AMI	20,970	910	155	1,065
50.1-80% of AMI	28,435	1,145	180	1,325
80.1-95% AMI	11,235	235	150	385
95.1%+ AMI	35,970	950	195	1,145
<b>All Renter Households</b>	<b>121,375</b>	<b>4,105</b>	<b>855</b>	<b>4,960</b> <b>4% of all Renter Households</b>

Source: HUD CHAS data 2008

## OWNER HOUSEHOLDS

### Priority Needs Owner Households

In 2007, an estimated 216,325 owner households existed in Mecklenburg County. Of this total, nearly 52,000 or 24% were considered priority needs households based on their income. As expected, far fewer priority owner households exist than priority rental households. However, the recession and associated job losses in Mecklenburg County have, no doubt, had an impact on the number of priority needs owner households. Although current data is not available to quantify changes, the number of **new** priority owner households has inevitably risen over the last two years as people’s incomes have declined. A portion of those households identified in the priority needs numbers in Figure 9 may no longer be owners due to the high number of foreclosures in Mecklenburg County, particularly lower income households that received mortgages inappropriately.

**Figure 9: Priority Needs Owner Households**

Income Category	Priority Needs Owner Households	% of All Owner Households (216,325)
Extremely Low-Income	10,450	5%
Very Low-Income	13,885	6%
Low-Income	27,385	13%
<b>Total</b>	<b>51,720</b>	<b>24%</b>

Source: HUD CHAS data 2008 Percentages rounded.

### Priority Needs Owner Households by Race

As shown in Figure 10, the majority (71%) of all owner households in Mecklenburg County are White; 21% are Black; 4% are Hispanic; and 3% are Asian. A little over half of all White households are priority needs households, with Blacks comprising a little less than a third of all priority needs owner households. Only 7% of Hispanic owner households are in the priority needs category. Figure 11 provides a more detailed breakdown of priority needs owner households by race and income.

**Figure 10: Priority Needs Owner Households by Race**

Race	All Owner Households		All Priority Needs Owner Households	
	#	% All Above	#	% All Races
White	154,340	71%	28,925	56%
Black	44,625	21%	16,250	31%
Asian	6,955	3%	2,125	4%
American Indian	540	<1%	215	<1%
Pacific Islander	150	<1%	150	<1%
Hispanic	8,210	4%	3,630	7%
Other	1,505	1%	425	1%
<b>All Races</b>	<b>216,325</b>	<b>100%</b>	<b>51,720</b>	<b>100%</b>

Source: HUD CHAS data 2008 Percentages rounded.

**Figure 11: Priority Needs Owner Households by Race and Income**

Race	Extremely Low Income Owner Households	Very Low Income Owner Households	Low Income Owner Households	All Priority Needs Owner Households
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	#	% All Races						
White	6,105	58%	7,855	58%	14,965	55%	28,925	56%
Black	3,455	33%	3,920	28%	8,875	32%	16,250	31%
Asian	305	3%	795	6%	1,025	4%	2,125	4%
American Indian	95	1%	55	<1%	65	<1%	215	<1%
Pacific Islander	0		0		150	<1%	150	<1%
Hispanic	325	3%	1,225	9%	2,080	8%	3,630	7%
Other	165	2%	35	<1%	225	1%	425	1%
<b>All Races</b>	<b>10,450</b>	<b>100%</b>	<b>13,885</b>	<b>100%</b>	<b>27,385</b>	<b>100%</b>	<b>51,720</b>	<b>100%</b>

Source: HUD CHAS data 2008 Percentages Rounded

## Cost Burdened Owner Households

An estimated 216,325 owner-occupied households existed in Mecklenburg County in 2007. Of these households, 26% are cost burdened, including 16% that are moderately cost burdened and nearly 10% that are severely cost burdened. As indicated in Figure 12 below, nearly 81% of extremely low-income owner households were cost burdened, with the majority severely cost burdened. In addition, 68% of very low-income owner households were cost burdened, as were 59% of low-income owner households. The number of cost burdened owner households has, no doubt, risen over the last two years due to the recession. Because of the increasing number of foreclosures that particularly affected lower income households, a portion of cost burdened owner households have likely become renter households.

**Figure 12: Cost Burdened Owner Households by Income**

Gross Annual Income	All Owner Households	Moderately Cost Burdened Owner Households		Severely Cost Burdened Owner Households	
		#	% All Above	#	% All Above
0-30% of AMI	10,450	1,570	4%	6,840	33%
30.1-50% of AMI	13,885	3,035	8%	6,415	31%
50.1-80% of AMI	27,385	11,315	32%	4,735	23%
80.1-95% AMI	16,091	5,995	17%	1,065	5%
95.1%+ AMI	148,514	13,520	38%	1,790	9%
<b>All Owner Households</b>	<b>216,325</b>	<b>35,435</b>	<b>100%</b>	<b>20,845</b>	<b>100%</b>
<b>% of All Owner Households</b>	<b>100%</b>	<b>16%</b>		<b>10%</b>	

Source: HUD CHAS data 2008 Percentages rounded.

Figure 13 summarizes the number of cost burdened owner households in varying household types. Non-family/non-elderly households and small family elderly households have the highest percentage of cost burdened households.

**Figure 13: Cost Burdened Owner Households by Household Type**

Household Type	All Owner Households	Moderately Cost Burdened Owner Households		Severely Cost Burdened Owner Households	
		#	% All Above	#	% All Above
Small Family Elderly Households (2-4 persons)	24,285	3,525	10%	1,855	9%
Small Family Non-Elderly Households	111,355	15,845	45%	8,005	38%
Large Family Households (5 or more persons)	18,415	2,960	8%	2,135	10%
Non-Family Elderly Households (living alone or with unrelated persons)	16,515	3,750	11%	2,755	13%
Non-Family/Non-Elderly Households (living alone or with unrelated persons)	45,755	9,355	26%	6,095	29%
<b>All Cost Burdened Owner Households</b>	<b>216,325</b>	<b>35,435</b>	<b>100%</b>	<b>20,845</b>	<b>100%</b>
<b>% of All Owner Households</b>	<b>100%</b>	<b>16%</b>		<b>10%</b>	

Source: RC Lesser & Co: US Census, Claritas, Inc. Percentages rounded.

Cost burdened owner households by race are identified in Figure 14 below. An estimated 37% of all Hispanic and 36% of all Black owner households were cost burdened in 2007, compared with 33% of White and 32% of Asian owner households.

**Figure 14: Cost Burdened Owner Households by Race**

Race	All Owner Households		Moderately Cost Burdened Owner Households		Severely Cost Burdened Owner Households	
	#	% All Above	#	% All Above	#	% All Above
White	154,340	71%	22,625	64%	11,430	55%
Black	44,625	21%	9,720	27%	6,400	31%
Asian	6,955	3%	860	2%	1,380	7%
American Indian	540	<1%	90	<1%	120	<1%
Pacific Islander	150	<1%	150	<1%	0	
Hispanic	8,210	4%	1,700	5%	1,315	6%
Other	1,505	1%	290	1%	200	1%
<b>All Races</b>	<b>216,325</b>	<b>100%</b>	<b>35,435</b>	<b>100%</b>	<b>20,845</b>	<b>100%</b>

Source: HUD CHAS data 2008 Percentages rounded.

### Owner Households Living in Substandard and Overcrowded Units

As with renter households, Less than 1% of all owner households in Mecklenburg County live in units considered substandard according to HUD's definition. As shown in Figure 15, the largest number of

substandard owner units are for households earning more than 80% of the AMI. The more rigorous local housing code would deem more units as substandard. Specific data is not available on the number of substandard units in Charlotte-Mecklenburg. However, over 15,000 housing units are typically brought into compliance each year through the City of Charlotte's Code Enforcement program.

**Figure 15: Cost Burdened Owner Households Living in Substandard Units**

Gross Annual Income	Non-Cost Burdened Households In Substandard Units	Severely Cost Burdened Households in Substandard Units	Severely Cost Burdened Households in Substandard Units	All Renter Household in Substandard Units
0-30% of AMI	0	0	15	15
30.1-50% of AMI	0	0	40	40
50.1-80% of AMI	0	50	0	50
80.1-95% AMI	0	45	45	90
95.1%+ AMI	70	0	0	70
<b>All Owner Households</b>	<b>70</b>	<b>95</b>	<b>100</b>	<b>265</b>

Source: HUD CHAS data 2008

According to HUD's definition of "overcrowded", approximately 5,000 households are living in overcrowded units in Charlotte-Mecklenburg. Figure 16 below indicates that less than 1% of all owner units in Mecklenburg County are considered overcrowded. No doubt the number of people living within a single unit is under-reported. Consequently, there are likely far more overcrowded units than the Census data implies.

**Figure 16: Owner Households Living in Overcrowded Units**

Gross Annual Income	All Owner Households	Renter Households in Moderately Crowded Units	Renter Households in Severely Crowded Units	All Renter Household in Crowded Units
0-30% of AMI	10,450	195	40	235
30.1-50% of AMI	13,885	265	0	265
50.1-80% of AMI	27,385	315	105	420
80.1-95% AMI	16,091	135	35	170
95.1%+ AMI	148,514	45	45	90
<b>All Renter Households</b>	<b>216,325</b>	<b>955</b>	<b>225</b>	<b>1,180</b> <b>&lt;1% of all Renter Households</b>

Source: HUD CHAS data 2008

## HOMELESS NEEDS (91.205 c)

### NATURE AND EXTENT OF HOMELESSNESS

The recent recession and rising local unemployment rate have fanned the flames of Charlotte-Mecklenburg's already growing homeless problem. As a banking community, Charlotte has been profoundly affected by the recession. Job losses, particularly in the financial and services industries, and foreclosures have been considerable. Local shelters and agencies that serve the homeless population continue to report record-breaking numbers of individuals and families requesting shelter and other types of assistance. Although local foundations, congregations and others have risen to the occasion and are helping agencies better respond to the crisis, the local service system cannot keep up with the demand.

In January 2010, the Homeless Services Network (HSN) conducted a point-in-time count of homeless populations in Charlotte-Mecklenburg. It was estimated that approximately 7,000 homeless individuals were living in the community, a 33% increase since January 2008. Of those included in the count, 2,824 met HUD's definition of homeless. The remainder of those counted included homeless jail inmates and hospital patients as well as people who were recently evicted or otherwise served by homeless agencies not included in the count. The majority of those counted were African American. Charlotte-Mecklenburg Schools identified 2,918 homeless children (McKinney Vento) in winter 2010, an 18% increase from the 2009 winter school numbers.

Figure 17 (HUD Table 1a) provides a breakdown of the population that met the HUD definition of homelessness in the January 2010 count. It also includes Continuum of Care Housing Gap Analysis.

**Figure 17: Continuum of Care: Homeless Population and Subpopulations Chart (FY2011)**

<i>Part 1: Homeless Population</i>	<i>Sheltered</i>		<i>Unsheltered</i>	<i>Total</i>
	<i>Emergency</i>	<i>Transitional</i>		
Number of Families with Children (Family Households):	87	146	0	233
1. Number of Persons in Families with Children	248	425	0	673
2. Number of Single Individuals and Persons in Households without children	714	686	753	2,256
<b>(Add Lines Numbered 1 &amp; 2 Total Persons)</b>	962	1,111	753	2,929
<i>Part 2: Homeless Subpopulations</i>	<i>Sheltered</i>		<i>Unsheltered</i>	<i>Total</i>
a. Chronically Homeless	467			
b. Seriously Mentally Ill	367			
c. Chronic Substance Abuse	762			
d. Veterans	157			
e. Persons with HIV/AIDS	58			
f. Victims of Domestic Violence	142			
g. Unaccompanied Youth (Under 18)	17			

## Homeless and Special Needs Populations

**Continuum of Care: Housing Gap Analysis Chart (FY10)**

	Current	Under	Unmet Need/
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	Inventory	Development	Gap
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### Individuals

Example	Emergency Shelter	100	40	26
Beds	Emergency Shelter	288	4	335
	Transitional Housing	699	0	143
	Permanent Supportive Housing	203	0	485
	Total	1,190	4	963

### Persons in Families with Children

Beds	Emergency Shelter	183	0	3
	Transitional Housing	394	0	40
	Permanent Supportive Housing	242	40	40
	Total	2,423	40	83

In addition to the January count of all homeless individuals, a separate and extensive vulnerability index survey was conducted in February 2010 to determine which members of the homeless community are most vulnerable to dying on the streets and should, therefore, be prioritized for housing. This groundbreaking survey was sponsored by the Charlotte Housing Authority and led by staff from Common Ground in partnership with the Urban Ministry Center. Teams of volunteers and staff worked under the leadership of Common Ground to find and survey chronically homeless people at the Urban Ministry Center, in camps, under bridges, in jail and hospitals and other locations throughout the community. Over three days, these teams met and identified and surveyed 807 chronically homeless individuals. The number of chronic homeless was surprisingly larger than previously estimated.

Of those surveyed, 388 (48%) were identified as vulnerable, meaning they had at least one health condition associated with a high mortality rate. These conditions include:

- End stage renal disease
- History of cold weather injuries
- Liver disease or cirrhosis
- HIV/AIDS
- Over 60 years old
- Three or more emergency room visits in prior three months
- Three or more ER or hospitalizations in prior year
- Tri-morbid (mentally ill + abusing substances + medical problems)

Highlights of the data on all persons surveyed are as follows:

- The majority (81%) of chronic homeless are men.
- 73% are African American; 17% are white; 4% are mixed race and 2% are Latino.

- 186 (23%) were tri-morbid; 131 (16%) had been in the hospital ER at least three times in the last three months; and 61 (7%) had been in the ER or hospital in the last year.
- The majority (87%) were between the ages of 26 and 59; 7% were 60 or older in age; and 6% were 25 years or younger. The oldest person was 68 and the youngest was 18.
- 40% of the younger people surveyed had been in foster care.
- 15% were veterans; of the 116 veterans, 60 (52%) met the criteria for vulnerability.
- 74% had no form of healthcare insurance; 15% were on Medicaid; and 5% were on Medicare.
- 77% identified a substance abuse issue and 46% identified a mental health issue.
- Nearly 40% are dually diagnosed---i.e. substance abuse and mental illness disorders
- More than 84% had spent time in jail at least once and 48% had spent time in prison.
- 32% reported being a victim of violence
- 58% were living in shelters, while 33% were living on the streets.

### Non-Housing Services for People Who Are Homeless

More than 40 non-profit organizations, government agencies, faith-based organizations and other groups are a part of the community’s network of resources and support for homeless individuals and families. The Homeless Services Network is the official group of collaborative partners that focus on the Charlotte-Mecklenburg Continuum of Care. The continuum of services includes prevention, outreach, supportive services, emergency shelter, transitional housing and permanent housing. A wide array of services is provided as part of this overall continuum. Figure 18 provides an inventory of the non-housing services that are available in Charlotte-Mecklenburg.

**Figure 18: Inventory of Homeless Services Available In Charlotte-Mecklenburg**

Service	Provider of Service(s)
<p><b>Prevention Services</b> for people who are at imminent risk of becoming homeless</p> <ul style="list-style-type: none"> <li>• Emergency Rental and Utility Assistance</li> <li>• Information and Referral</li> </ul> <p>• Intensive case management</p> <p>• Discharge Planning from Institutions</p>	<ul style="list-style-type: none"> <li>• Crisis Assistance Ministry</li> <li>• Dept. of Social Services Vestibule Help Desk</li> <li>• Meck County Homeless Support Services</li> <li>• Community Link</li> <li>• Department of Social Services</li> <li>• Area Mental Health ACT Team</li> <li>• Center for Community Transitions</li> <li>• House of Grace (for people with HIV/AIDS)</li> <li>• Mecklenburg County Jail Liaison</li> <li>• Local hospitals</li> </ul>
<p><b>Outreach Services</b> for homeless people, primarily chronic homeless who are living on the streets, in camps, in weekly motels, etc.</p>	<ul style="list-style-type: none"> <li>• Meck County Homeless Support Services</li> <li>• Mecklenburg County ACCESS program for dually diagnosed individuals</li> <li>• Regional HIV/AIDS Consortium</li> <li>• Urban Ministry Center</li> <li>• Veterans Services</li> <li>• Relatives</li> <li>•</li> </ul>
<p><b>Support Services</b> to increase the ability of people to manage their daily lives and to ultimately become self-sufficient.</p>	<ul style="list-style-type: none"> <li>• Regional HIV/AIDS Consortium</li> <li>• Urban Ministry Center</li> <li>• Veterans Services</li> </ul>
<p><b>Case management</b> to help people deal with a</p>	<ul style="list-style-type: none"> <li>• A Child’s Place</li> </ul>

Service	Provider of Service(s)
variety of specific issues including disabilities such as mental health or substance abuse addiction, release from prison, domestic violence, lack of training and skills, etc.	<ul style="list-style-type: none"> <li>• ACCESS Program</li> <li>• Area Mental Health Mental Health Services</li> <li>• Area Mental Health Substance Abuse Program</li> <li>• Charlotte Emergency Housing</li> <li>• Charlotte Rescue Mission</li> <li>• Community Link</li> <li>• Crisis Assistance Ministry</li> <li>• Energy Committed to Offenders</li> <li>• Hope Haven</li> <li>• House of Grace</li> <li>• McCreesh Place</li> <li>• Project Hope</li> <li>• Relatives</li> <li>• Salvation Army Center of Hope</li> <li>• Shelter for Battered Women</li> <li>• Uptown Men’s Shelter</li> <li>• Urban Ministry Center—Homes for Homeless</li> <li>• Veterans Services</li> <li>• W.I.S.H.</li> <li>• YWCA Women in Transition Program</li> </ul>
<b>Domestic Violence Assistance</b> to help women and their children find a safe haven and obtain support to deal with domestic violence in their lives.	<ul style="list-style-type: none"> <li>• Shelter for Battered Women/United Family Services</li> <li>• Women’s Commission</li> </ul>
<b>Veterans Assistance</b> to help veterans obtain benefits, deal with disabilities, find housing and other support	<ul style="list-style-type: none"> <li>• Mecklenburg County Office of Veterans Services</li> <li>• North Carolina Veterans Services</li> </ul>
<b>Substance Abuse Assistance</b> to help individuals and their families deal with issues of addiction.	<ul style="list-style-type: none"> <li>• ANUVA</li> <li>• Cascade</li> <li>• Charlotte Rescue Mission</li> <li>• Chemical Dependency Center</li> <li>• Freedom House</li> <li>• Hope Haven (After Care)</li> <li>• McCreesh Place</li> <li>• McLeod Center</li> <li>• Mecklenburg County Jail Substance Abuse Program</li> <li>• Mecklenburg County Shelter Substance Abuse Program</li> <li>• Mecklenburg County Substance Abuse Center</li> <li>• Salvation Army Adult Rehabilitation Center</li> <li>• Samuel Billings County Detox Center</li> </ul>
<b>Mental Health Assistance</b> to help individuals and their families deal with mental illness.	<ul style="list-style-type: none"> <li>• ACCESS</li> <li>• Behavioral Health Center CMC Randolph</li> <li>• Behavioral Health Services at Presbyterian Hospital</li> <li>• Mecklenburg County Mental Health Association</li> </ul>
<b>Healthcare Assistance</b> to provide options to using the emergency room for health services and to provide access to affordable or free medical and dental care.	<ul style="list-style-type: none"> <li>• Carolinas Healthcare System</li> <li>• Community Health Clinics</li> <li>• Community Health Services</li> <li>• County Health Department</li> </ul>

Service	Provider of Service(s)
	<ul style="list-style-type: none"> <li>• Dental Clinic at the Uptown Men’s Shelter</li> <li>• Shelter Health Clinic at Center of Hope</li> <li>• Samaritan House (respite care)</li> </ul>
<p><b>Financial Assistance/Counseling</b> to assist people in obtaining benefits, managing debt, saving money for initial housing costs and/or maintaining a budget to retain housing.</p>	<ul style="list-style-type: none"> <li>• A Child’s Place</li> <li>• Charlotte-Mecklenburg Housing Partnership</li> <li>• Community Link</li> <li>• Consumer Credit and Counseling</li> <li>• Crisis Assistance Ministry</li> <li>• Department of Social Services</li> <li>• FEMA</li> <li>• Phoenix Project (DSS for Foster Care)</li> <li>• Social Security Administration</li> <li>• Urban Ministry Center</li> </ul>
<p><b>Employment/Training/Life Skills Training</b> (not including shelter/transitional housing life skills training) to provide the necessary skills to enter and/or advance in the workforce.</p>	<ul style="list-style-type: none"> <li>• Central Piedmont Community College</li> <li>• Center for Community Transitions</li> <li>• Charlotte Area Fund</li> <li>• Charlotte-Mecklenburg JobLink Centers</li> <li>• Community Link</li> <li>• Energy Committed to Offenders</li> <li>• Goodwill Industries</li> <li>• Jacobs Ladder</li> <li>• Hope Haven</li> <li>• Urban League</li> <li>• Urban Ministry Center</li> <li>• Women’s Commission</li> </ul>
<p><b>Meals/Food Pantries</b> (meals not included in shelter or transitional housing program) to deal with issues of hunger and nutrition.</p>	<ul style="list-style-type: none"> <li>• Loaves and Fishes</li> <li>• Outreach Ministries</li> <li>• Second Harvest Food Bank</li> <li>• Urban Ministry Center</li> </ul>
<p><b>Laundry, Mail and Other Personal Services</b> to allow “street” homeless to function with daily living activities.</p>	<ul style="list-style-type: none"> <li>• Urban Ministry Center</li> </ul>
<p><b>Other Support</b> such as childcare, transportation vouchers, clothing, etc.</p>	<ul style="list-style-type: none"> <li>• A Child’s Place</li> <li>• Catholic Social Services</li> <li>• Charlotte Transit</li> <li>• Childcare Resources</li> <li>• Community Link</li> <li>• Department of Social Services</li> <li>• Mecklenburg County Parks and Recreation Dept.</li> <li>• Special Transportation Services</li> <li>• Urban Ministry Center</li> </ul>

**NON-HOMELESS SPECIAL NEEDS (91.205d)**

The characteristics and housing needs of six groups of housing consumers with special needs and who are vulnerable to becoming homeless are examined in this section of the plan:

- Elderly/frail elderly residents
- Residents with mental illness, substance abuse addiction and/or developmental disability;
- Residents with physical disabilities
- Residents with HIV/AIDS
- Youth aging out of Foster Care
- Victims of domestic violence

It's not uncommon for people in any of these groups to have multiple disabilities or issues affecting their housing stability. However, data is not available to determine the degree of overlap among all the populations. Because the Census provides age-related data, information on the elderly population plan is more extensive than for any other special needs group.

## ELDERLY AND FRAIL ELDERLY PERSONS

### Population Estimates/Projections

The elderly population in Mecklenburg County is growing and will rapidly increase over the next decade due to the rising tide of aging Baby Boomers and longer life expectancy. In addition, the elderly population will become more racially/ethnically diverse. According to the NC Office of State Budget and Management estimates, 80,691 adults age 65 and over were living in Mecklenburg County in 2008. Figure 19 shows that by July 2010, the number of residents in this age cohort is expected to grow to a little over 88,000. The State projects that Mecklenburg County's 65 and over population will grow to approximately 120,260 persons by 2016, comprising nearly 12% of the projected county population. This growth represents a 27% increase over 2010 estimates. By 2020, the 65+ population is expected to increase to nearly 145,000, representing 13.4% of the entire county population.

**Figure 19: Projected Mecklenburg County Population 65+ Years Old: 2010-2020**

	Total County Population-	Total County Population 65+	65+ as % of Total Population	White 65+ Population	%	Minority 65+ Population	%
<b>2010</b>	910,755	88,077	9.7%	66,064	75%	22,003	25%
<b>2016</b>	1,011,956	120,260	11.9%	88,024	73%	32,236	27%
<b>2020</b>	1,079,423	144,826	13.4%	104,297	72%	40,529	28%

Source: NC Office of Budget and Management

### Priority Needs Elderly Households

Nearly 29,000 elderly priority needs households (62+) existed in Mecklenburg County in 2007. Of this total, 57% were 62-75 years old, with the remaining 43% older than 75. The majority (73%) of elderly households are owner households. Figure 20 provides data on the housing needs of elderly priority needs households. As expected, households with members 75+ have greater housing needs than households with members ages 62-75.

**Figure 20: Elderly Priority Needs Housing Households**

	<b>Priority Needs Elderly Renter Households</b>						<b>All Priority Needs Elderly Renter Households</b>
	Extremely Low-income		Very Low-income		Low-income		
	62-75	75+	62-75	75+	62-75	75+	
Have Housing Needs	1,450	1,015	1,270	1,085	830	280	5,930
Don't Have Housing Needs	600	245	150	95	595	237	1,972
<b>TOTAL</b>	<b>2,050</b>	<b>1,260</b>	<b>1,420</b>	<b>1,180</b>	<b>1,425</b>	<b>517</b>	<b>7,902</b>

	<b>Priority Needs Elderly Owner Households</b>						<b>All Priority Needs Elderly Owner Households</b>
	Extremely Low-income		Very Low-income		Low-income		
	62-75	75+	62-75	75+	62-75	75+	
Have Housing Needs	1,780	1,660	1,995	1,380	2,630	1,360	10,605
Don't Have Housing Needs	325	435	1,555	1,620	3,150	3,050	10,135
<b>TOTAL</b>	<b>2,105</b>	<b>2,095</b>	<b>3,550</b>	<b>3,000</b>	<b>5,780</b>	<b>4,410</b>	<b>20,740</b>

Source: HUD CHAS data 2008 (Numbers differ from those from Lesser study.)

### Disability Status/Frail Elderly

Although a segment of the Boomer population will be healthier, wealthier and more active than preceding generations as they age, a growing segment of the older adult population will continue to require housing assistance and in-home and other support services in the future, particularly the frail elderly--i.e. those with disabilities that create barriers to independent living. Data from the 2008 American Community Survey (ACS) indicates that:

- 21,480 non-institutionalized persons age 65+ (31%) had a disability, with 1,955 (9%) of those living below the poverty level.
- 10,600 (49%) of those non-institutionalized persons had only one disability, while the remaining 51% had two or more disabilities.
- 5,000 persons 65+ (7%) had self care difficulties and 10,000 (14%) had independent living difficulty.

### Living Arrangements

The majority of Mecklenburg’s elderly population (62%) lived in a family household with a spouse or other relatives in 2008. **Nearly 22,000 older adults (30%) lived alone.** The balance lived in a nursing home or other group quarters (4%) or with non-relatives (2%). And as shown on Figure 21, of the estimated 46,092 elderly householders<sup>2</sup> in 2008, the vast majority---79%---lived in owner-occupied units, with the remaining 21% in rental units.

**Figure 21: Tenure of Household Size by Age of Mecklenburg County Householder 2008**

Housing Occupancy Type	All 65+ Householders	One-Person Households 65+	Two/More Person Households 65+
Owner Occupied Units	36,549	15,040	21,509
Rental Units	9,543	6,943	2,600
TOTAL UNITS	46,092	21,983	24,109

Source: 2008 American Community Survey

If the living arrangements for older adults remain constant over the next decade, the number of elders living alone could rise to nearly 36,000 by 2016 and 43,400 by 2020, representing a 51% increase in single-elderly households between 2008 and 2010. Single-elderly rental households currently comprise the greatest demand for housing assistance. Therefore, the potential increase in such households over the next decade could have a significant impact on demand for housing assistance in the future.

### Income and Housing Affordability

Data from the 2008 American Community Survey indicates that 31% of all householders 65 and over had annual incomes of less than \$25,000 in 2008. An estimated 5,121 persons age 65+ (8%) were living below poverty level in 2008.

In addition:

- 7,287 residents age 65+ were deemed eligible for Medicaid in April 2010. (Source: NC Department of Health and Human Services)
- 4,857 residents age 65+ were Nutrition and Food Stamp participants in March 2010, a 24% increase since March 2008. (Source: Mecklenburg County Department of Social Services)
- 2,865 persons 65+ were receiving Supplemental Security Income (SSI), with an average monthly payment of \$690. (Source: North Carolina Department of Health and Human Services NCDHHS)
- The average monthly Social Security payment per North Carolina recipient 65+ was \$1,224 in 2009. A person who totally relies on Social Security each month could afford \$367 for housing costs based on HUD’s 30% of income rule. (Source: NCDHHS)

According to the 2008 American Community Survey, nearly 30% of homeowners age 65+ paid more than 30% of their annual income for housing costs, and 49% of older adult renters paid more than

<sup>2</sup> A householder is defined by HUD as the person whose name the home or rental lease is in.

30% of their annual income on rental costs. The average rental cost for older adults in Mecklenburg County was \$690 per month.

Charlotte Housing Authority (CHA) is the largest provider of affordable rental housing for Charlotte-Mecklenburg’s priority needs elderly population. In total, CHA has 1,676 units built specifically for elderly, near elderly or disabled residents. Three hundred of these units are currently not available due to project renovations. As of March 2010, 1,443 persons 62 years old and over were housed in a CHA unit or had a Section 8 voucher. The average gross income of these residents was \$10,268. An estimated 487 persons 62+ were on the waiting list for conventional public housing in March 2010. In addition, 854 persons ages 50-61 were on the waiting list for conventional public housing or Section 8 vouchers. This is the next wave of elderly.

**OTHER SPECIAL NEEDS POPULATIONS (NON HOMELESS)**

According to the RC Lesser study, 21,489 non-elderly special needs households existed in Mecklenburg County in 2006.<sup>3</sup> Of this total, 13,989 (65%) were considered Priority Needs Households. By 2012, the number of non-elderly special needs residents is projected to increase to 25,345, with 17,869 (70%) priority needs households. Figure 22 provides a breakdown of the priority needs households by income. The majority of priority needs residents are in the extremely low income category. Approximately 23% of all priority needs households earned less than \$10,000 in 2006.

**Figure 22: # of Priority Needs Non-Elderly Special Needs Renter Households in Mecklenburg County\***

	Priority Needs Income Range	2006	2012
Extremely Low Income	0-30% of AMI	6,075	6,733
Very Low Income	31-50% of AMI	2,806	4,449
Low Income	51-80% of AMI	5,108	6,687
	<b>TOTAL</b>	<b>13,989</b>	<b>17,869</b>

Source: RC Lesser & Co., Census and Claritas, Inc.

**PERSONS WITH MENTAL HEALTH DIAGNOSIS AND/OR SUBSTANCE ABUSE ADDICTION**

Research shows that the poorer ones socio-economic conditions, the higher the risk for mental disability and psychiatric hospitalization. A 2006 study conducted by the Center for Disease Control (CDC) reports that adults living below the poverty line are four times more likely to have serious psychological distress compared with adults twice the level.

The Mecklenburg County Area Mental Health (AMH) Department is charged with providing services for residents who have the highest need for services relating to mental illness, chronic substance abuse addiction and/or a developmental disability and do not have access to privately funded programs. In FY2009, AMH served a total of 52,465 clients. Of this total, AMH reports that:

<sup>3</sup> Special Needs Renter Households are defined as households with one or more persons having mobility impairment, disabilities or that require supportive services.

- 38,824 (74%) clients had a primary diagnosis of mental illness; 4,722 (9%) had a primary diagnosis of substance abuse addiction; and 8,919 (7%) had a primary diagnosis of developmental disability.
- 32,528 clients (62%) were adults and 19,936 (38%) were under the age of 18.
- African Americans comprised the largest number (56%) of AMH consumers; 34% were white; 9% were Hispanic and 1% Asian.

In addition, data provided by the NC Department of Health and Human Services indicates that of the 313,434 admissions to local hospital emergency departments in FY09, 34,914 (11%) of the admissions were persons diagnosed with a mental health, substance abuse and/or developmental disability. (However, the reason for their admission may have not been directly related to their diagnosis.)

Assisting its consumers find housing, often combined with appropriate support services, is a major challenge for AMH. The majority of independent, supportive housing for persons with any of the disabilities discussed in this section is provided through the Shelter Plus Care Program administered by AMH. In March 2010, 208 Shelter Plus Care vouchers were available in Mecklenburg County for hard-to-serve homeless individuals. Approximately 50 people were on the waiting list for such vouchers. In addition, 30 HUD 811 group homes and 66 supervised apartments and condos for mentally ill residents are available. In March 2010, approximately 190 people were on the waiting list for such housing.

In April 2010, the NC Department of Health and Human Services identified a total of 1,274 licensed beds in group homes and other supervised facilities for adults:

- 254 licensed beds for mentally ill residents
- 740 licensed beds for developmentally disabled adults
- 280 licensed Level III residential treatment beds for substance abuse

Source: NC Dept. of Health and Human Services, April 2010

Although some with a mental disorder may be able to move into and sustain market rate housing at some point, many will need some type of supportive housing throughout their lifetime.

## **PERSONS WITH PHYSICAL DISABILITIES (NON-ELDERLY)**

The 2008 American Community Survey identified 36,724 adults ages 18-64 in Mecklenburg County who had a disability. Of those with a disability, 61% had only one disability, while 39% had two or more. A breakdown of the number of people with specific disability difficulties is reflected in Figure 23.

**Figure 23: Persons 18-64 with Physical Disabilities in Mecklenburg County**

Disability Difficulty	# Under Age of 18	# 18-64 Years of Age
Hearing Difficulty	1,467	6,358
Vision Difficulty	984	7,492
Cognitive Difficulty*	4,555	20,925
Ambulatory Difficulty	1,958	19,535
Self-care Difficulty	1,584	4,841
Independent Living Difficulty	NA	10,199

\* Those with a cognitive difficulty are likely included in the subgroup of those with mental illness, developmental disability or substance abuse addiction. It is impossible, from the available data, to determine whether those with a cognitive difficulty have a physical difficulty as well.

From the available data, it's difficult to determine housing needs of those with physical disabilities. Some with disabilities live independently, while many others require special accommodations such as wheelchair ramps, hand-rails or even voice activated devices. Support services are also often needed to help disabled individuals remain independent. Such services can include transportation, assistance with cooking, bathing, paying bills, and other daily living activities.

People with disabilities tend to have less income. Consequently, housing assistance is more likely needed for this group of housing consumers. Of those between the ages of 18 and 64 identified with a disability in 2008, only 46% were employed compared with 81% of people without disabilities. In addition, 21% of those with a disability were living below poverty level compared with 9% of the non-disabled population.

## PERSONS WITH HIV/AIDS

The Regional AIDS Consortium coordinates HIV/AIDS resources for the 13-county Charlotte region. A 2007 agency survey reports that 5,445 residents within the region were diagnosed with HIV/AIDS. **Of this total, 3,532 were Mecklenburg County residents.** The Consortium administers two main housing-related grant programs:

- **HOPWA Special Projects of National Significance (SPNS) Grant**, which is a competitive grant that provides funding for supportive services and tenant-based rental vouchers. In FY09, 26 clients and 31 families in Anson, Cabarrus, Cleveland, Lincoln, Rowan, Union and Stanly counties were served through the program. The Consortium received \$1.9 million for a three year period through this grant. Funds are not available to Mecklenburg County residents.
- **HOPWA MSA Grant**, which is a formula grant low income residents medically diagnosed with HIV/AIDS and their families of for Mecklenburg Gaston, Union, Anson, York and Cabarrus Counties. Funds are used for a wide range of housing, social services, program planning, and development costs. In FY09, the Consortium served a total of 376 people (235 clients + 141 family members). Of those served, 232 clients received housing assistance and 144 received supportive services. The FY10 allocation for this formula grant was \$714,063.

The following is a breakdown by age of those served by the grant in FY09:

- 55% were male/45% female
- 24% were 17 years old or younger
- 10% were between the ages of 18 and 30
- 48% were between the ages of 31 and 50
- 18% were 51 years old or older

Housing needs are significant for individuals with HIV/AIDS and their families. The co-occurrence of other disabilities such as mental illness or substance abuse addiction makes housing people with HIV/AIDS even more difficult. Table 24 provides data about the most recent living arrangements of consumers served in FY09 through the MSA formula grant. The majority (54%) lived in rental housing.

**Figure 24: Most Recent Living Arrangements For HOWPA MSA Program Consumers FY09**

Housing Arrangement	% of Consumers
Rental housing	54%
Homeowner	10%
With relatives	21%
Transitional Housing	4%
Substance Abuse Treatment Center	6%
Homeless Shelter/Street	3%
All housing	100%

Source: Regional HIV/AIDS Consortium

In 2007, the Consortium held a community forum for people living with HIV/AIDS. Sixty people attended. When surveyed at the forum, 60% of attendees indicated they were currently living in rental units; 60% indicated they had been homeless in their lifetime and 25% said they were homeless in the past year. When asked about what they considered to be the most critical needs of people living with HIV/AIDS, the overwhelming response was: 1) rental assistance or housing subsidy; 2) transportation; and 3) case management. Of the top five housing needs in the community, attendees responded as follows:

- 76%-- Housing specific for people living with HIV/AIDS
- 75%-- Section 8 type vouchers
- 63%-- Housing Authority units
- 60%-- Homeownership opportunities
- 54%-- Emergency shelter living for those with HIV/AIDS.

The Consortium estimates an unmet housing need of 1,000 units in the 13-county region for people living with HIV/AIDS. A total of 96 housing units, hospice beds and housing vouchers are currently dedicated to this population throughout the 13-county region. This includes:

- The Havens: 26
- House of Mercy: 13
- Hospice of Union County: 32
- McLeod Addictive Treatment Center: 10
- Hope Haven: 17
- HOPWA MSA: 12
- HOPWA SPNS: 17

## YOUTH AGING OUT OF FOSTER CARE

Approximately 1,200 youth are in DSS custody with 50-60 youth aging out of foster care each year in Mecklenburg County. Many of these young people have no family, community or other support. When they turn 18, foster youth are often left to fend for themselves. They tend to be ill-equipped for independent living, having no place to live and few, if any resources. Compared to the general young adult population, these unsupported and often disconnected young people are at much higher risk of negative outcomes ---homelessness, unemployment, poverty and long-term dependency on public assistance, addiction, teen pregnancy and incarceration.

Currently there are no permanent housing units or housing subsidies available specifically for youth aging out of foster care in Mecklenburg County. However, by using NC LINKS independent living program funds for aging out youth, DSS can provide up to \$1,500 a year for room, board and other basic needs for youth who age out at 18. Not all youth qualify for these funds because they do not adhere to the program requirements. And for those who do receive such support, the lack of credit or rental history presents tremendous challenges to their obtaining safe and appropriate rental housing. DSS estimates that approximately 100 youth ages 18-21 and who have aged out of foster care are in need of housing assistance.

## Victims of Domestic Violence

Without access to shelter, domestic violence victims are at much greater risk of continued abuse. The Shelter for Battered Women, operated by United Family Services, is the only domestic violence shelter in Mecklenburg County. With only 29 beds, the shelter is not able to meet the growing needs in the community. In FY2009, the shelter turned away 2,262 women and children seeking refuge in their facility, an average of 188 victims a month. As shown in Figure 25, this was a significant increase since 2003, when an average of 18 women and children were turned away each month.

**Figure 25: Number of Shelter Residents/Turn-Always FY2003-2009**

Fiscal Year	# of Single Women	# of Women With Children	# of Children	TOTAL # of Residents	# of Women and Children Turned Away
FY2003	99	92	204	395	216
FY2004	95	104	228	427	258
FY2005	118	111	202	431	467
FY2006	158	101	201	460	839
FY2007	162	155	324	641	1950
FY2008	149	144	302	595	2408
FY2009	163	144	310	617	2262

Source: United Family Services

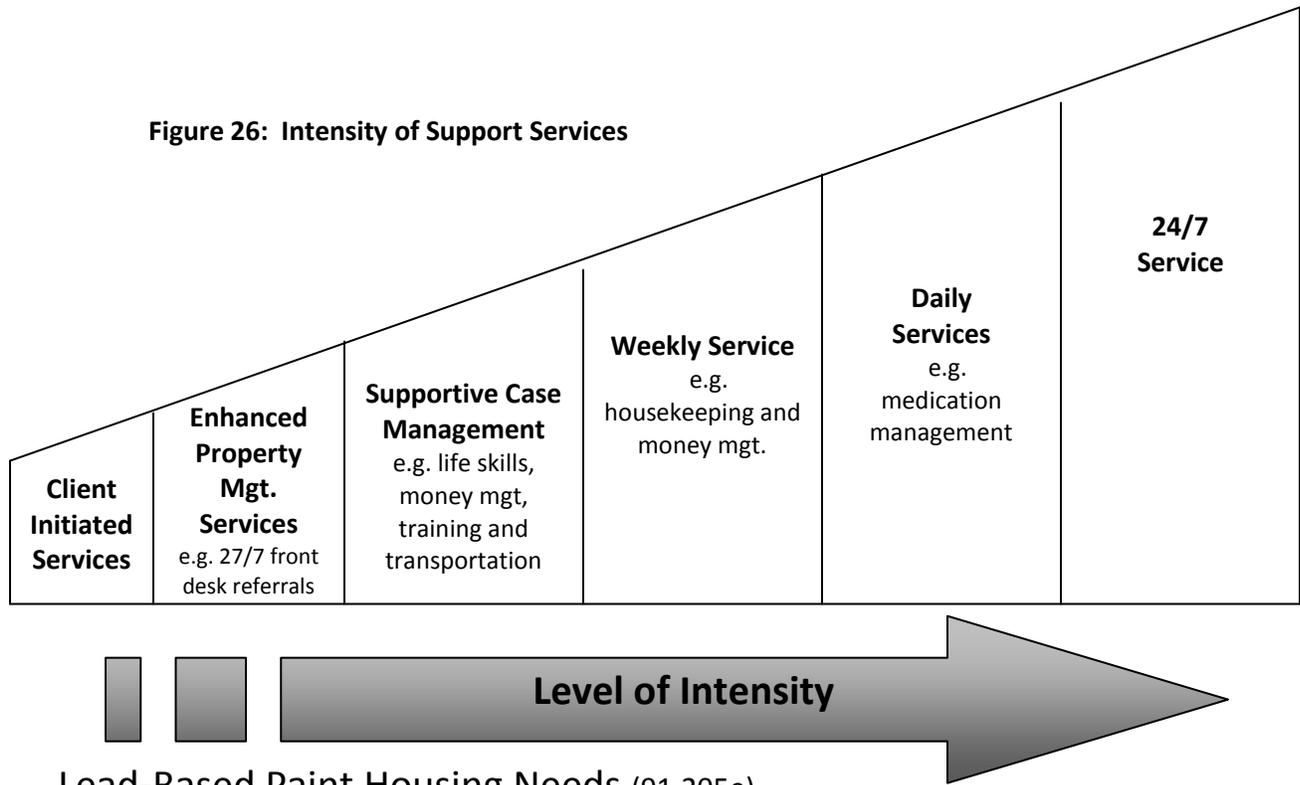
To help deal with the increasing number of women and children turned away from the shelter, UFS, with support from the County, has been providing a limited number of motel vouchers, food and transportation for women and children in imminent danger. Some of the women and children who are turned away from the Shelter for Battered Women seek refuge at the Salvation Army Center of Hope; however, this is a general homeless shelter and is not equipped to provide the level of security and specialized support needed for victims fleeing an abusive partner. On any given night, an average of 10-12% of the Center of Hope's adult population is fleeing a domestic violence situation, while well over 60% of its residents have experienced domestic violence at some point in their lives. Other victims are

fortunate to have family or friends with whom they can stay. But many others are forced or choose to return to their homes and their abusers, which could have deadly results.

Good news is on the way, however. United Family Services has acquired property on West Boulevard to build an 80-bed emergency and transitional housing facility. A capital campaign is underway to raise funds for construction and operation of the new shelter. Increasing the number of emergency beds and providing transitional units for the first time in Mecklenburg County will greatly alleviate the current temporary housing situation. However, the new shelter will not accommodate the full need, as an estimated 80 more emergency and transitional units are needed. Nor will it address the need for permanent housing for victims and their families after they leave the shelter. Many victims in Mecklenburg County are low income, and some are dealing with other issues such as mental illness or substance abuse addiction. Consequently, a segment of victims will need subsidized and/or supportive housing when they leave the shelter.

**INTENSITY OF SUPPORTIVE SERVICES**

Homeless and other special needs populations may require varying levels of supportive services to successfully move into and retain rental housing, whether in an SRO or an independent apartment unit. Services can be provided on-site, or off-site, depending on level of need. Figure 27 below identifies the spectrum of supportive services. Typically, a higher level of services is more costly. With the exception of those with severe mental or physical disabilities, the supportive services needs of most homeless or other special needs populations will range from client-initiated services to supportive case management.



Lead poisoning is the leading environmental hazard to children, creating devastating and irreversible health problems. The City's LeadSafe Charlotte Program has been focusing on this issue since it began operating in 1996. Through this program, older homes, primarily located in the 32 urban neighborhoods that comprise Charlotte's Enterprise Community, are inspected for lead hazards and when found, the lead hazard is removed. Between 2001 and 2004, approximately 31,000 children six years of age or younger were screened for lead poisoning in Charlotte, resulting in 87 children having elevated blood levels (EBLs) between 10-19 ug/dL, which is considered a high risk for lead poisoning, and 10 children with EBLs of 20 ug/dL, which requires full medical evaluation and public health follow-up.

Data available from 2008 indicates that 11,470 children were screened in Mecklenburg County. Of those, 18 had a blood lead level of > or = to 10 ug/l. Three were confirmed with blood lead levels of 10-19 ug/l and one with > or = to 20ug/l.

The Enterprise Community neighborhoods that are targeted by the City for lead reduction have the highest unemployment rate, most dilapidated housing, greatest percentage of rental housing and highest percent of single heads of household and percentage of children with elevated blood levels. Figure 27 below provides a breakdown of homes built before 1979 in both the Enterprise Community and the City of Charlotte as a whole.

**Figure 27: Units Built Before 1979**

Year Unit Built	Enterprise Community (EC)		City of Charlotte	
	# of Units	% of EC	# of Units	% of City
Pre-1950	6,329	36%	24,261	19%
1950-1959	4,828	27%	26,840	22%
1960-1969	4,332	25%	36,701	29%
1970-1979	2,092	12%	36,685	29%
<b>TOTAL</b>	<b>17,571</b>	<b>100%</b>	<b>124,487</b>	<b>100%</b>

Houses built before 1969 (15,489 units in the Enterprise Community), have a higher probability of containing lead-based paint than houses built between 1970 and 1978. Enterprise Community neighborhoods have a significant lead-based paint problem in that more than a third of all housing units were built before 1950. Eight of the census tracts within the Enterprise Community have more than 10% blighted housing, and 10% to 20% of the housing the City's six targeted neighborhoods are considered blighted.

# SECTION III. RENTAL HOUSING MARKET ANALYSIS

## RENTAL HOUSING MARKET CHARACTERISTICS

An estimated 121,375 rental units were occupied in Mecklenburg County in 2007. While the number of total households is projected to grow at a rate of 2.1% annually, the number of renter households in Mecklenburg County is projected to grow at a rate of 2.8%----thus outpacing owner household growth. By 2012, the number of renter households is projected to reach 138,109. This growth is expected, given the downturn in the housing market as well as the fall out of the mortgage industry. Rental households are projected to account for at least 37% of all households in 2012.

Approximately 60% of renters in Mecklenburg County live in an apartment complex, 22% rent a single-family detached home and the remaining 11% rent a single-family attached home, mobile home or RV. These percentages reflect a decline in the share of renter-households living in an apartment complex and an increase in the share of renters living in a single-family detached home since 2004.

## HOUSING AFFORDABILITY

Figure 28 provides a breakdown of the affordable monthly cost of housing, including utilities, for priority needs households. The maximum affordable housing cost for households earning less than \$9,000 per year is less than \$250 per month. In 2007, an estimated 3,512 renter households were paying less than \$250 per month.

**Figure 28: Housing Affordability for Priority Needs Households 2006**

	Gross Income	% Income Towards Housing	Affordable Monthly Housing Cost
<b>Extremely Low Income</b>	<\$9,000	30%	<\$250
<b>Very Low Income</b>	\$10,000 - \$14,999	30%	\$250 - \$375
	\$15,000 - \$19,999	30%	\$375 - \$500
<b>Low Income</b>	\$20,000 - \$24,999	30%	\$500 - \$625
	\$25,000 - \$29,999	30%	\$625 - \$750
	\$30,000 - \$34,999	30%	\$750 - \$875
<b>High Income</b>	\$35,000 - \$39,999	30%	\$875 - \$1,000
	\$40,000 - \$44,999	30%	\$1,000 - \$1,125
	\$45,000 - \$49,999	30%	\$1,125 - \$1,250
	\$50,000 - \$59,999	30%	\$1,250 - \$1,500

Source: RC Lesser & Co., Census and Claritas, Inc

The number of occupied rental units that were affordable to priority needs households in 2007 is provided in Figure 29. This data shows that while a little over 9,000 rental units are affordable extremely low-income households existed in 2007, only 57% of those units were occupied by extremely low-income households. The rest were occupied by households that, using HUD's 30% criteria for housing costs, could afford higher rents. The data also shows that over 18,000 extremely

low-income households were paying rents in excess of HUD's 30% of income standard, many of which were severely cost burdened in doing so.

**Figure 28: Occupied Rental Units Affordable to Priority Needs Households**

<b>Occupied Rental Units Affordable to Extremely Low-Income Households</b>				
<b>Annual Income Of Occupying Household</b>	<b>Rental Units</b>	<b>0-1 Bedrooms</b>	<b>2 Bedrooms</b>	<b>3 + Bedrooms</b>
0-30% of AMI	5,135	2,045	1,180	1,915
30.1-50% of AMI	1,425	375	570	480
50.1-80% of AMI	1,245	90	760	390
80.1-95% AMI	285	15	85	185
95.1% + AMI	955	100	205	650
<b>TOTAL UNITS</b>	<b>9,045</b>	<b>2,625</b>	<b>2,800</b>	<b>3,620</b>
<b>Occupied Rental Units Affordable to Very Low-Income Households</b>				
<b>Annual Income Of Occupying Household</b>	<b>Rental Units</b>	<b>0-1 Bedrooms</b>	<b>2 Bedrooms</b>	<b>3 + Bedrooms</b>
0-30% of AMI	8,290	2,565	4,365	1,360
30.1-50% of AMI	7,845	2,505	3,870	1,470
50.1-80% of AMI	8,350	2,615	4,460	1,275
80.1-95% AMI	2,720	725	1,725	270
95.1% + AMI	4,535	1,125	2,340	1,070
<b>TOTAL UNITS</b>	<b>31,740</b>	<b>9,535</b>	<b>16,760</b>	<b>5,445</b>
<b>Occupied Rental Units Affordable to Low-Income Households</b>				
<b>Annual Income Of Occupying Household</b>	<b>Rental Units</b>	<b>0-1 Bedrooms</b>	<b>2 Bedrooms</b>	<b>3 + Bedrooms</b>
0-30% of AMI	10,020	3,350	3,885	2,785
30.1-50% of AMI	9,920	2,485	4,340	3,095
50.1-80% of AMI	16,905	4,935	7,380	4,590
80.1-95% AMI	7,210	2,435	2,990	1,795
95.1% + AMI	24,505	5,020	12,735	6,750
<b>TOTAL UNITS</b>	<b>68,560</b>	<b>18,225</b>	<b>31,330</b>	<b>19,015</b>

Source: HUD CHAS data 2008

## HOUSEHOLD DEMAND/UNMET DEMAND

Household Demand		Household Supply		Unmet Demand
The total demand for housing units based on maximum household affordability (30% of gross income)	-	The total number of existing occupied households by rent range (renter households) and price range (owner households)	=	The difference between the Household Demand and the Household Supply <i>(Note: If Household Demand is larger than Household Supply, there is Unmet Demand)</i>

Figure 30 shows the balance of supply and demand for rental housing for 2006 and projected for 2012. Most rental units, approximately 65%, range in cost from \$500 to \$1,000 a month. A significant surplus exists for units in this housing cost range. However, a significant deficit or unmet demand exists for rental units affordable to extremely-low income households. The data revealed a need for 15,565 rental units affordable to extremely low-income households in 2006, as well as a projected need for nearly 17,000 rental units affordable to extremely low-income households in 2012. The unmet demand is for rental units with housing costs ranging in cost from \$200 or less to \$499 a month.

**Figure 30: Balance of Supply and Demand for Rental Housing  
Estimated 2006 and Projected 2012**

Monthly Rent Range	Household Demand		Household Supply		Met/Unmet Demand		Less Estimated Renter-Occupied Substandard Units		Total Met/Unmet Demand	
	2006	2012	2006	2012	2006	2012	2006	2012	2006	2012
\$200 or less	10,994	11,685	5,339	5,517	(5,655)	(6,168)	(400)	(378)	<b>(6,055)</b>	<b>(6,545)</b>
\$200-\$299	5,514	5,860	2,192	2,474	(3,322)	(3,386)	(200)	(330)	<b>(3,522)</b>	<b>(3,717)</b>
\$300-\$399	7,798	7,903	2,992	2,043	(4,806)	(5,859)	(120)	(142)	<b>(4,926)</b>	<b>(6,001)</b>
\$400-\$499	8,823	9,653	7,840	9,087	(982)	(566)	(80)	(94)	<b>(1,062)</b>	<b>(661)</b>
\$500-\$599	10,029	11,093	13,961	17,145	3,933	6,052	0	0	3,933	6,052
\$600-\$699	9,281	10,218	19,503	24,678	10,222	14,460	0	0	10,222	14,460
\$700-\$799	8,870	10,350	20,405	24,588	11,535	14,238	0	0	11,535	14,238
\$800-\$899	8,250	9,833	15,268	15,695	7,018	5,862	0	0	7,018	5,862
\$900-\$999	6,796	7,928	10,285	11,160	3,489	3,232	0	0	3,489	3,232
\$1,000-\$1,199	11,054	13,483	12,041	17,117	987	3,634	0	0	987	3,634
\$1,200-\$1,499	10,965	13,307	5,973	7,179	(4,992)	(6,127)	0	0	(4,992)	(6,127)
\$1,500-\$1,999	9,449	12,366	3,049	4,001	(6,400)	(8,365)	0	0	(6,400)	(8,365)
\$2,000 +	12,208	17,777	1,181	1,431	(11,027)	(16,345)	0	0	(11,027)	(16,345)

Source: RC Lesser & Co., Census and Claritas, Inc.

## **VACANT RENTAL UNITS**

In 2007, approximately 12,500 rental units were vacant in Mecklenburg County, representing a 9% rental vacancy rate. However, a spike in vacancies has occurred since then. In February 2010, the Charlotte Apartment Association reported that 14,429 apartment units were vacant in Charlotte-Mecklenburg, compared with 9,000 vacant rental units in February 2008. As of April 2010, the overall vacancy rate for apartments had risen to 13.6%, an all-time high in recent history. The vacancy rate was much higher---near 24%---in Uptown Charlotte.

The increase in rental vacancies can be attributed, in part, to the recession. However, one of the main reasons rental vacancies have risen over the past year is the building spree that happened over the last several years that resulted in a little over 5,000 new apartment units being built. An additional 4,000 are underway or planned in 2010. For the time being, many of these projects have been put on hold. Although it's a "renters" market for finding good deals during this high vacancy time, the vacant rental units that are affordable to extremely low-income households remain very limited.

# PUBLIC HOUSING

## Housing Market Analysis (91.210 b)

Public Housing and Housing Choice Vouchers (Section 8) in Charlotte-Mecklenburg are administered by the Charlotte Housing Authority (CHA). The following provides a snapshot of such housing as of March, 2010:

- 7,730 subsidized units are available in Charlotte-Mecklenburg, including 3,151 conventional or subsidized public housing units and 4,579 Housing Choice Vouchers (Section 8). 19,371 individuals are served in subsidized housing administered by CHA, including 1,443 seniors (62+), 8,418 adults and 9,510 children.
- As of December, 2009, 3,212 applicants were on the waiting list for conventional public housing and 2,506 were on the waiting list for Section 8 vouchers. The desired bedroom and type of household applicants are reflected in Figure 31 below:

**Figure 31: CHA Waiting List for Public Housing and Housing Choice Vouchers 12/09**

Bedroom Size	# of Applicants	Single	Family
<b>Public Housing</b>			
0	1,090	1,085	5
1	210	183	27
2	952	13	939
3	499	0	499
4	419	4	415
5	42	0	42
<b>Subtotal</b>	<b>3,212</b>	<b>1,285</b>	<b>1,927</b>
<b>Housing Choice Voucher</b> (Bedroom size not applicable)	<b>2,506</b>	<b>219</b>	<b>2,287</b>
<b>TOTAL ON WAITING LIST</b>	<b>5,718</b>	<b>1,504</b>	<b>4,214</b>

## OVERVIEW OF CURRENT CHA HOUSING STOCK

**Condition of Housing Units:** On average, CHA units are in good condition. Several developments are old and have become/are becoming obsolete, while conditions are excellent in the HOPE VI developments and other developments where new units and/or renovations have taken place. Public Housing units located at Southside Homes, Seneca Woods and Fairmarket Square were renovated and are now completed. In addition to these substantial renovations, the CHA has made capital improvements (roofing, paving, site improvements, system upgrades, etc.) at a number of communities.

**Restoration and Revitalization Needs of Public Housing Projects:** In FY11, CHA will begin the process of renovating three of its oldest multi-story developments---Strawn Apartments for seniors (195 units); Parktowne Terrace for seniors (163 units); and Charlottetown Terrace ---currently designated for disabled adults (179 units). Charlottetown and Strawn will be completely gutted and

rehabbed with Parktowne receiving substantial upgrades as part of the modernization project. As a part of the rehabilitation, additional amenities will be added to each development. CHA is pursuing LEED (Leadership in Energy and Environment Design) certification on all three projects.

A major revitalization of Boulevard Homes, a 300-unit development built in 1969, is also planned. In early June, CHA was awarded \$21 million as the first installment of a HOPE VI grant to revitalize the aging public housing development. As planned, the new development will become a unique education-centered mixed-income community. A unique partnership among CHA, Charlotte Mecklenburg Schools (CMS), City of Charlotte, Mecklenburg County Park and Recreation and Central Piedmont Community College has formed to help develop the project

As proposed, the on-site redevelopment will consist of:

- 200-300 mixed-income family units (very low income, workforce and market units)
- 80-120 independent living units for seniors
- A signature K - 8 school
- An early childhood development center
- A state-of-the-art community facility

HUD has approved the demolition application for Boulevard Homes, with demolition occurring and in 2010 and 2011. Relocation is underway for the current residents of Boulevard Homes. CHA is using 235 new Housing Choice Vouchers and public housing vacancies to provide these families affordable homes until Boulevard Homes can be redeveloped. The new development will evolve over the next five years.

In addition to the above restoration and revitalization efforts, CHA is currently in the renovation planning stage for Wallace Woods Apartments (48 units) and Robinsdale Apartments (30 units). CHA will continually reassess its properties and look for opportunities to increase their marketability and long-term sustainability using results of a physical needs assessment and feedback from staff, residents and stakeholders in the community.

**Section 504 Needs Assessment:** At the time CHA conducted its 504 Needs Assessment, it showed the current stock met the current need for accessible units. However, in developments undergoing substantial renovations, a minimum of 7% of the units are converted for accessibility to accommodate mobility, sight/hearing impaired families. During FY2011, CHA plans to conduct a new 504 Needs Assessment. The agency currently has a Special Accommodation Review Panel to quickly approve any current resident request for program and/or physical modifications.

**Current Housing Inventory:** CHA currently owns or is in partnership with 51 developments throughout Charlotte. Four of the developments are HOPE VI communities. In the last 17 years, CHA has received two demolition and four revitalization HOPE VI awards from HUD totaling \$122,893,136. The purpose of HOPE VI is to revitalize old, obsolete housing communities by demolishing the existing units and revitalizing the sites with mixed income housing. Subsidized rental housing is integrated with affordable and market-rate rental units, along with limited homeowner units. HOPE VI projects also include the development of off-site replacement housing for current public housing residents to avoid or lessen the concentration of poverty within any one area. In addition, supportive services are provided in the HOPE VI developments to increase the economic self-sufficiency of public house residents. Figure 32 highlights information on the existing HOPE VI projects.

**Figure 32: Existing HOPE VI Communities in Charlotte—On-Site Units**

HOPE VI Community	TOTAL UNITS	Subsidized Units	Affordable Units	Market Rate Units
<b>First Ward Place</b>				
Rental	283	132	59	92
Homeowner	55	20	0	35
(Autumn Place) Seniors	68	68	0	0
<b>Total</b>	<b>406</b>	<b>220</b>	<b>59</b>	<b>127</b>
<b>Arbor Glen</b>				
Rental	308	147	171	0
Homeowner	47	15	0	32
Seniors	0	0	0	0
<b>Total</b>	<b>355</b>	<b>152</b>	<b>171</b>	<b>32</b>
<b>The Park at Oaklawn</b>				
Rental	178	89	89	0
Homeowner	71	25	46	0
(Anita Stroud) Seniors	83	83	0	0
<b>Total</b>	<b>332</b>	<b>197</b>	<b>135</b>	<b>0</b>
<b>Seigle Point</b>				
Rental	204	120	84	0
Townhomes	50	0	20	30
Seniors	0	0	0	0
<b>Total</b>	<b>254</b>	<b>120</b>	<b>104</b>	<b>30</b>
<b>TOTAL ALL DEVELOPMENTS</b>	<b>1,347</b>	<b>689</b>	<b>469</b>	<b>189</b>

**Number of Units Planned to Be Demolished/Disposed:** CHA will remove 183 units from its inventory in FY11 (140 at Boulevard Homes, 25 at Strawn High Rise and 18 at Charlottetown Terrace). The remainder of the Boulevard Homes units will be demolished in FY12. The City of Charlotte has committed \$7 million in Neighborhood Improvement Bond funds in FY2011 that will be used for much needed infrastructure improvements for the project. Other partners with CHA will include Mecklenburg County Parks and Recreation, Charlotte-Mecklenburg Schools and Central Piedmont Community College. As planned, the revitalized Boulevard Homes project will include

Should the tax credits be awarded for Savanna Woods, those units will be taken offline in FY11 for the redevelopment of this site into a mixed income community. There are no additional removals planned through 2016. Hall House, which was vacated pending a sale that fell through due to the recession, has now received Board approval to be used as temporary housing for the residents of Charlottetown, Strawn, and Parktowne during the renovation process. Plans beyond that are still undetermined.

**Units in Other Developments:** A unit breakdown of the other developments CHA either owns or provides subsidized units in is provided in Figure 33.

**Figure 33: Units in Other Housing Developments**

Community Name	Housing Type	TOTAL UNITS	Subsidized Units	Voucher	Affordable Units	Market Rate Units
940 Brevard	Elderly/Near Elderly	100	40	60	0	0
Ashley Park	Mixed Income	176	22	14	0	140
Boulevard Homes	Conventional	300	300	0	0	0
Cedar Knoll	Conventional	49	49	0	0	0
Charlottetown Terrace	Disabled	178	178	0	0	0
Cherry Gardens	Seniors	42	0	11	31	0
Claremont	Conventional	49	49	0	0	0
Dillehay Courts	Conventional	135	135	0	0	0
Edwin Towers	Conventional/Elderly Near Elderly	174	174	0	0	0
Fairmarket Square	Mixed Income	60	16	0	44	0
Gladedale	Conventional	49	49	0	0	0
Glen Cove	Mixed Income	50	10	0	0	40
Grove Place	Mixed Income	36	0	0	36	0
Hall House (offline)	Senior/Disabled*	191	0	0	0	0
Hampton Creste	Mixed Income*	239	0	0	0	239
Leafcrest	Conventional	48	48	0	0	0
Mallard Ridge	Conventional	35	35	0	0	0
McAden Park	Mixed Income	60	30	30	0	0
McAlpine Terrace	Mixed Income/ Elderly/Near Elderly	113	26	0	0	87
McMullen Wood	Mixed Income*	55	0	0	55	0
Meadow Oaks	Conventional	32	32	0	0	0
Mill Pond	Mixed Income*	168	0	0	0	168
Montgomery Gardens	Mixed Income	76	20	0	56	0
Nia Point	Mixed Income	81	29	0	52	0
Oak Valley	Mixed Income	50	0	0	50	0
Parktowne Terrace	Elderly/Near Elderly	163	163	0	0	0
Prosperity Creek	Mixed Income/Elderly	168	72	84	12	0
Rivermere	Mixed Income	192	20	0	80	92
Robinsdale	Conventional	29	29	0	0	0
Savanna Woods	Conventional	49	49	0	0	0
Seneca Woods	Mixed Income	49	17	0	32	0
South Oak Crossing	Mixed Income	192	20	0	80	92
Southside Homes	Conventional	381	381	0	0	0
Springcroft @ Ashley Park	Mixed Income/Elderly	50	18	18	14	0
Springfield Gardens	Mixed Income	86	22	0	64	0
Stonehaven East	Mixed Income	240	24	0	96	120
Stawn Cottages	Conventional/ Elderly/Disabled	122	122	0	0	0
Strawn Hi-Rise	Conventional/ Elderly/Near Elderly	196	196	0	0	0
Sunridge	Conventional	44	44	0	0	0
Tall Oaks	Conventional	78	78	0	0	0
Tarlton Hills	Conventional	21	21	0	0	0
Valley View	Mixed Income	49	0	0	49	0
Victoria Square	Conventional	31	31	0	0	0
Villa Courts	Project Based Assistance	36	0	0	36	0
Wallace Woods	Conventional	47	47	0	0	0
YWCA Families Together	Supportive Voucher	10	0	10	0	0
Woodlawn House -offline	Elderly*	104	0	0	0	0
<b>TOTAL</b>		<b>4,883</b>	<b>2,596</b>	<b>227</b>	<b>787</b>	<b>978</b>

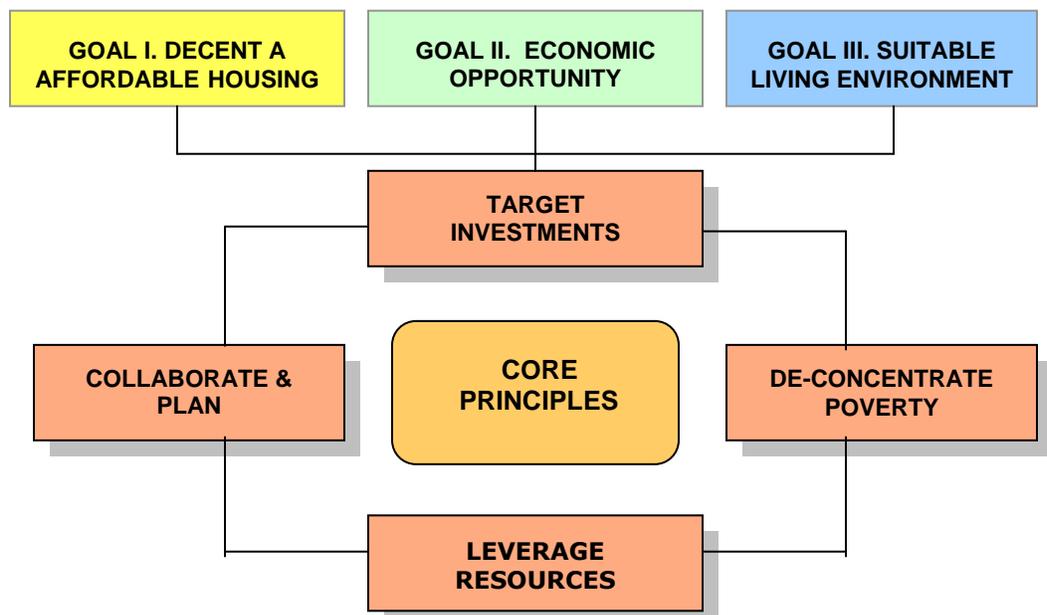
\* CHA has plans to add/occupy ACC or PBS8 units at these developments in 2010 and 2011.

# SECTION IV. STRATEGIC PLAN

## GENERAL PRIORITY NEEDS ANALYSIS AND STRATEGIES (91.215 a)

Four guiding principles are at the core of Charlotte’s affordable housing and community development strategic plan and priority setting. These principles include: 1) **targeting investments** in low wealth and distressed areas of the community; 2) **de-concentrating poverty** where possible by promoting sustainable, mixed-income development or redevelopment; 3) **leveraging federal, state and local government resources** with private and non-profit resources to expand opportunities; and 4) **identifying and creating partnerships and other collaborative relationships** within all sectors and stakeholder groups in the community. An overview of each follows.

### FRAMEWORK OF STRATEGY PLAN



#### ■ Targeting Resources in Areas of Greatest Need

Although the majority of Mecklenburg County is included in the Charlotte-Mecklenburg Consortium’s geographic domain, the five-year strategy is to continue focusing resources on revitalization in Charlotte’s urban core where the greatest concentration of poverty and blight exist. In particular, six neighborhoods and five distressed business corridors/districts as shown on Map 1 are being targeted for revitalization by the City. The neighborhoods include:

- Lakewood
- Lincoln Heights
- Reid Park
- Thomasboro-Hoskins

- Washington Heights
- Wingate

In addition, the City will continue its efforts to stabilize neighborhoods such as Windy Ridge and Peach Tree Hills that have experienced high rates of foreclosures and subsequent decline, including increased crime and property damage. Using Neighborhood Stabilization Program (NSP) funds, the City has been working with non-profit developers to acquire and rehabilitate foreclosed units in these neighborhoods for re-sale to priority needs households. Windy Ridge is located off Old Mount Holly Road and was established in 2003 with 132 homes. Peach Tree Hills, also established in 2003, is located east of Peach Tree Road and south of Capps Hill Mine road. All available NSP funds will be used in FY2011.

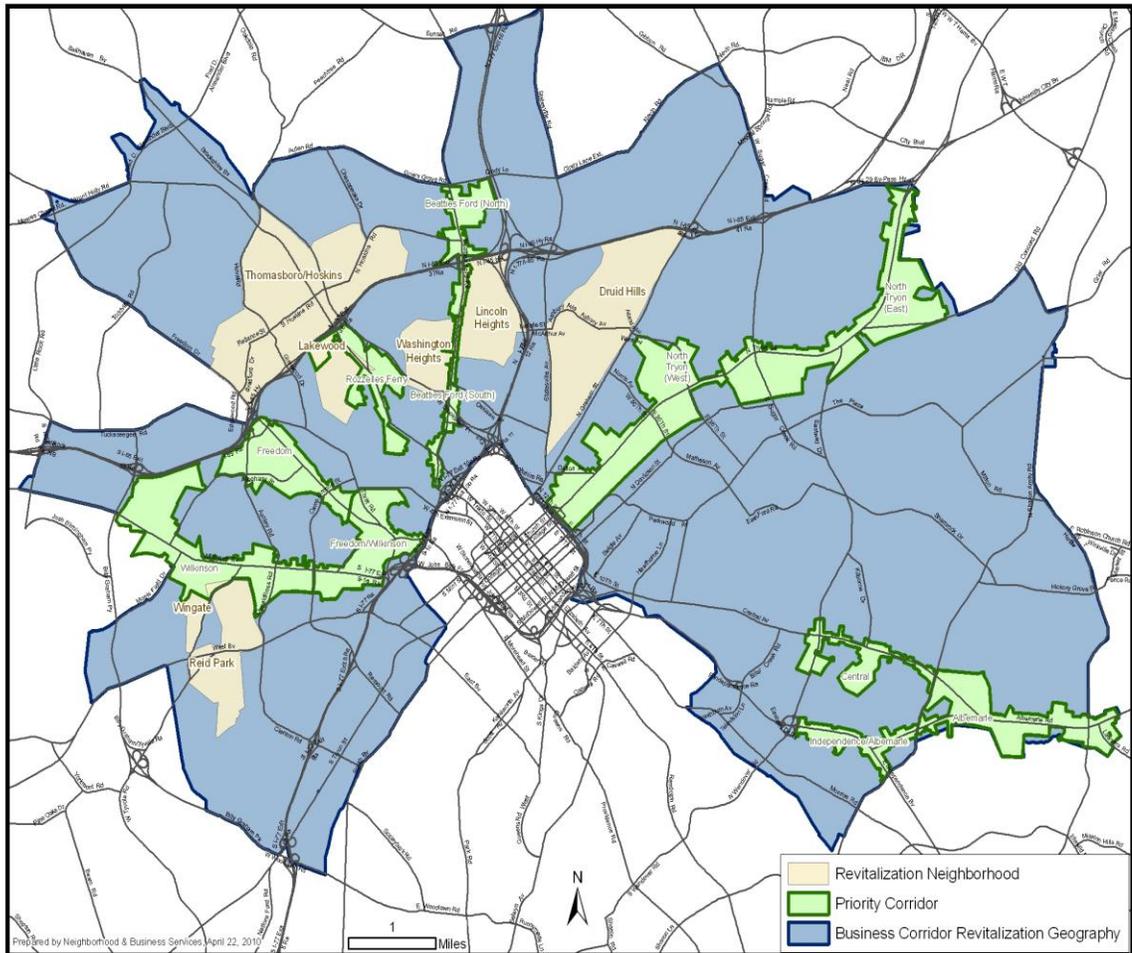
The City will also continue working with the Charlotte-Mecklenburg Housing Partnership to redevelop Double Oaks Apartments. This 60 acre tract located on the west side of Statesville Road between Badger Road and LaSalle Street consisted of 576 units in 165 barracks style buildings. The development plans calls for development of a 1,000 unit housing development, with 700 market rate units and 300 affordable units, along with a retail center, and park and recreation amenities, estimated to total over \$120 million. Financing for the development includes a Section 108 loan of \$10 million.

Redevelopment of Boulevard Homes, a 300 unit public housing development off West Boulevard, is also in the works. Charlotte Housing Authority has applied for a HOPE VI grant to revitalize this aging development and transform it into a unique education-centered mixed-income community. The City of Charlotte has committed \$7 million in Neighborhood Improvement Bond funds that will be used for much needed infrastructure improvements for the project.

The five distressed business districts/corridors that have been targeted for improvements and investment are:

- Beatties Ford Road
- Eastland Mall area
- Rozzelles Ferry Road
- North Tryon Street
- Wilkinson/Freedom/Morehead/Bryant Park

**Figure 34: Targeted Neighborhoods and Priority Business Corridors**



The targeted neighborhoods all have a high percentage of minority residents living in poverty and, according to the City’s Quality of Life Study, are experiencing high levels of need when considering variables such as:

- Median household income
- Housing conditions and % of home ownership
- Education and drop-out levels
- Crime rate
- Access to community resources
- Infrastructure needs

Selection of the business districts/corridors was based on key indicators from the City’s Quality of Life Study and other variables such as:

- Tax Base Change and value Location Quotients
- Commercial Building Permit Value
- Median Household Income in area
- Home ownership rates in area

- Percent of Persons with Access to Basic Retail Facilities
- Adjacencies to targeted neighborhoods

These distressed neighborhoods and business corridors/districts will continue to be targets of reinvestment until considered stable. Other neighborhoods and corridors/business districts with pressing needs may be given attention over the next five years, particularly those neighborhoods experiencing considerable rates of foreclosures; however, resources devoted to other locations will not be as significant or comprehensive as in targeted areas.

#### ▪ **De-Concentrating Poverty**

Charlotte joins HUD and other communities across the country in promoting a policy of de-concentration of the urban poor. This is being accomplished by: 1) implementing the scattered multi-family housing policy; 2) shifting housing subsidies from project-based public housing to tenant-based; 3) encouraging development of mixed income communities within public housing communities, as well as in market rate developments in areas around transit stations and major interchanges, along corridors, and in other appropriate areas for such development; and 4) demolishing or revitalizing extreme concentrations of public housing such as has been done with the HOPE VI projects in Charlotte (First Ward, Arbor Glen, The Park at Oaklawn and Seigle Point.)

The challenge and caution with implementing a policy of de-concentration, however, is ensuring that people who are displaced have viable housing options and a re-concentration of poverty is not inadvertently created by displaced residents or households with tenant-based housing vouchers. The City will continue to explore options and alternatives that will help prevent this from occurring.

#### ▪ **Leveraging Resources**

Leveraging resources has allowed Charlotte to expand the use of HUD funding for numerous projects in the past and will be a priority moving forward. Over the next five years, particular emphasis will be placed on leveraging: 1) housing and social service resources to help sustain families and individuals in housing; 2) public and private sector investment in targeted neighborhoods and corridors; and 3) non-profit resources to create more affordable housing options.

#### ▪ **Planning and Collaboration**

Planning and collaboration are about bringing community groups, developers, other private sector stakeholders, non-profit organizations and government entities together to systematically solve problems, create opportunities and develop partnerships around mutual goals. Such community collaboration is essential for successfully achieving the goals of this strategic plan.

# AFFORDABLE HOUSING

## **PRIORITY HOUSING NEEDS** (91.215 b)

HUD requests that communities determine the groups of housing consumers and approaches to meeting their housing needs (rehab, new construction, acquisition, etc.) on which federal entitlement funds (CDBG, HOME, HOPWA and ESG) will be focused. The following rankings have been established by HUD to assist in setting priorities for using federal entitlement funds:

**High Priority:** Activities to address this need are expected to be funded with entitlement grants during the five-year period.

**Medium Priority:** If entitlement grants are available, activities to address this need may be funded during the five-year period. The City will take other actions to help this group locate other sources of funds.

**Low Priority:** The City will not directly fund activities using entitlement grants to address this need during the five-year period.

Four main factors were considered when assigning these priorities:

- **Ten Year Plan to End and Prevent Homelessness:** Implementation of the Ten Year Plan is a top priority for the 2011-2015 Consolidated Plan. As is described in the Homeless Strategy section of this plan, the focus of the Ten Year Plan is on ramping up efforts to create more supportive housing for homeless families and individuals, including chronic homeless, and preventing homelessness among high-risk populations, including those with special needs. Re-directing federal entitlement funds to help support these critical efforts over the next five years is a planning priority.
- **Unmet Need:** The Housing Needs Assessment identified extremely low-income renter households (30% or less of AMI) as the housing consumer group with the greatest unmet need for affordable housing in Charlotte. Within this income range, small-related, special needs and elderly households will have the greatest unmet need in 2012, with 61% of households needing units that rent for \$299 or less per month in order to not be housing burdened. A surplus of rental housing exists for very-low and low-income units.
- **Neighborhood Revitalization Goals:** Improving housing conditions and promoting homeownership in targeted neighborhoods are key objectives for Charlotte's efforts to revitalize targeted neighborhoods and more recently, low to moderate-income neighborhoods where foreclosure rates are high and decline has begun. Consequently, providing housing resources to help lift up these neighborhoods in distress is important and must continue even though the support may not be addressing the unmet housing need for rental housing for extremely-low income households.

- **Other Available Resources:** Other federal and local resources are being used to help address Charlotte-Mecklenburg’s affordable housing challenges. Strategic use of federal entitlement funds to leverage other program dollars is important to ensure the full spectrum of housing needs is being addressed.

Figure 35 identifies the priorities assigned for the various priority needs household types in Charlotte.

**Figure 35: Priority Housing Needs by Household Type for Use of Entitlement Funds**

PRIORITY HOUSING NEEDS (households)		Priority		Projected Unmet Need For 2012*
Renter	Small Related	0-30%	High	5,120
		31-50%	High	0
		51-80%	Medium	0
	Large Related	0-30%	High	1,217
		31-50%	High	0
		51-80%	Medium	0
	Elderly	0-30%	High	3,695
		31-50%	High	0
		51-80%	Medium	0
	All Other	0-30%	High	3,176
		31-50%	Low	0
		51-80%	Low	0
Non-Homeless Special Needs		0-80%	High	3,716
<b>Total Renter</b>				<b>16,924</b>
Owner		0-30%	High	4,155
		31-50%	High	0
		51-80%	Medium	0
<b>Total Owner</b>				<b>4,155*</b>

\* Unmet need figures for owner units were projected for 2010 in the 2005 R.C. Lesser Assessment of Residential

## JUSTIFICATION FOR ASSIGNING PRIORITIES

The following describes the reasons specific priorities were assigned for each household type and how the current housing market has influenced priority setting.

### HIGH PRIORITIES

- **Extremely-low and low-income renter households (small and large related), elderly and special needs renter households:** These priorities were assigned because of the extreme unmet need identified in the Affordable Housing Analysis, the relatively high number of extremely low and very low-income residents in the six targeted neighborhoods and the high unmet need identified for affordable rental units for special needs households. Reducing the unmet demand for rental housing for extremely-low and low-income households is also critical for implementing the Ten Year Plan to End and Prevent

Homelessness, as many families and individuals who are or have been homeless could realistically only rent units affordable to extremely low-income households.

- **Extremely low-income all other renter households:** “Other” households are defined as households of one or two persons that do not meet the definition of small-related, large-related, elderly or special needs. The Affordable Housing Analysis projected an unmet need of a little over 3,000 rental units for extremely low-income households by 2012. The reason this household type was given a high priority was because of the number of single people who are homeless and in need of housing and/or at high risk of homelessness. Creating housing for this population is a major focus of the Ten Year Plan to End and Prevent Homelessness.
- **Extremely-low and very low-income owner households:** The Affordable Housing Analysis reveals a fairly high unmet need for extremely-low income owner units. However, the reason the high priority ranking was given to extremely-low owner households was not necessarily to create new owner housing, but for rehabilitation, repair and other assistance to help current homeowners retain and improve their housing conditions, particularly in targeted neighborhoods. High priority was assigned to low-income owner households for the same reason in addition to supporting increased home ownership in targeted neighborhoods, including first-time owners.

#### **MEDIUM PRIORITIES**

- **Small and large related renter households 51-80% of AMI:** Both received a medium priority because the need is so great for extremely low and very-low income households, and over the last ten years, a significant percentage of entitlement funds have already been devoted to new rental housing development for households earning between 51% and 80% of the AMI. Currently, a surplus of rental units for this income range exists. If funds are spent for this household type, it will generally be for rehab and repair.
- **Elderly owner households 51-80% of AMI:** Providing rehab, weatherization and minor repair assistance for elderly householder owner units is the main reason this group of housing consumer was included as a medium priority vs. a low one.
- **Owner households 51-80% of AMI:** This household type is considered a medium priority because the overall focus of the 2011-2015 plan is on addressing the large unmet demand for extremely low-income renter households and supporting the rehabilitation and repair of extremely low and very-low income owner households. If entitlement funds become available, they would primarily be used to support first-time homebuyers in the 51-80% range.

#### **LOW PRIORITIES**

- **All other renter households 31-80% of AMI:** This household type is assigned a low priority for two reasons: 1) Generally, it’s easier for single persons and unrelated households to be flexible in their living arrangements than it is for families and 2) A surplus of rental units exists in the affordable price range for very low and low-income households.

#### **OBSTACLES TO MEETING UNDERSERVED NEEDS**

The following are the primary obstacles to meeting the underserved housing needs in Charlotte-Mecklenburg.

- Unmet demand is greater than can be addressed through available funds.
- The unmet demand is growing faster than anticipated due to the economic crisis.
- High cost of housing, land and other real estate costs.
- Diminishing supply of affordable land in locations accessible to public transportation.
- Economic and housing crisis that has affected private sector lending and underwriting standards.
- Cuts in local government budgets due to economic crisis and loss of tax revenues.
- Inadequate coordination/collaboration among housing providers/developers and human service agencies.
- Neighborhood resistance to low-income housing of any type (NIMBY), but particularly housing for special needs and homeless individuals and families.
- Perceptions that low-income households are undeserving.

## **AFFORDABLE HOUSING OBJECTIVES** (91.215 b)

Over the next five years, the City of Charlotte will focus affordable housing resources on the following objectives for non-homeless priority needs individuals and families. An estimated \$1.79 billion will be needed to accomplish the five-year targets for these objectives. Funding from multiple federal and local resources will be required to achieve these targets.

- **Increasing the supply of safe, decent rental housing, particularly for extremely low and very low-income households.** The targeted five-year outcome is to rehabilitate 2,000 existing units to make them available for priority needs households and create 1,000 new units over the next five years. The estimated cost of creating these 3,000 units is \$1.75 billion.
- **Increasing opportunities for low, moderate and middle-income households to become and remain homeowners.** The targeted five-year outcome is to construct 400 new units and acquire/rehabilitate 125 units for homeownership for priority needs households over the next five years. The estimated cost of creating these 525 units is \$38.25 million. In addition, the City estimates providing homeownership subsidies for 1,500 households and housing counseling for 5,000 households over the next five years. The estimated five-year cost for the housing subsidies is \$11.25 million and \$2.95 million for housing counseling.
- **Preserving and improving existing affordable owner housing in low-income neighborhoods.** The targeted five-year outcome is to rehab 350 units of existing homeowner occupied units and provide support for minor repairs to 150 units. The estimated five-year cost for rehabbing the units is \$7 million and \$1.05 million for the minor repair.

**Affordable Housing Objectives**

OBJECTIVE	STRATEGIES	
<p><b>AH1: Affordable Rental Housing:</b> Increase and maintain the supply of safe, decent rental housing units available for low-income households, focusing on households earning 50% or less of AMI.</p>	<p><b>01.</b> Continue to take advantage of available properties through acquisition, rehab and limited new construction.  <b>02.</b> Promote development of low and moderate-income rental housing in new mixed income developments, particularly along transit corridors.  <b>02.</b> Provide gap financing to for-profit and non-profit developers of rental housing.  <b>03.</b> Acquire/land bank property for tax credit and other housing deals.  <b>04.</b> Help build capacity of non-profit developers of affordable rental units.  <b>05.</b> Explore use of master leases and rent-buy downs of units currently available to households at or above 50% of AMI.  <b>06.</b> Fund/promote weatherization improvements and sustainable building techniques to reduce housing costs to low-income tenants.  <b>07.</b> Continue to support/expand use of a web-based housing data base to identify affordable units available in the market place and to use the data base to market opportunities to keep landlords informed of available programs and funding.</p>	
<p><b>HUD OBJECTIVES</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Availability/Accessibility</li> <li><input checked="" type="checkbox"/> Affordability</li> <li><input checked="" type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS/COSTS</b></p> <p><b>2,000</b> Rental units rehabilitated  Avg. Cost Per Unit: \$40,000  5 Year Costs: \$80 million</p> <p><b>1,000</b> New rental units constructed  Avg. Cost Per Unit: \$95,000  5 Year Cost: \$95 million</p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: CDBG, HOME  Local: Housing Trust Fund,  State: Tax Credits  Private: Developers, Banks and other Private Lenders</p>
<p><b>AH2: Homeownership Opportunity:</b> Increase opportunities for low, moderate and middle-income households to become and remain homeowners.</p>	<p><b>01.</b> Acquire and rehabilitate homes for new homeownership in targeted neighborhoods and neighborhoods where foreclosures threaten neighborhood stability.  <b>02.</b> Equip homeowners with the skills and knowledge for successful homeownership.  <b>03.</b> Continue providing financing to developers to complete and sell affordable housing to qualified low and moderate income homebuyers.  <b>04.</b> Continue providing financing to help low and moderate-income households purchase their first home, including financial literacy.</p>	
<p><b>HUD OBJECTIVES</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Availability/Accessibility</li> <li><input checked="" type="checkbox"/> Affordability</li> <li><input checked="" type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS/COSTS</b></p> <p><b>400</b> New units constructed  Avg. Cost Per Unit: \$76,875  5 Year Cost: \$30,750,000</p> <p><b>125</b> Units acquired/rehabilitated for sale  Avg. Cost Per Unit: \$60,000  5 Year Cost: \$7.5 million</p> <p><b>1,500</b> Households receiving homeownership subsidies  Avg. Cost Per Hshold: \$7,500  5 Year Cost: \$11.25 million</p> <p><b>5,000</b> Persons receiving housing counseling  Avg. Cost Per Hshold: \$590  5 Year Cost: \$2.95 million</p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: CDBG, HOME  Local: Housing Trust Fund,  State: Tax Credits  Private: Developers, Banks and other Private Lenders</p>

OBJECTIVE	STRATEGIES	
<b>AH3: Preservation of Existing Owner Units:</b> Preserve and improve existing affordable owner housing in low-income neighborhoods	<b>01.</b> Continue providing low-interest loans and grants to low income owners for rehab, minor repair, weatherization assistance and sustainable building techniques. <b>02.</b> Explore tax relief and other tools to prevent gentrification of lower income owner housing. <b>03.</b> Explore opportunities to establish and support Natural Occurring Retirement Communities (NORCs) in neighborhoods with high elderly populations to enable residents to successfully age in place.	
<b>HUD OBJECTIVES</b> <input checked="" type="checkbox"/> Decent Housing <input type="checkbox"/> Suitable Living Environment <input type="checkbox"/> Create Economic Opportunity  <b>HUD OUTCOME</b> <input type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	<b>FIVE YEAR TARGETS</b> <b>350</b> Units rehabilitated Avg. Cost Per Rehab: \$20,000 5 Year Cost: \$7 million <b>150</b> Households assisted with minor repairs Avg. Cost Per Hshold: \$7,000 5 Year Cost: \$1.05 million	<b>RESOURCES TO BE USED</b> Federal: CDBG, HOME, Energy Block Grant

## PUBLIC HOUSING STRATEGY (91.215 c)

The Charlotte Housing Authority has worked with its board and staff over the last several years to strategically plan the agency’s future. Through these efforts, CHA has developed a new philosophical and operational framework focused on the following vision, mission and strategic corporate goals:

**CHA Corporate Framework**

**New Vision:** *Creating Community, Empowering Families and Building Partnerships*

**New Mission:** *To develop, lead and execute community-wide strategies that meet the broad range of housing needs for families who cannot otherwise attain conventional housing.*

**Strategic Goals:**

- Lead the development of collaborative relationships for affordable housing solutions to a broad continuum of stakeholders.
- Maximize the economic, physical, and social value of our real estate portfolio.
- Ensure that the Authority attains long-term financial viability.
- Provide the highest quality most cost effective real estate management services, which exceed HUD and industry standards.
- Create an environment that facilitates the development of client families to reach their highest potential.

Based on its reputation as a high performing agency with leadership abilities, CHA was selected as one of 30 agencies to participate in HUD's Moving to Work (MTW) Demonstration Program. CHA executed an amended and restated MTW agreement in April 2008 that extends through 2018. This program allows CHA to test innovative methods to improve housing services and better meet local needs. Through MTW, CHA has the flexibility to propose and implement housing and self-sufficiency strategies that may be exempted from existing public housing and tenant-based Housing Choice Voucher (Section 8) regulations. The purpose of the program's flexibility is to achieve the following three primary goals:

1. Promote self-sufficiency among assisted families
2. Achieve programmatic efficiency and reduce costs
3. Increase housing choice for low-income households

CHA branded its local program as "Moving Forward". As part of its branding strategy, the agency launched a social marketing campaign in March 2009 to introduce the initiative to the Charlotte area and to communicate the importance of affordable housing for the low income families CHA serves.

CHA's long-term MTW plan continues to center around creating comprehensive solutions to transition low income families to self-sufficiency. To this end, the agency will focus on three critical areas: 1) Self-sufficiency 2) Educating children; and 3) Enhancing the CHA portfolio. CHA's strategic direction for each of these areas is summarized below:

### **I. Self-Sufficiency**

Self-Sufficiency strategies include pursuing:

- Resident Opportunity for Self-Sufficiency (ROSS) grants;
- The Currents of Change Program;
- A Service Coordinator for the Elderly and Disabled; and
- Continuing the \$100,859 Jobs Access and Reverse Commute grant in partnership with the Charlotte Area Transportation System (CATS), which enables CHA to provide free bus passes' to residents/participants for job interviews, job training or work.

### **II: Educating Children**

CHA is exploring the Harlem Children's Zone and similar models to design a Charlotte model that will incorporate an education continuum that provides support for children, and their families, from birth until high school graduation. The agency recognizes that implementing such a model is essential to decrease the generational poverty that is ingrained in our communities.

### **III. Enhancing The CHA Portfolio**

The CHA Real Estate Division's long term plans involve strategies to create safe environments that are economically self-sustaining and interface with the private sector. CHA recently received HUD approval to use MTW funds for persons 80% or below the area median income regardless of their Section 8 (vouchers) and Section 9 (public housing) status, as well as

conduct an affordable housing inventory assessment to impact the following measures over the next ten years.

Figure 36 provides a summary of initiatives underway or planned by CHA to advance the agency's goals over the next several years. These HUD approved initiatives will be updated as CHA prepares its annual MTW plans through 2018.

**Figure 36: Moving Forward Initiatives Summary (HUD Approved)**

APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
Amend Section 8 Housing Assistance Payment (HAP) Agreement	CHA will amend the HAP Agreement to make changes such as inclusion of revised inspection procedures, penalties for landlord non-compliance with property rating system, and require families to update needs assessment as part of recertification.	2008-2009	In Development
Alternate Review Process	Beginning October 2010 re-certifications for senior/disabled will be bi-annual; criminal background checks will be conducted at recertification; and rent reform initiated.	2008-2009	In Development
Rent Reform and Work Requirement	Proposing modification of rent calculation and increase in minimal rent. A hardship policy will be in place. A Work Requirement Initiative will be implemented in FY 2010 - 2011.	2009-2010	In Development
Revise subsidy structure for developments in which CHA is direct developer	CHA designed a new rent structure for new and rehabilitated Public Housing developments when CHA is the direct developer.	2008-2009	In Development
Site-based waiting lists Public Housing and Project Based Section 8.	All public housing and Project-based Section 8 property waiting lists are managed at the site level.	2008 – 2009	Implemented FY 2008 – 2009 Ongoing
Develop CHA Standardized Form	The Charlotte Housing Authority has developed a CHA Housing Choice Voucher form similar to the HUD Form 52646 (Housing Choice Voucher) to allow for more than one extension approval and to incorporate additional family obligations.	2009-2010	Implemented FY 2009 – 2010 Ongoing
Occupancy Training (formerly Section 8 Training )	CHA and Central Piedmont Community College conduct “Good Neighbors” type training for all new Section 8 participants to assist families in their acclimation into a neighborhood. CHA plans to revise the mandated occupancy training curriculum for FY 2010 and include public housing residents.	2007-2008	Implemented FY 2007 - 2008 Ongoing
Single fund budget with full flexibility	CHA combined its public housing operating subsidies, public housing capital funds and its Housing Choice Voucher Program assistance into a single, authority-wide funding source.	2008-2009	Implemented FY 2008 – 2009 Ongoing

APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
Adopt investment policies consistent with state law	CHA adopted investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid and obtains competitive yield.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Modify Section 8 inspection procedures	CHA received approval from HUD to waive the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed Section 8 units and utilize local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Section 8 Property Rating System	A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners.	2007 – 2008	Implemented FY 2007 – 2008 Ongoing
Community Based Rental Assistance (Streamline Project-Based Section 8 Process)	Simplified the selection process in order to maximize the number of quality Section 8 assisted units throughout Charlotte.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Housing for persons with disabilities, special needs and homeless	CHA created and enhanced relationships with local social service provider agencies by working with two major nonprofit providers on new supportive housing projects.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Resident Safety Initiative	The Resident Safety Department expanded the types of crime prevention initiatives and program enforcement initiatives for both CHA public housing sites and Section 8 properties.	2009-2010	Implemented FY 2009 – 2010 Ongoing
Currents of Change	The Currents of Change Program is designed to stabilize and improve families by fortifying them through education, life skills, motivation and employment training to compete in the economic marketplace.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Youth Services	CHA is focused on providing services for youth that connect them to programs and services that address truancy, post-secondary education preparation, and academic performance improvement.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Participant and landlord tracking program	The University of North Carolina at Charlotte's (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within Mecklenburg County in order to analyze the census tracts with a large number of Section 8 voucher holders to assist with de-concentration.	2007 - 2008	Implemented FY 2007 – 2008 Ongoing

<b>APPROVED HUD INITIATIVES</b>	<b>DESCRIPTION</b>	<b>FISCAL YEAR IDENTIFIED</b>	<b>STATUS</b>
Increase acquisition and rehabilitation of existing multi-family properties	CHA established a strategy and adopted a policy to increase acquisition/rehab of existing multi-family properties.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Use single fund flexibility to develop additional units	CHA will use block grant funding to leverage financing for the development of 100 new or rehabilitated affordable housing units each year of the MTW program.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Develop local design standards	CHA adopted local design standards that correlate with other funding sources available in Charlotte and the State of North Carolina.	2008-2009	Completed/ Tracking
Land Acquisition for Future Use	CHA will design local standards to guide land purchases in desirable, rapidly growing areas to provide more housing choices.	2008-2009	Implemented FY 2008 – 2009 Ongoing
Partner with CMS for mixed income affordable units	Established a partnership with Charlotte Mecklenburg Schools to produce mixed-income affordable housing units and identified two potential sites.	2008-2009	Implemented FY 2008 – 2009 Ongoing
<b>COMPLETED INITIATIVES</b>			
Affordable Housing Impact Studies	CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities.	2007 - 2008	Completed
Assess Section 8 program participants	CHA surveyed all Section 8 program participants to measure their capacity for independent living. CHA will connect them with the services necessary to facilitate their progress toward that goal.	2008-2009	Completed

Over the next 10 years, CHA will track the success of the Moving Forward initiatives by measuring the following benchmarks:

- The employment rate for able-bodied heads of households and other family members
- The number of family members in training and/or education programs
- The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families)
- The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services
- The number of children who enter post secondary education
- The percent increase in number of CHA students that enter the Charlotte Housing Authority Scholarship Fund (CHASF)
- The number of housing units in mixed-income environments
- The distribution of housing units and housing opportunities (a) Section 9 and (b) Project-Based Section 8

# HOMELESS

## PRIORITY HOMELESS NEEDS

The priority homeless needs addressed in this Five-Year Consolidated Plan were identified through the process of developing Charlotte-Mecklenburg's Ten Year Plan to End Homelessness and the Continuum of Care Housing Gap Analysis included in the Housing Market Analysis. The overwhelming unmet need is for permanent supportive housing. The Ten Year plan identifies a need for 2,000 units of service-enriched housing for episodic and economic homeless individuals and families with children, as well as 500 units for chronic homeless individuals. Currently, 240 formerly homeless/at-risk family households are living in service-enriched/supportive housing units through WISH, Project Hope and Shelter Plus Care.

Approximately 210 chronic homeless individuals are currently living in supportive housing through McCreesh Place, Shelter Plus Care and the Urban Ministry Center. The Vulnerability Index Survey, discussed in Chapter III, identified 807 chronically sheltered and unsheltered homeless individuals living in Charlotte in February 2010. Of this total, 388 were considered as most vulnerable. Plans are underway to develop an additional 112 supportive housing units for chronic homeless individuals. Although these new units will help address the unmet need for the chronic homeless population, far more units will be needed.

## HOMELESS STRATEGY (91.215 d)

More Than Shelter---Charlotte-Mecklenburg's Ten Year Plan to End and Prevent Homelessness was adopted by elected officials in 2007. The plan focuses on three main objectives:

- **Permanent Housing:** Get people into safe, appropriate housing as soon as possible.
- **Outreach to Chronic Homeless:** Link chronic homeless men and women to housing, treatment and services through intensive outreach and engagement.
- **Prevention:** Promote housing stability for those families and individuals most at-risk of becoming homeless.

More Than Shelter advocates that the community gradually shift from a crisis-oriented service system that essentially manages homelessness to one that focuses on more cost-effective, permanent solutions. Key strategies identified in the Ten Year Plan are as follows:

### **PERMANENT HOUSING: Get people into safe, appropriate housing as soon as possible**

The first and most critical step toward getting families and individuals appropriately housed is to expand the supply and access to affordable housing, in particular supportive and service-enriched housing. Strategies that will be pursued to advance this goal are:

- **Create 2,500 affordable rental units linked to services**, including 500 supportive units for chronic homeless individuals and 2,000 service-enriched units for episodic or economically homeless individuals and families.

- **Develop new sources of short and long-term housing subsidies** to enable people to move into and retain housing;
- **Expand community-based case management services** that embody a coordinated “wrap-around” service approach that helps residents of service-enriched housing reach their goals for self-directed living;
- **Develop systems integration strategies** to ensure that mainstream services such as public assistance programs, employment training and placement, health care and mental health and substance abuse treatment are streamlined to provide access to residents living in supportive or service-enriched housing; and
- **Incorporate housing assistance centers and rapid re-housing strategies and processes into the overall homeless support system** to quickly assess housing and services needs of those experiencing homelessness and provide links to permanent housing.

**OUTREACH TO CHRONIC HOMELESS: Link chronic homeless men and women to housing, treatment and services through intensive outreach and engagement**

To accomplish this objective, More Than Shelter calls for creating additional low-demand shelter options for chronically homeless men and women as a means of engaging people and ultimately linking them to permanent supportive housing. (Low demand implies that as long as a person meets minimal requirements such as being non-violent, he or she can seek shelter, no questions asked.) Creating safe, supportive environments that may draw in the more challenged chronic homeless population will increase opportunities for outreach and engagement.

Specifically, the plan recommends creating 200 year-around, low demand shelter beds for men and 50 low demand beds for women. It also calls for establishing two to three small safe havens for chronically homeless men and women living on the streets who are suffering from severe and persistent mental illness. Most communities of our size have such safe harbors for mentally ill people who are potentially endangered by living on the street.

Other strategies for reaching out to engaging people who are chronically homeless include:

- **Streamlining and improving access to SSI (Supplemental Security Income and Disability Insurance) and Medicaid benefits**, which can be a lengthy and difficult process, particularly for people with no address, mental illness and other barriers. In many cases, these benefits could be the life-line for chronically homeless individuals with significant disabilities;
- **Developing non-traditional approaches** to connecting chronically homeless to mental health, substance abuse and health services; and
- **Expanding jail diversion strategies** for chronic offenders charged with minor crimes to reduce the strain and costs on the criminal justice system and to link offenders to intervention services.

**PREVENTION: Promote housing stability for those families and individuals most at-risk of becoming homeless.**

More Than Shelter recommends targeting limited prevention resources on those families and individuals at greatest risk of becoming homeless including:

- Teens aging out of foster care;
- Families seeking financial and other assistance at Crisis Assistance Ministry on more than one occasion;
- Families who lose their housing as a result of evictions, code violations, or other public action;
- Victims of domestic violence; and
- People being discharged from prison, jail, hospitals, mental health facilities and other institutions.

Prevention strategies recommended in the plan include:

- **Expand the role of Crisis Assistance Ministry as a “one-stop” support center for families and individuals susceptible to becoming homeless.** An expanded center would provide a broader range of services than currently is offered at Crisis such as on-site and/or linked eviction and foreclosure related legal assistance, in-depth financial/credit education and counseling, benefits eligibility counseling and application, and housing case management and referral services. This is the place where thousands of vulnerable families and individuals come each year to stave off eviction and utility cut-offs. For good or bad, the agency has a “captive market”, and therefore, is a logical place for service expansion.
- **Expand the capacity of mainstream service agencies to screen and assess their clients for risk factors for becoming homeless** through development of a web-based screening and assessment tool.
- **Develop and concentrate community-based prevention strategies and education in neighborhoods** where high numbers of homeless people have come from and/or most of the requests for emergency financial assistance and/or evictions emanate.
- **Stop the discharge of people into homelessness from institutional settings**, including jails/prisons, mental health and substance abuse treatment and detoxification programs and foster care, by developing discharge planning policies and plans based “zero tolerance” for discharging people into homelessness. This includes expanding housing options, particularly for youth aging out of foster care.
- **Provide additional emergency beds and transitional housing for victims of domestic violence** so they receive the specialized support they need to help prevent further abuse and longer-term homelessness. (A large number of women and children fleeing domestic violence (DV) seek shelter at the Salvation Army because the Shelter for Battered Women only has 29 beds and regularly turns women away. The Salvation Army is not equipped to provide DV-related support.)

The Ten year Plan identified the following four actions as essential to the successful implementation of the plan:

- Establish a dedicated funding source to sustain efforts
- Create a leadership/accountability structure to implement, monitor and update the plan
- Focus on data collection and measurable results
- Continue to build political and community will for action

## **CHRONIC HOMELESSNESS**

As described in the homeless strategy, providing supportive housing for and outreach to Charlotte's chronic homeless population are priority objectives for the Ten year Plan. Since adoption of the plan, several steps have been taken to help implement the strategies for the chronic homeless population, including:

- 1) The merger of the Men's Winter Shelter and Uptown Men's Shelter to provide greater coordination and support for homeless men, including chronically homeless men. Through these negotiations and pressing needs, the decision was made in spring 2010 to keep the Winter Shelter open year-around. This will enable men who would otherwise be living on the streets to remain sheltered and have more ready access to services.
- 2) Plans by the Urban Ministry Center to construct Moore Place, an 85-unit supportive housing development that will serve the most vulnerable chronic homeless individuals. Planning for Moore Place has created new and unique opportunities for leveraging City, County and Charlotte Housing Authority resources with private donations. Case management will be provided through a coordinated effort between the Urban Center, the Mecklenburg County Department of Social Services and the VA.
- 3) The launch of Homeless to Homes by Urban Ministries to provide 10 supportive housing units for chronically homeless men.
- 4) Completion of the Vulnerability Index Survey by the Urban Ministry Center in partnership with Common Ground.
- 5) Expansion of McCreesh Place to include 26 additional units of supportive housing for disabled homeless men. A partnership between St. Peter's Homes, the operator of McCreesh Place, and Charlotte Housing Authority has made this expansion possible.
- 6) A collaboration between the Salvation Army, Charlotte Housing Authority, Department of Social Services, the faith community and others to make 65 units of supportive transitional housing available at Hampton Creste Apartments for homeless families, including a number who are chronically homeless. Families began moving into Hampton Creste in spring 2010, with the remainder moving into the complex in 2011.

## **PREVENTION**

Prevention of homelessness among at-risk populations is another Ten Year Plan priority objective. Several steps have been taken to implement some of the prevention strategies in the plan including:

- 1) Plans are underway for a new campus for women on West Boulevard that includes construction of an 80-bed emergency and transitional shelter for victims of domestic violence by United Family Services and a 90-bed transitional facility for single women dealing with substance abuse issues through The Charlotte Rescue Mission.
- 2) Expansion of Crisis Assistance Ministry to meet the growing demand of individuals and families in need of emergency assistance.
- 4) Launch of the Padlock Prevention Project, a faith-based pilot initiative created in spring 2010 to provide social work and other support services for three to six months to 50 at-risk families earning \$20,000-\$33,000 annually. The goal is to help these families achieve financial stability and prevent homelessness.
- 5) Use of Homeless Prevention and Rapid Re-housing prevention funds (awarded in 2009) to provide short-term (up to 3 months) rental assistance for at-risk families.
- 6) Launch of On Ramp in 2010, a life skills and training program administered by The Relatives to support youth aging out of foster care and prevent them from becoming homeless.
- 7) Creation of a rental housing data base by Socialserve.com to help connect renters with available and appropriate units and services.
- 8) Growth of W.I.S.H. (Workforce Initiative Supportive Housing) and creation of Project Hope to provide service-enriched housing for homeless families and individuals and prevent families from returning to homelessness. Over 200 families will be served by both programs in FY2011.

## **INSTITUTIONAL STRUCTURE**

Implementation of the Ten Year Plan will require a community-wide effort. Support is needed from government and non-profit sectors as well as from the faith and philanthropic sectors. To help shepherd the plan's implementation, the Charlotte City Council and Mecklenburg County Board of Commissioners adopted a new institutional/leadership structure for all housing and homeless programs in spring 2010. This new structure builds on and expands the institutional model recommended in the Ten Year Plan. It is based upon an intergovernmental agreement between the City of Charlotte, Mecklenburg County and Charlotte Housing Authority to jointly execute the Ten Year Plan.

A community leadership board comprised of high profile government, business, non-profit and faith community leaders will be appointed by elected officials in summer 2010 to help "drive" the plan and its implementation. This board will be charged with advising on annual priority setting and identifying and facilitating opportunities to support the plan's resource development, partnership building, advocacy and building community and political will.

Creating this structure will help ensure a level of consistency in priority setting and funding for all major homelessness and affordable housing programs and initiatives. Initially, the City of Charlotte will take on the leadership and convening role for the Ten Year Plan implementation and support for the new board. Overtime, however, the oversight responsibility may shift to a more neutral entity. Collaboration with the Homeless Services Network will be key to the success of this new structure.

## **CONTINUUM OF CARE DISCHARGE COORDINATION POLICY**

The Continuum of Care Discharge Policy is the process used to provide continuing care needs upon discharge from an institution such as jail, prison, hospital or behavioral health facility. The process also encompasses coordination of care between the discharging provider and the receiving provider based upon established memoranda of agreements. Individuals who are discharged are informed in a timely manner of discharge planning, including referrals or transfers to another level of care or provider. Upon discharge, individuals are provided notice and informed of their appeal rights.

The Mecklenburg Opportunities for Reentry Network (MORN) is a coalition of agencies and organizations that is working to address the needs of offenders, or those at risk of criminal involvement, from a public safety perspective. MORN's mission is to develop a system-wide, integrated response to addressing offenders' needs that creates a safer community, particularly upon discharge from correctional institutions. The group, which meets monthly, has also helped shape discharge planning policies and procedures from other community institutions. Connections to such resources as housing, employment, job skills development, education, substance abuse treatment, mentoring, and family support are addressed as part of Morn's discharge planning efforts.

## **OBJECTIVES**

Objectives for homeless and non-homeless special needs populations have been combined on page 62.

# NON-HOMELESS SPECIAL NEEDS

## PRIORITY NON-HOMELESS NEEDS (91.215 e)

The housing and supportive service needs of non-homeless special needs populations in Charlotte-Mecklenburg are described in the Housing Need Analysis. An unmet demand of approximately 6,750 rental units for non-homeless special needs households earning 30% or less of the AMI, including elderly, was projected for 2012 in the Analysis. Figure 37 identifies priorities assigned for the various populations.

**Figure 37: Non-Homeless Special Needs Populations Priorities**

SPECIAL NEEDS SUBPOPULATIONS	Priority Need Level	Unmet Need*
Elderly	High	3,030
Frail Elderly	High	665
Severe Mental Illness	High	Unavailable
Developmentally Disabled	High	Unavailable
Physically Disabled	High	Unavailable
Persons w/ Alcohol/Other Drug Addictions	High	Unavailable
Persons w/HIV/AIDS (13-County region)	High	1,000
Victims of Domestic Violence	High	Unavailable
Youth Aging out of Foster Care (18-21 yrs)	High	100
Other	High	Unavailable
<b>TOTAL</b>		<b>6,746*</b>

\*Note: The RC Lesser Study identified an unmet need of 3,716 affordable rental units for non-elderly, non-homeless special needs populations. A specific breakdown of the need by subpopulation was not provided. Over the next year, the City will take action to identify specific subpopulation housing needs and determine specific priorities based on those needs and priorities will be determined in the FY12 Annual Action Plan.

## JUSTIFICATION FOR ASSIGNING PRIORITIES

Prevention of homelessness is a key goal of the Ten Year Plan to End and Prevent Homelessness. Because priority needs special needs populations are most vulnerable to becoming homeless, all subpopulations were assigned a high priority.

## OBSTACLES TO MEETING UNDERSERVED NEEDS

Lack of funding for housing and supportive services is the greatest obstacle to addressing the unmet need of non-homeless special needs populations. Neighborhood resistance to creating housing for certain special needs populations is a significant obstacle.

**FACILITIES AND SERVICES TO ASSIST WITH SUPPORTIVE HOUSING (Non-Homeless)**

A variety of facilities and services are available in Mecklenburg County to assist non-homeless special needs residents of supportive housing facilities. Figure 38 provides a partial listing of some these facilities and services.

**Table 38: Facilities and Services to Assist with Non-Homeless Supportive Housing**

Service	Provider of Service(s)
Group Homes and Treatment Facilities for Adults 1,274 Licensed Group Homes and Treatment Facilities for Adults <ul style="list-style-type: none"> <li>• 254 licensed beds for mentally ill residents</li> <li>• 740 licensed beds for developmentally disabled adults</li> <li>• 280 licensed Level III residential treatment beds for substance abuse</li> </ul> Independent Living	Numerous providers  Mecklenburg Open Door, Inc. Residential Support Services Charlotte Housing Authority The ARC of Mecklenburg County Hickory Apartments
Transportation	Dept. of Social Services Special Transportation Services Charlotte Area Transportation (CATS) Special Transport
Vocational Training and Employment	NC Department of Vocational Rehabilitation Mecklenburg Open Door Residential Support Services Nevin Center NC Services for the Blind Autism Services of Mecklenburg Easter Seals UCP

**HOMELESS AND SPECIAL NEEDS OBJECTIVES**

For the next five years, supportive and service-enriched housing will be a priority for Charlotte’s affordable housing strategy. Because the housing needs of homeless and non-homeless special needs populations are similar, the objectives for both subpopulations have been combined. Important to note, creating new rental housing opportunities for extremely-low and low-income households will benefit homeless or special needs individuals or families who do not need services attached to their housing. The five-year target is to create 500 supportive housing and service-enriched units for homeless and/or special needs populations at an estimated total cost of \$80 million. In addition, 1,000 rental subsidies are targeted over the next five years, at an estimated five-year cost of \$5 million.

**Homeless and Non-Homeless Special Needs Supportive Housing Objectives**

OBJECTIVE	STRATEGIES	
<p>AH4: Accelerate development of appropriate service-enriched and/or supportive housing for homeless and special needs populations through a combination of new construction, rental assistance and rehabilitation.</p>	<p>01. Increase the proportion of federal and local funds used for supportive housing projects.</p> <p>02. Actively promote/support use of Housing Trust Fund dollars for supportive housing projects with priority given to proposals that will serve people with: 1) incomes at or below 30% of AMI, with an emphasis on those at 20% or below AMI; 2) at greatest risk of becoming homeless or institutionalized; and/or 3) with the greatest degree of disability.</p> <p>03. Provide technical and financial assistance to nonprofits to better compete for limited federal and local supportive housing funds.</p> <p>04. Establish expectations for housing projects funded by federal and/or local funds to set aside units for homeless and special needs populations.</p> <p>05. Maximize the use of Supportive Housing Program (SHP) funds through the annual Continuum of Care for support permanent housing projects.</p> <p>06. Support acquisition and rehab of financially distressed multi-family properties, motels or other residential facilities to create supportive housing.</p> <p>07. Support small-scale supportive housing development (8-20 units) appropriate for special needs populations who will thrive in smaller development environments.</p> <p>08. Explore/provide incentives for non-profit and for-profit landlords to house individuals with special needs.</p>	
<p>HUD OBJECTIVE S</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input type="checkbox"/> Create Economic Opportunity</li> </ul> <p>HUD OUTCOMES</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Availability/Accessibility</li> <li><input checked="" type="checkbox"/> Affordability</li> <li><input type="checkbox"/> Sustainability</li> </ul>	<p>FIVE YEAR TARGETS</p> <p>400 Supportive housing units for chronic homeless Avg. Cost Per Unit: \$80,000 5 Year Cost: \$32 million</p> <p>600 Service-enriched units for homeless or at-risk families and individuals Avg. Cost Per Unit: \$80,000 5 Year Cost: \$48 million</p>	<p>RESOURCES TO BE USED</p> <p>Federal: CDBG, HOME Local: Housing Trust Fund, State: NC Housing Finance Agency Private: Foundations, Faith Community, Private Lenders</p>
<p>AH5: Increase the number of tenant-based rental subsidies available for homeless and special needs populations.</p>	<p>01. Support partnerships between non-profit organizations and CHA and/or the VA to leverage rental subsidies with supportive housing programs.</p> <p>02. Consider a “local preference” MOU that creates a priority list for populations receiving rental vouchers.</p> <p>03. Apply for additional rental vouchers through Section 8, VASH, Shelter Plus Care and other federal programs that serve special populations.</p> <p>04. Increase the pool of funds to provide short-term (up to 90 days) rental subsidies.</p>	
<p>HUD OBJECTIVES</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Decent Housing</li> </ul>	<p>FIVE YEAR TARGETS/COSTS</p> <p>1,000 vouchers available to</p>	<p>RESOURCES TO BE USED</p> <p>Federal: HOME, HUD (Public</p>

OBJECTIVE	STRATEGIES	
<input type="checkbox"/> Suitable Living Environment <input type="checkbox"/> Create Economic Opportunity  <b>HUD OUTCOMES</b> <input checked="" type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	homeless and special needs pops Avg. Cost Per Unit: \$5,000 5 Year Cost: \$5 million	Housing funds) Local: Housing Trust Fund, State: Tax Credits Private: Foundations, Faith Community, Community-based Organizations
OBJECTIVE	STRATEGIES	
<b>AH6: Improve access to supportive services that will maximize the success of homeless and special needs populations in permanent housing.</b>	<p>01. Strengthen collaboration between the human services system (County) and the social housing system (City and CHA) through development of shared priorities, increased coordination and leveraging of funding streams.</p> <p>02. Explore ways to match housing operations with Medicaid to provide services for permanent housing residents.</p> <p>03. Consider shifting a percentage of CDBG public service dollars to help fund case management and other support services for supportive housing programs.</p> <p>04. Expand the Assertive Community Treatment (ACT) team model to provide support services for special needs populations.</p> <p>05. Maximize federal resources such as social service and criminal justice block grants, workforce development funds, VA Services, Vocational Rehab and USDA food programs.</p> <p>06. Continue to partner with faith-based groups to help leverage support service funding and delivery to residents of supportive housing.</p> <p>07. Explore creation of a dedicated public/private funding pool for case management and other support services for supportive housing residents.</p> <p>08. Work with local legislators to create a line item for Homelessness in the State Budget that provides for supportive services for homeless and special needs populations.</p>	
<b>HUD OBJECTIVE S</b> <input checked="" type="checkbox"/> Decent Housing <input type="checkbox"/> Suitable Living Environment <input type="checkbox"/> Create Economic Opportunity  <b>HUD OUTCOMES</b> <input type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	<b>FIVE YEAR TARGETS</b> 1,000 households served in supportive or service- enriched housing Avg. Cost for services per unit: \$5,000 5 Year Cost: \$5 million	<b>RESOURCES TO BE USED</b> Federal: HOME Local: Housing Trust Fund, County State: NC Housing Finance Agency Private: Foundations, Faith Community, Community-based Organizations

# COMMUNITY DEVELOPMENT

## PRIORITY COMMUNITY DEVELOPMENT NEEDS (91.215 f)

Neighborhood and business corridor revitalization in Charlotte’s urban core has been a top priority of City leaders for the past several decades. The City will continue to invest resources, including CDBG funds, on critical community development and economic development needs that will help lift up and stabilize distressed areas in the community. With input from residents and other community stakeholders (survey responses and otherwise), as well as a cross-section of service providers, the following community development needs were assigned the highest priority over the next five years.

**Figure 39: High Priority Community Development Needs**

Priority Needs	Priority Need Level	2010-2015 Targets
Code Enforcement	High	- 15,000 housing units compliances - 70,000 zoning compliances - 260,000 nuisance compliances
<b>Public Services</b>		
Childcare services	High	- 3,000 children served
Employment and training	High	- 7,500 youth trained - 2,500 youth placed in jobs
Lead hazard screening	High	- 900 units screened; 600 abatements
Fair housing activities	High	- Fair Housing Plan updated
<b>Economic Development</b>		
ED assistance to for-profits	High	- \$5 million leveraged through grants and loans
ED technical assistance	High	- 5,000 businesses served through BusinessFirst
ED small business assistance	High	- Creation of Small Business Consortium - Development of Small Business Plan - # of small businesses served—baseline to be established in FY2011 - 12% of City contracts to small businesses
<b>Other:</b>		
Neighborhood Revitalization	High	- Full implementation of 5 NAP plans - 125 neighborhood grants awarded - 7,000 residents trained for organizational capacity building

When considering these priority needs for funding, the City assessed the potential to: 1) support City Council neighborhood revitalization and economic development goals/priorities; 2) address distinct needs of targeted neighborhoods and/or business corridors; 3) impact a large number of low-income households; 4) leverage funds with other public and private sector funds; 5) have a good return on investment; 6) build on and sustain previous success; and 7) gain community interest and support.

## OBSTACLES TO MEETING UNDERSERVED NEEDS

Lack of funding is the biggest obstacle to meeting the community development underserved needs. The recession is also a recent factor affecting lending practices and slowing momentum on economic development initiatives.

## COMMUNITY DEVELOPMENT (CD) OBJECTIVES

Six categories of Community Development objectives are included in this plan: 1) Neighborhood Revitalization; 2) Corridor and Business District Revitalization; 3) Business Services; 4) Workforce Development; 5) Quality Child Care/After Care; and 6) Homeless Facilities and Support Services. HUD’s designation of public facilities (PF), public improvement (PI), public services (PS) and economic development (ED) objectives are so noted in the objective descriptions.

## NEIGHBORHOOD REVITALIZATION OBJECTIVES

OBJECTIVE	STRATEGIES	
<b>CD1: Capital Investments:</b> Invest in infrastructure and other capital improvements to enhance physical conditions and quality of life in targeted neighborhoods. (PI)	<b>01. Infrastructure:</b> Complete planned capital improvement projects identified in the Neighborhood Action Plans for 7 targeted neighborhoods.	
	<b>02. Neighborhood Improvement Program:</b> Complete existing projects in current targeted neighborhoods and coordinate inter-departmental and citizen selection of new targeted neighborhoods to meet City priorities.	
	<b>03. Environmental Action “Green Plans:</b> Assist neighborhoods in developing environmental action plans that focus on investments and strategies to reduce the environmental “footprint” and energy consumption in neighborhoods.	
<b>HUD OBJECTIVE S</b> <input type="checkbox"/> Decent Housing <input checked="" type="checkbox"/> Suitable Living Environment <input type="checkbox"/> Create Economic Opportunity  <b>HUD OUTCOME</b> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	<b>FIVE YEAR TARGETS</b>  5 Neighborhood Plans Implemented	<b>RESOURCES TO BE USED</b> Federal: CDBG Local: Neighborhood Improvement Bonds General Fund  <b>DOLLARS TO ADDRESS UNMET NEED</b>
OBJECTIVE	STRATEGIES	
<b>CD2: Code Enforcement:</b> Concentrate code enforcement in targeted and other key neighborhoods to improve their appearance, health, safety and overall livability.	<b>01. Team Approach:</b> Continue using the targeted, interdepartmental team approach to code enforcement in targeted neighborhoods.	
	<b>02. Outreach/Community Education:</b> Expand outreach and education opportunities that help residents and property owners understand housing and nuisance code compliance, including outreach to Latino residents.	
	<b>03. Bulky Item Pick-up:</b> Regularly schedule bulky item pick-up in neighborhoods to prevent nuisance violations.	
<b>HUD OBJECTIVE S</b> <input type="checkbox"/> Decent Housing <input checked="" type="checkbox"/> Suitable Living Environment <input type="checkbox"/> Create Economic Opportunity	<b>FIVE YEAR TARGETS</b>  15,000 housing units in compliance	<b>RESOURCES TO BE USED</b> Local: General Fund

OBJECTIVE	STRATEGIES	
<b>HUD OUTCOME</b> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	<b>70,000</b> zoning code compliances  <b>260,000</b> nuisance code compliances	
<b>CD3: Community Engagement and Capacity Building:</b> Increase involvement of a broader range of residents in neighborhood and community building initiatives. (PS)	<b>01. Leadership Training:</b> Expand and improve neighborhood leadership and organization training and support offered through the Community University Program or other training partners, including the use of technology and training modules that recognize changing patterns of community organizing.	
	<b>02. Outreach:</b> Reach out to and engage residents who typically do not participate in neighborhood planning and activities, including young and immigrant residents.	
	<b>03. Neighborhood Grants:</b> Continue to provide and promote Neighborhood grants to community organizations and market other grant resources to neighborhood organizations.	
	<b>04. Neighborhood Place Making:</b> Invest in community-based creative and cultural activities to enhance the place-making role and potential of neighborhoods and associated business corridors and to build stronger and more diverse community connections.	
<b>HUD OBJECTIVE S</b> <input type="checkbox"/> Decent Housing <input checked="" type="checkbox"/> Suitable Living Environment <input type="checkbox"/> Create Economic Opportunity  <b>HUD OUTCOME</b> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	<b>FIVE YEAR TARGETS</b>  <b>7,000</b> residents trained  <b>125</b> Neighborhood Grants awarded	<b>RESOURCES TO BE USED</b> Local: General Fund

### CORRIDOR AND BUSINESS DISTRICT REVITALIZATION OBJECTIVES

OBJECTIVE	STRATEGIES	
<b>CD4: Streetscape and Infrastructure:</b> Improve the physical appearance and aging infrastructure in distressed business corridors. (PI)	<b>01. Plan Implementation:</b> Complete planned capital improvement projects identified in corridor and business area plans. <b>02. Corridor Improvement Grants:</b> Continue to provide and promote grants for Façade Improvement, Security and Brownfield Programs.	
<b>HUD OBJECTIVE S</b> <input type="checkbox"/> Decent Housing <input type="checkbox"/> Suitable Living Environment <input checked="" type="checkbox"/> Create Economic Opportunity  <b>HUD OUTCOME</b> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	<b>FIVE YEAR TARGETS</b>  <b>28</b> Infrastructure projects completed  <b>\$70,000,000</b> allocated	<b>RESOURCES TO BE USED</b> Local: Neighborhood Improvement Bonds

**BUSINESS SERVICES OBJECTIVES**

OBJECTIVE	STRATEGIES	
<p><b>CD5: Business Retention and Growth:</b> Attract new businesses and support retention of existing ones, particularly in targeted areas. (ED)</p>	<p><b>01. New Business Recruitment:</b> Continue to work with the Charlotte Chamber, Charlotte Regional Partnership and the NC Department of Commerce to recruit new businesses, particularly in high-growth clusters--renewable energy, green energy, health care, hospitality and tourism—and emerging industries and high growth/high technology companies</p> <p><b>02. Business Investment Grant Program:</b> Align the Business Investment Grant Program with the targeted industry clusters.</p> <p><b>03. Building/Land Development:</b> Continue to monitor and evaluate opportunities to improve the building and land development process to identify barriers to businesses.</p> <p><b>04. Competitive Advantage:</b> Identify and recruit businesses in industry sub-sectors that have a competitive advantage to being located in targeted corridors and business districts.</p> <p><b>05. Retention Visits:</b> Visit existing businesses to identify needs and barriers to business growth, and build supportive relationships to encourage retention.</p>	
<p><b>HUD OBJECTIVE S</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input checked="" type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Availability/Accessibility</li> <li><input type="checkbox"/> Affordability</li> <li><input checked="" type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS</b></p> <p><b>\$5 million</b> leveraged through grants and loans</p> <p><b>250</b> business contacts made</p> <p><b>5%</b> annual job growth in new sectors</p> <p><b>2,000</b> business served through <i>BusinessFirst</i></p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: CDBG</p> <p>Local: Neighborhood Improvement Bonds</p>
<p><b>CD6: Small Business Support.</b> Create an environment to help small businesses thrive through collaboration and public/private partnerships. (ED)</p>	<p><b>01. Small Business Consortium:</b> Build and strengthen a sustainable local consortium of business resource providers and collectively develop a community-wide small business strategic plan.</p> <p><b>02. Financial Support:</b> Continue to support lending, including micro-enterprise funds, to small businesses and entrepreneurs, particularly for those who may be considered higher risk by traditional lenders.</p> <p><b>03. Marketing/Outreach:</b> Develop marketing and outreach initiatives, including a web portal, to reach the diverse small business and entrepreneurial community.</p> <p><b>04. City Contracts:</b> Promote small business utilization in City contracting.</p>	
<p><b>HUD OBJECTIVE S</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input checked="" type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Availability/Accessibility</li> <li><input type="checkbox"/> Affordability</li> <li><input checked="" type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS</b></p> <p>Creation of small business consortium</p> <p>Development of Small Business Strategic Plan</p> <p># of SBEs participating in training (baseline to be established-FY2011)</p> <p>12% of informal City contracts awarded to SBEs annually</p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: CDBG</p> <p>Local: Neighborhood Improvement bonds General Fund</p>

**WORKFORCE DEVELOPMENT OBJECTIVE**

OBJECTIVE	STRATEGIES	
<p><b>CD7: Workforce Development:</b> Promote workforce development through education, training and other linkages to high growth job markets. (ED/PS)</p>	<p><b>01. JobLink System:</b> Continue to evaluate and improve the JobLink system, particularly for low-wage earners and residents of low-wealth communities.</p> <p><b>02. Employment and Training Partnership:</b> Partner with CPCC and the WDB to create employment and training partnerships to train adult workers for targeted industry sectors.</p> <p><b>03. Incumbent Worker Training:</b> Implement an incumbent worker training program for businesses located in targeted corridors.</p> <p><b>04. Mayor’s Youth Employment Program:</b> Create work experiences in targeted industries for youth living in targeted neighborhoods.</p>	
<p><b>HUD OBJECTIVE S</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input checked="" type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Availability/Accessibility</li> <li><input type="checkbox"/> Affordability</li> <li><input checked="" type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS</b></p> <p><b>7,500</b> youth trained</p> <p><b>2,500</b> youth placed in jobs</p> <p># of incumbent workers trained (baseline to be established in FY2011)</p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: CDBG, Workforce Investment Act Funds</p> <p>Local: City ED funds</p>

**YOUTH DEVELOPMENT OBJECTIVES**

OBJECTIVE	STRATEGIES	
<p><b>CD8 : Childcare/After School Care.</b> Support quality childcare and after school opportunities for youth living in low-income neighborhoods. (PS)</p>	<p><b>01. Program Support:</b> Continue to support established inner-city childcare and after-school programs.</p>	
<p><b>HUD OBJECTIVE S</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input checked="" type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Availability/Accessibility</li> <li><input type="checkbox"/> Affordability</li> <li><input checked="" type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS</b></p> <p><b>1,000</b> children served annually</p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: CDBG</p> <p>Local: General Fund</p>

## ELIMINATING BARRIERS TO AFFORDABLE HOUSING (91.215 g)

Over the next five years, the City and others will pursue the following actions to address barriers to affordable housing.

- 1) **NIMBY (Not in My Backyard) Opposition to Affordable Housing:** The City of Charlotte will complete an analysis and revise its current affordable housing locational policy to facilitate the location of affordable housing development in the community. Community opposition (NIMBY) is one of the greatest barriers to affordable housing in Charlotte.
- 2) **Lack of Funding for Affordable Housing:** Subject to approval of voters, the City of Charlotte will increase the amount of Housing Trust Fund dollars by 50%. In May 2010, Charlotte City Council approved the plan to place a bond referendum on the November 2010 ballot that will increase the amount of funding for affordable housing projects from \$10 million to \$15 million. Housing Trust Fund dollars will be devoted to meeting the unmet housing need, including the need for supportive housing for homeless individuals and families. While this increase in Housing Trust Funds is a positive step, lack of resources will continue to be an issue.
- 3) **Lack of Supportive Services Matched with Housing:** The City will work with Mecklenburg County, the Homeless Services Network and others to develop a plan of action to create new sources of funds and leveraging of existing funds across governmental entities to match supportive services dollars with housing dollars. With implementation of the Ten Year Plan to End and Prevent Homelessness as a top priority, the City recognizes the need to engage the County and others in efforts to coordinate and collaborate with services and housing. Matching case management and other services with housing is one of the greatest challenges to increasing access to supportive housing in Charlotte. Plans to use CDBG Public Service funds for supportive services will be included in the planning effort and will be considered in the FY 2012 Annual Plan.
- 4) **Impacts from Changes in Economy:** The credit crisis and significant job losses in Charlotte-Mecklenburg continue to affect housing in the community. The crisis has resulted in both an increase in foreclosures and a tightening of underwriting standards for new loans impacting both current owners and potential homebuyers. The City of Charlotte will continue to monitor the changes in the mortgage industry and will create opportunities for connect homeowners, particularly priority need owners, with available resources, counseling and assistance.
- 5) **Fair Housing:** The City of Charlotte will update its Analysis of Impediments to Fair Housing Choice. The last plan was prepared in 2006 and adopted by City Council in May 2007.
- 6) **Land Use Policies and Zoning Regulations:** The City will continually assess its land use and zoning regulations to identify potential barriers to affordable housing. For example, parking requirements for supportive housing developments will be evaluated to potentially reduce the requirement, as many residents of supportive housing do not have their own cars.

## LEAD-BASED PAINT STRATEGY (91.215 i)

The City of Charlotte currently has funding from HUD's office of Healthy Homes and Lead Hazard Control through March 2012. The City anticipates applying for new funding during FY2011. With current and new funding in place, the City will continue to coordinate closely with the Mecklenburg County Health Department for outreach, referrals and assistance with screening and testing, particularly within the targeted neighborhoods that include an increasing number of Hispanic/Latino children.

In addition, the City will continue to: 1) promote the Lead Hazard Reduction Coalition, established by the City's LeadSafe Charlotte Program that brings various community leaders and interest groups together to pool resources and ideas; 2) further integrate lead-safe work practices in all City rehabilitation programs and provide lead remediation training to all contractors on the City's Housing Bidder's list; and 3) continue to encourage Code Enforcement officials to make referrals to LeadSafe Charlotte and enforce code requirements relating to the elimination of deteriorated paint.

The City prioritizes units enrolled in the lead program through direct referrals from the Mecklenburg County Health Department for children with elevated levels at 10 ug/l or above.

**5-Year Target:** Inspect 900 homes for lead hazards and reduce lead in 600 housing units

## ANTI-POVERTY STRATEGY (91.215 j)

A community-wide effort to address poverty is needed now more than ever. In 2008, approximately 11% of Charlotte-Mecklenburg's population was living in poverty. Due to the recent recession and considerable job losses in Charlotte, the number of poverty households, has inevitably increased within the last two years. This rise is most evident from the sharp increases seen in households applying for and receiving food stamp and TANF assistance over the last two years, as well as from the increasing number of people applying for emergency assistance at Crisis Assistance Ministry, food banks and other agencies that assist the poor. The needs have far outstripped the agencies' capacities.

Service providers who work with extremely low-income people believe that while most people will recover from the recession, extremely poor households will experience the effects for many more years to come. And with significant reductions in local and state tax revenues forcing local government to cut programs and services, the goal of reducing the number of people living in poverty over the next five years may be unrealistic. Keeping the poverty rate from increasing may be a more attainable goal during these unprecedented times, albeit a challenging one. Reducing generational poverty presents the greatest challenge and requires the greatest level of resources.

Within the scope of this Five Year Plan, the most effective ways to fight poverty will be to:

- Promote economic development, especially recruitment and retention of job intensive industries.

- Provide job readiness and training services that are relevant and demand-driven and put people on pathways to making a living wage.
- Address barriers to employment such as poor credit, criminal records and lack of childcare or transportation.
- Build the tax base so that the community’s basic “safety net” services are available to those who need them.
- Support family self-sufficiency initiatives to help public housing residents and others receiving public assistance lift themselves out of their poverty circumstances, if able.
- Link homeless families and individuals and those most at-risk of homelessness to service-enriched and supportive housing opportunities to stabilize them in housing and break the cycle of homelessness.
- Make affordable housing options available to low-income households in close proximity to jobs, public transportation and services.
- Ensure that low-income youth have access to quality childcare, pre-school and after-school programs as well as to mentoring and other developmental support.

Most of these efforts are integrated into the goals, programs and policies of the City of Charlotte Neighborhood & Business Services Department, the Mecklenburg County Department of Social Services and the Charlotte Housing Authority. Greater cross-system collaboration, including coordinated case management, and continued involvement of and financial resources from the faith community, foundations and others in the private sector will be needed to create greater efficiencies and measurable progress in reducing poverty over time. Fighting poverty is not only a City or County effort. The entire community must be involved.

## INSTITUTIONAL STRUCTURE (91.215 k)

The institutional structure for the delivery of housing and support services to low and very-low income families and individuals in Charlotte-Mecklenburg involves public, private and non-profit participation at the local, state and federal levels. Five key pillars are the foundation of the institutional structure for affordable housing, including:

1. Charlotte Housing Authority, which owns and manages conventional public housing, develops mixed-income housing, provides City-financed public housing and transitional housing, and administers the Section 8 program.
2. The City of Charlotte, through its Neighborhood & Business Services Department, which provides financing for housing development and rehabilitation, enforces the City’s housing, nuisance and zoning codes, provides relocation services and funds housing counseling and support services on a contractual basis with non-profit organizations.
3. Charlotte-Mecklenburg Housing Partnership (CMHP), a non-profit housing developer, administers a bank loan pool for single and multi-family mortgage financing and develops and owns multi-family mortgage financing. CMHP also develops and owns multi-family housing, produces homes for sale to low-income families, provides support services for renters and homeowners and offers homeownership counseling. Habitat for Humanity and Builders of Hope are other non-profit developers of low-income housing working in the community.

4. The private sector, which includes private developers, rental property managers, the banking community, local businesses and others with resources and/or technical expertise to commit to affordable housing development and management.
5. Housing support service providers including United Way agencies, Crisis Assistance Ministry, Mecklenburg County and Community Link that provide emergency housing, human services and housing counseling to the lowest income families and individuals.

As described in the Homeless Strategy, City Council and Mecklenburg County Board of Commissioners have approved a new institutional/leadership structure for all City-related housing programs, including implementation of the Ten Year Housing Plan. A high profile community board will be created to provide guidance and direction for Housing Trust fund issues and allocations, the Continuum of Care and implementation of the Ten Year Plan. As this new structure unfolds, it will help address the following gaps and create opportunities for greater collaboration and coordination across governmental and non-profit agencies, as well as with the private sector.

### **Gaps in the Delivery System**

Lack of resources for support services to help individuals and families succeed in housing is one of the most significant gaps and biggest challenges in Charlotte-Mecklenburg’s overall housing delivery system. To implement the Ten Year Plan to End and Prevent Homelessness, the system must identify new sources of funding and/or opportunities for greater collaboration across City and County government to match housing dollars with service dollars.

Another gap is the lack of a mechanism to establish joint funding and other priorities across the various housing programs in the community. With different funding streams and “ownership” of programs and opportunities, opportunities for coordination and collaboration can be lost. The new leadership structure approved by the City and Mecklenburg County is a way to help bring the various players together to jointly plan and set priorities.

## **COORDINATION (91.215 I)**

The level of cross-system coordination is greater than ever in Charlotte-Mecklenburg. The following are specific examples of such inter-agency/organizational coordination taking place:

- Charlotte Housing Authority is partnering with various homeless serving agencies including the YWCA, Urban Ministry Center, Salvation Army and St. Peter’s Homes to provide project-based housing subsidies for residents of new supportive housing developments.
- CHA has adopted a new Community Based Rental Assistance (CBRA) Process in accordance with its Moving To Work initiative that will help support the City’s objectives of creating mixed income housing throughout the community, including:
  - “Stable” communities, as defined by the city of Charlotte’s Quality of Life Study
  - Neighborhoods with an active revitalization plan

- Neighborhoods along Charlotte’s new transportation corridors, including light rail
- CHA’s HOPE VI grant plan for the revitalization of Boulevard Homes is based upon a major community collaboration that includes partnerships with Charlotte-Mecklenburg Schools for an educational component and Mecklenburg County Parks and Recreation Department for a park/recreation component. The City of Charlotte has committed funds for housing and infrastructure. The agency is also in discussions with the Harlem Children’s Zone to incorporate their unique model into the project development.
- CHA is launching the With Every Heartbeat Is Life Initiative in a partnership between HUD and The National Heart, Lung, and Blood Institute. This initiative is designed to help African Americans prevent heart disease and will be implemented in Southside Homes and Boulevard Homes.
- Considerable collaboration has contributed to the success of the WISH and Project Hope programs that provide supportive housing for homeless families and individuals. WISH is a collaborative effort between the City of Charlotte, which provides tenant-based housing funds, Mecklenburg County Department of Social Services, which provides case management services, and the faith community that provides family support teams as well as project funding. Project Hope is a similar model that leverages federal Homeless Prevention and Rapid Re-Housing to provide supportive housing.
- The Urban Ministry Center has raised funds to develop Moore Place, an 85-unit supportive housing development for chronic homeless men and women. To leverage resources, the organization is partnering with CHA to provide project-based rent subsidies as well as the regional Veterans Administration office to provide VASH vouchers and case management services for homeless veterans who will be residing at Moore Place. The City of Charlotte will be contributing Housing Trust Fund dollars and Mecklenburg County Department of Social Services will provide five case managers for resident support. Considerable private sector support, both in-kind and financial, have helped Moore Place become a reality and will continue to do so for ongoing operations.
- The City plans on coordinating housing locational policies with the State Tax Credit program as a means of coordinating project funding.

## MONITORING (91. 230)

The City of Charlotte Neighborhood & Business Services is responsible for ensuring that the federal funds spent on activities to benefit low and moderate-income households are in compliance with federal guidelines. The performance monitoring activities include routine monitoring and technical assistance rendered by staff to sub-recipients. Improvements to the system are on an ongoing basis.

### **Monitoring of CDBG, ESG and HOPWA Grants**

All CDBG non-housing sub-recipients enter into contractual agreements with the City of Charlotte, which includes a detailed scope of services with measurable objectives. The federal general provisions, along with the appropriate OMB Circulars, are included in contractual agreements to ensure compliance. The budget line items must be reflective of the goals and objectives. Prior to program start-up, the City monitors and evaluates the sub-recipients programmatic and fiscal management practices.

Sub-recipients are required to provide periodic reports on their achievement of contractual objectives. These contracts are monitored on an annual basis. Staff conducts annual site visits to ensure performance of program activities (programmatic as well as fiscal control.) In addition, the Financial Services Unit reviews each request for payment. The program monitors determine whether the sub-recipient’s program is on target and in compliance. A final evaluation is performed at the end of the contract period.

**Monitoring HOME Grant**

In addition to the above reporting requirement, sub-recipients of HOME funds are monitored as follows:

Number of Units	Monitoring Schedule
1-4	Every 3 years
5-25	Every 2 years
26 or more	Annually

In providing home-ownership assistance to eligible families, the City of Charlotte adheres to the recapture provisions set out in the HOME regulations (Part 92.254 of the HOME Final Rule.) These provisions will ensure that each housing unit will remain affordable for a period of time determined by the following schedule:

HOME Funds Provided	Period of Affordability
Less than \$15,000	5 years
\$15,000-\$40,000	10 years
More than \$40,000	15 years

In addition to program monitoring, Neighborhood & Business Services’ Compliance Monitoring Unit conducts ongoing monitoring of all its financial partners to ensure accountability, performance and compliance with CDBG, HOME, ESG, HOPWA and other federal, state and local grant requirements. The Compliance Monitoring Unit provides an in-depth review and evaluation on factors that assess: governing board, staff capabilities, fiscal/financial policies and practices, business and operational policies/practices and regulatory/contract compliance. Financial partners are rated and scored on each factor as Compliant (2.0), Needs Improvement (1.0) or Non-Compliant (0).

Financial partners that receive a Needs Improvement or Non-Compliant rating have a six to twelve month follow-up visit conducted. Each financial partner is reviewed approximately every three years. In addition, the overall average score of the financial partner determines the City’s

response to the review: Business Risk Analysis for continued funding (0-1.0), Compliance Unit Intervention (1.0-1.5) and Staff Level Technical Assistance (1.5-1.99.)

## HOUSING OPPORTUNITIES FOR PEOPLE WITH AIDS (HOPWA)

### ACTIVITIES SUPPORTED BY HOPWA FUNDS

The goals of the Charlotte area HOPWA program are two-fold: 1) help persons with HIV/AIDS retain their current housing and 2) provide a variety of appropriate housing choices for individuals with HIV/AIDS and their families. The Regional AIDS Consortium, the local sponsor for the HOPWA program, has estimated that 1,000 individuals are in need of housing assistance in the 13-county region (EMSA) that the HOPWA grant covers. The key activities the Consortium will undertake over the next five years to help address this need are as follows:

- **Emergency assistance** to HIV/AIDS that will pay for emergency rental needs, mortgage payments and/or utility payments that will enable them to stay in their current housing.
- **Rental assistance** to HIV/AIDS clients and their families through the use of tenant-based housing vouchers and project-based rental assistance.
- **Supportive services** to HIV/AIDS clients, including clients in substance abuse after-care treatment and inpatient substance abuse treatment programs.
- **Housing information services** to assist people living with HIV/AIDS match their housing needs with appropriate housing providers.
- **Operating Costs** for housing include maintenance, security, operation, insurance, utilities, furnishings, equipment, supplies, and other incidental costs.

### OUTPUT GOALS---CLIENTS TO BE SERVED

Assuming HOPWA funding remains constant over the next five years, the Consortium will continue to serve clients in accordance with the breakdown of activities shown on Figure 340.

**Figure 40: HOPWA Planned Client Service Breakdown**

HOPWA ACTIVITY	YR 1 GOAL	YR 2 GOAL	YR 3 GOAL	YR 4 GOAL	YR 5 GOAL
Short-term housing assistance	170	170	170	170	170
Short-term housing assistance & housing information services	95	95	95	95	95
Housing information services	60	60	60	60	60
Supportive services for residential substance abuse after-care treatment	20	20	20	20	20
Supportive services	20	20	20	20	20
Inpatient substance abuse treatment and supportive services	18	18	18	18	18
Tenant-based vouchers	39	39	39	39	39
Project-based vouchers	9	9	9	9	9
Operating expenses	38	38	38	38	38

## OBSTACLES TO MEETING NEEDS

The greatest obstacle is that the demand for housing assistance for HIV/AIDS clients is greater than can be addressed with current resources. The high cost of operating supportive housing and limited number of tenant-based vouchers are also major obstacles AIDS. In addition, client issues such as unemployment, poor credit history and criminal records create a challenge for clients to secure appropriate rental housing.

## LEAD JURISDICTION

The Regional HIV/AIDS Consortium (RHAC), a grassroots non-profit organization, has been designated by the City of Charlotte as the single HOPWA project sponsor through a formal selection process. The agency's mission is to foster and ensure a regional approach to prevent the spread of HIV and AIDS and meet with compassion and dignity the needs of those affected by the disease. RHAC serves the Charlotte Metropolitan Statistical Area (MSA), which includes 13 counties shown on the map below.



All HOPWA funds allocated to the RHAC are distributed to direct-service agencies through a request for proposal (RFP) process. HOPWA formula MSA grant funds are used for low income residents medically diagnosed with HIV/AIDS and their families in Mecklenburg, Gaston, Union, Anson, York, and Cabarrus Counties. In FY09, the Consortium served a total of 376 people (235 clients + 141 family members). Of those served, 232 clients received housing assistance and 144 received supportive services. The FY10 allocation for this formula grant was \$714,063. In addition to formula grant funds, RHAC received a three-year, \$1.9 million HOPWA Special Projects of National Significance (SPNS) Grant. This competitive grant provides funding for supportive services and tenant-based rental vouchers. In FY09, 26 clients and 31 families in Anson, Cabarrus, Cleveland, Lincoln, Rowan, Union, and Stanly counties were served through the program. SPNS grant funds are not available to other counties in the MSA.

**STRATEGIC PLANNING AND MONITORING**

In 2007, the Regional HIV/AIDS Consortium contracted with AIDS Housing of Washington (Seattle) to undertake a needs assessment for the 13-county region and to identify critical issues and related strategies. A series of community forums were held throughout the region, with over 200 people participating. Stakeholders from all counties served on the steering committee for the assessment. Upon conclusion of the assessment, the steering committee identified three main issue areas and strategies related to each: 1) Coordination and advocacy; 2) HIV/AIDS medical and support services and 3) HIV/AIDS housing.

The City of Charlotte will continue working closely with the RHAC to monitor project activities, performance and finances per the terms and conditions of the sponsor agreement with the RHAC.

**SPECIFIC HOPWA OBJECTIVE**

OBJECTIVE	STRATEGIES	
<p><b>AH7:</b> Provide a continuum of affordable housing assistance for low-income persons affected with HIV/AIDS.</p>	<p><b>01.</b> Provide short-term housing assistance for rent, utilities and mortgage payments.</p> <p><b>02.</b> Leverage tenant-based vouchers with services funded by the Ryan White program to provide supportive housing opportunities for HIV/AIDS clients and their families.</p> <p><b>03.</b> Support HIV/AIDS clients in substance abuse treatment and after care programs.</p> <p><b>04.</b> Provide housing information services to HIV/AIDS clients.</p>	
<p><b>HUD OBJECTIVE S</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Decent Housing</li> <li><input type="checkbox"/> Suitable Living Environment</li> <li><input type="checkbox"/> Create Economic Opportunity</li> </ul> <p><b>HUD OUTCOME</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Availability/Accessibility</li> <li><input checked="" type="checkbox"/> Affordability</li> <li><input type="checkbox"/> Sustainability</li> </ul>	<p><b>FIVE YEAR TARGETS</b></p> <p><b>265</b> Clients receiving emergency assistance annually</p> <p><b>48</b> Clients receiving rental housing subsidies annually</p> <p><b>58</b> Clients receiving supportive services annually</p> <p><b>60</b> Clients receiving housing information services annually</p>	<p><b>RESOURCES TO BE USED</b></p> <p>Federal: HOPWA, Ryan White</p> <p>Private: Foundations, Community contributions</p>

**OTHER NARRATIVES AND ATTACHMENTS**

**SECTION 108 LOAN GUARANTEE**

**DOUBLE OAKS APARTMENTS**

The Charlotte-Mecklenburg Housing Partnership, Inc. received a \$10,000,000 Section 108 loan for the redevelopment of the Double Oaks Apartments. The Apartments were built in 1949 and consist of 570 units in 165 low-density; single story barracks style buildings that contain between four to six units. The units were physically obsolete and in various stages of deterioration. The apartment complex is currently one-third vacant.

The new development will consist of 940 residential units and 108,000 square feet of non-residential development. (See attached concept map.) The new development will represent approximately \$120 million of new investment in the Statesville Avenue Corridor, with about \$25 million of public investment in the form of grants and loans, combined with approximately \$120 million of private investment.

#### **Activity Eligibility**

The use of the Section 108 loan for land acquisition is an eligible activity pursuant to Section 507.703(a) of United States Code of Federal Regulations. One-hundred percent of the loan funds will be used for land acquisition.

#### **National Objectives**

The national objective of benefiting low and moderate income will be met in accordance with Section 507.208 (a) (1) low and moderate income job creation in accordance with Section 507.208 (a) (4) of the United States Code of Federal Regulations. At least 51 percent of the housing generated from the development will benefit households earning 80 percent or less of the Charlotte Area Median Income, which is currently \$52,250 based on a family of four. The commercial portion of the development is forecasted to produce 270 permanent and 100 construction jobs. At least 80 percent of the jobs will be at wage/salary levels that translate into an annual household income below 80 percent area median income

### **REGIONAL ECONOMIC DEVELOPMENT CONNECTIONS**

The City of Charlotte is an active member and participant in the Charlotte Regional Partnership (CRP), a non-profit, public-private economic development consortium that serves the 16 county Charlotte region. The City contributes funds annually to the Partnership. The mission of CRP is three-fold:

- **MISSION I: Business Development & Marketing:** To market and promote the Charlotte region for economic development within North America and throughout the world as a superior business location in order to develop short- and long-term business prospects
- **MISSION II: Funding & Resource Allocation:** To provide for and maintain an appropriate level and balance (public/private) of funding and other resources (technology, staff, etc.) required to execute the Strategic Plan.
- **MISSION III: Planning for the Future:** To initiate and participate in strategic organizational and regional economic development planning to identify, assess, and develop assets required to provide sustained and sustainable economic growth for the Charlotte region.



## **Other Information and Attachments**