



Mecklenburg County

CDBG Entitlement Program

**Five Year Consolidated Plan 2015-2020 and
FY 16 Annual Action Plan**

Executive Summary

ES-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

As required by the U.S. Department of Housing and Urban Development (HUD), Mecklenburg County prepared a Five Year Consolidated Plan to integrate planning efforts for the County's Community Development Block Grant (CDBG) funds, which focuses on the housing and community development needs of low and moderate income persons. The purpose of a Consolidated Plan is to identify housing and community development needs and to develop specific goals and objectives to address these needs over a five-year period. This is the second Consolidated Plan for Mecklenburg County and covers the period of July 1, 2015 through June 30, 2020. Preparation and approval of the Consolidated Plan is a prerequisite to the County's continued receipt and use of federal housing and community development funds. All activities and funding priorities included in Mecklenburg County's Consolidated Plan will address three statutory goals set by HUD:

- Provide Decent Housing
- Provide A Suitable Living Environment
- Provide Expanded Economic Opportunities

The 2015 Five-Year Consolidated Plan informs HUD of Mecklenburg County's intended use of federal and non-federal resources to meet community needs. In Mecklenburg County's case, the primary funding source is HUD's Community Development Block Grant (CDBG). The funds are intended to provide low and moderate-income households with viable communities, including decent housing, a suitable living environment, and expanded economic opportunities. Eligible activities include community facilities and improvements, housing rehabilitation and preservation, development activities, public services, economic development, planning, and administration.

As an entitlement community, Mecklenburg County receives an annual share of federal Community Development Block Grant funds. In order to receive its CDBG entitlement, the County must also submit an Annual Action Plan to HUD. The Fiscal Year (FY) 2016 Annual Action Plan includes the funding application for CDBG funds in the amount of \$674,000, as well as information on proposed projects.

2. Summary of the objectives and outcomes identified in the Plan

Mecklenburg County's Consolidated Plan (2015-2020) outlines community housing and economic development goals and objectives for this five-year period. This document identifies four basic goals against which HUD will evaluate the Consolidated Plan and the local jurisdictions' performance. Each of these goals must benefit primarily low and moderate income persons.

These goals are to:

1. Retain affordable housing stock of existing housing in lower income neighborhoods
2. Improve the livability and safety of neighborhoods
3. Encourage the economic vitality of neighborhoods
4. Encourage economic development of infrastructure

The County's Annual Action Plan for FY 2016 outlines the activities to be undertaken during this program year to meet these goals and continue the overall housing strategies set forth in the 2015-2020 Consolidated Plan.

Housing and Community Development Needs

The County has identified the following priority needs for its CDBG Program:

A. Housing Needs

- To improve the condition of existing affordable housing in residential neighborhoods,
- Retain the stock of affordable housing where possible,
- Increase the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, religion, gender, national origin, familial status, or disability, and
- Provide affordable housing that is accessible to job opportunities.

B. Non-Housing Community Development Needs

- To provide high quality public facilities, such as parks and community centers to low- and moderate-income persons and to provide adequate public improvements, such as ADA modifications, street lighting, streets, and sidewalks, in low- and moderate-income neighborhoods,
- To promote economic development activities as a means to provide job opportunities and economic growth, and to reverse economic decline, especially for low- and moderate-income households, and
- To improve citizens' living environment, including security and safety.

In the area of non-housing priority needs, the County continually partners with public service organizations that provide services to meet the needs of specific populations in their communities. The County has undertaken public safety projects that have benefited the general population as well as special need residents.

The County is working to achieve the goals of the Consolidated Plan. It is a challenging process as the resources required to completely implement the Plan to its fullest extent surpasses the resources available to the County. The Plan guides the County's efforts by defining the County's

goals, leveraging the County's limited resources, and emphasizing policies and programs that most effectively assist the greatest number of residents in the targeted groups.

Program Objectives

There are several areas of specific need that emerge from the analyses of the community, its needs, and market conditions. These needs, translated into tangible objectives are:

Goal 1: Retain affordable housing stock of existing housing in lower income neighborhoods

- Preserve and expand the supply of affordable housing
- Provide assistance to low income homeowners to rehabilitate and/or provide emergency repairs for their homes
- Expand supply of affordable housing

Goal 2: Improve livability and safety of neighborhoods

- Ensure residents have access to sanitary water and sewer services
- Ensure high level of quality of life with good access to local schools, shops, and parks
- Help homeless populations and persons in danger of becoming homeless find shelter
- Ensure that neighborhood shopping for basic needs is available

Goal 3: Encourage the economic vitality of neighborhoods

- Promote neighborhood sustainability and stabilization
- Continued support for provision of services to those individuals and groups with special needs, such as the elderly and the disabled

Goal 4: Encourage economic development for neighborhoods and residents

- Support opportunities for job creation, job training for LMI individuals
- Support growth opportunities for local economies
- Support improvements for nonprofit facilities that provide vital services for LMI area residents
- Provide access to support services for working families.

Each priority or goal in this Plan is accompanied by specific objectives, which are coupled to performance indicators. The Five-Year Strategic Plan for Mecklenburg is estimated to result in the following accomplishments by 2020:

- Owner occupied housing repair for 40 housing units for low and moderate income homeowners by Year 5,
- Acquire 10 lots to be used for development of affordable houses for LMI area residents by Year 5,
- Improve various public facilities such as parks, sidewalks, and streets,

- Provide funds to non-profit entities for the rehabilitation of their facilities, and
- Improve public infrastructure (water and sewer) for underserved LMI areas.

3. Evaluation of past performance

Over the five years, Mecklenburg County has utilized CDBG funds to provide housing repairs for 17 owner-occupied homes for low to moderate income families in the Town of Cornelius. CDBG funds have also assisted with the acquisition and rehabilitation of one property in order to address slum and blight conditions and to provide an affordable housing unit for LMI individuals in the Town of Cornelius and one in the Town of Davidson. Additionally, CDBG funds were granted to Habitat for Humanity-Matthews for the acquisition of 10 residential lots to be utilized for construction of affordable housing units. The County also utilized CDBG funds to install 8,000 linear feet of water line along Walkers Ferry Road. This project provided public access to drinking water and fire hydrants for LMI households.

Additionally, funds have been provided for rehabilitation of public facilities in the Town of Davidson, the historic Ada Jenkins School property. This property is leased by the Ada Jenkins Family Center who provides a variety of services to the public specifically target towards improving the lives of LMI County residents, for bathroom renovations allowing for ADA accessibility and enhancing the sustainability of the property to serve the public. Funds have also been granted to the Davidson Cornelius Child Development Center, that were utilized to provide tuition assistance for child care costs for 15 children.

The County feels confident that moving forward into the next five-year consolidated planning period, all program objectives are attainable. For more detailed information on past performance, the FY 2014 Consolidated Annual Performance and Evaluation Report (CAPER) is available upon request.

4. Summary of citizen participation process and consultation process

The FY 2015-2020 Five-Year Mecklenburg County Consolidated Plan is a collaborative effort of county citizens, non-profit organizations, faith-based organizations, county staff as well as staff members from participating municipal jurisdictions. In November 2014 notices were sent to all municipalities in Mecklenburg County notifying them of the upcoming program and requesting their participation in the process.

In January 2015 the Mecklenburg County Consolidated Plan Advisory Committee, which is comprised of representatives from participating members, met to discuss the upcoming funding cycle and the program area's community development needs. Members of the Committee include representation from the following:

- County Manager's Office
- County's Real Estate Services Department
- Town of Matthews Planning Department
- Town of Cornelius-Managers Office
- Town of Davidson-Affordable Housing Department

- Town of Huntersville-Managers Office
- Centralina Council of Governments-Community & Economic Development Department

5. Summary of public comments

No comments were received.

Summary of comments or views not accepted and the reasons for not accepting them

N/A

6. Summary

The Mecklenburg County 2015-2020 Consolidated Plan sets forth objectives, strategies, and goals for improving the quality of life of low to moderate-income individuals and in the unincorporated areas of Mecklenburg County and the Towns of Cornelius, Davidson, Huntersville, and Matthews. It assesses the needs and provides market analysis of housing and other community development issues.

The Process

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	MECKLENBURG COUNTY	

CDBG Administrator	MECKLENBURG COUNTY	County Manager's Office
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Table 1– Responsible Agencies

Narrative

The City of Charlotte Neighborhood & Business Services Department is the lead agency charged with preparing the Five Year Consolidated Plan and reporting on federal program activities for the Charlotte-Mecklenburg HOME Consortium. Mecklenburg County is a member of the Charlotte-Mecklenburg HOME Consortium and is also an Entitlement recipient for Community Development Block Grant funds. As such, Mecklenburg County is the local CDBG Administrator for Mecklenburg County's annual CDBG Entitlement allocation. Mecklenburg County is charged with preparing the Annual Action Plans and Consolidated Annual Performance and Evaluation Report (CAPER), with outline the intended uses of CDBG funds and report on program metrics. The Annual Action Plans are developed in alignment with the Charlotte-Mecklenburg HOME Consortium's Five Year Consolidated Plan goals and objectives.

In this capacity the County works in cooperation with other key government agencies, non-profit agencies and for-profit agencies addressing affordable housing, and other community development issues. Collaborative partnerships with key stakeholders are indispensable to the community's success in addressing the needs of low and moderate income residents and improving the quality of life for all the residents by ensuring that all residents, regardless of race, gender, age, income level or disability, have equal access to affordable housing, jobs and services available in the County.

Consolidated Plan Public Contact Information

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PR-10 Consultation - 91.100, 91.200(b), 91.215(I)

2. Introduction

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

Mecklenburg County recognized that the preparation of the Consolidated Plan requires discussion and consultation with many diverse groups, organizations, and agencies. During the planning process for the CDBG Consolidated Plan, the County encouraged citizen participation. Two public hearings and a public forum were held in order to gather public input and answer any questions the general public had regarding the process and community development needs. In the course of preparing this document, the County's consultants met with service providers, community groups, nonprofit agencies, faith-based agencies, and local member governments to discuss and gather input on the community development needs identified in the program area.

Key agencies and organizations included:

- City of Charlotte- Neighborhood & Business Services
- Charlotte Family Housing
- Charlotte Housing Authority
- Charlotte-Mecklenburg Housing Partnership, Inc.
- Community Link
- Crisis Assistance Ministry
- Davidson Housing Coalition
- Habitat for Humanity-Charlotte
- Habitat for Humanity- Matthews
- Mecklenburg County- County Manager's Office
- Mecklenburg County Homeless Services
- Men's Shelter of Charlotte, Inc.
- North Carolina Community Development Association
- North Carolina Housing Finance Agency
- One More Neighborhood, Inc.
- Our Towns Habitat for Humanity- Davidson
- Safe Alliance
- Town of Cornelius
- Town of Davidson
- Town of Huntersville
- Town of Matthews

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

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.

The Charlotte-Mecklenburg Coalition for Housing is the responsible entity for implementation of Charlotte-Mecklenburg's Ten-Year Plan to End and Prevent Homelessness and recognizes that a supportive services model is essential, and advocates both for new construction and rental subsidies for permanent supportive housing. *More Than Shelter!-- A Ten-Year Implementation Plan to End and Prevent Homelessness, One Person/ One Family at a Time*—sets the community on the path for more aggressive action. It represents a movement to the third phase in our community's body of work to address the growing homelessness crisis in Charlotte-Mecklenburg, building on the broad vision and direction created by the task force in *Out of the Shadows*. The implementation plan not only responds to our local need for more specific and immediate action, it also responds to the federal mandate for communities to develop ten-year plans to end homelessness, particularly chronic homelessness, as part of a unified national movement and as a requirement to continue receiving certain housing and homeless-related federal funds.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

Mecklenburg County is not a recipient of Emergency Shelter Grant (ESG) funds. However, the City of Charlotte is a recipient of ESG funds; these funds are utilized by the Charlotte-Mecklenburg Continuum of Care, of which Mecklenburg County is a partner. ESG funds are used to provide homeless persons with emergency shelter and essential support services. ESG funds also provided homelessness prevention and repaid re-housing activities which includes short and medium term rental assistance to homeless individuals or individuals at imminent risk of becoming homeless. ESG funds will also be utilized to subsidize the cost of implementing the Homeless Management Information System (HMIS), in order to meet reporting requirements for the grant program.

The Charlotte-Mecklenburg Continuum of Care has successfully implemented rapid re-housing initiatives over the past several years. Unfortunately, there continues to be an unmet demand in the community for emergency shelter. The Continuum of Care and its partners actively continues to seek additional resources for rapid re-housing activities. Currently there is a collaborative public/private effort underway to create a rental subsidy endowment. Should this effort be successful, the area's capacity to rapidly re-house families will address overcrowded shelters over the next year. The Coordination of Services and Housing committee meets regularly to discuss strategies for reducing the need for shelter by using shelter diversion and targeted prevention.

Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities.

Table 2– Agencies, groups, organizations who participated

1	Agency/Group/Organization	City of Charlotte - Neighborhood & Business Services
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Lead-based Paint Strategy Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth HOPWA Strategy Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County. CDBG staff also spoke with Neighborhood and Business Services staff regarding the management of the Continuum of Care, HOME, Fair Housing, and other CDBG topic areas.
2	Agency/Group/Organization	CHARLOTTE FAMILY HOUSING
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
3	Agency/Group/Organization	Charlotte-Mecklenburg Housing Partnership, Inc.
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
4	Agency/Group/Organization	CHARLOTTE HOUSING AUTHORITY
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	How was the Agency/Group/Organization consulted	Staff members participated in the community survey of housing, economic development and

	and what are the anticipated outcomes of the consultation or areas for improved coordination?	non-housing needs for LMI residents in Mecklenburg County. CDBG program staff also consulted with CHA to review public housing data and to provide insight into public housing projects serving the unincorporated areas of the County.
5	Agency/Group/Organization	COMMUNITY LINK
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
6	Agency/Group/Organization	CRISIS ASSISTANCE MINISTRY
	Agency/Group/Organization Type	Services-homeless Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
7	Agency/Group/Organization	Davidson Housing Coalition
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Davidson Housing staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County. CDBG program staff also met with DHC executive leadership to discuss housing rehabilitation needs in the eligible areas of the County.
8	Agency/Group/Organization	Charlotte Habitat for Humanity
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
9	Agency/Group/Organization	Habitat for Humanity- Matthews
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
10	Agency/Group/Organization	MECKLENBURG COUNTY
	Agency/Group/Organization Type	Other government - County Grantee Department
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	As the lead agent for the CDBG program County staff were consulted on the needs assessment survey's development and execution. Further input and consultation was sought on all elements of the FY16 Annual Action Plan.
11	Agency/Group/Organization	Mecklenburg County Homeless Services
	Agency/Group/Organization Type	Other government - County
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
12	Agency/Group/Organization	MEN'S SHELTER OF CHARLOTTE
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Homelessness Needs - Unaccompanied youth Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County. Also consulted regarding the 10-year plan to end homelessness.
13	Agency/Group/Organization	NC Community Development Association
	Agency/Group/Organization Type	Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
14	Agency/Group/Organization	NORTH CAROLINA HOUSING FINANCE AGENCY
	Agency/Group/Organization Type	Housing Services-Children
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
15	Agency/Group/Organization	One More Neighborhood, Inc
	Agency/Group/Organization Type	Services - Housing Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
16	Agency/Group/Organization	Our Towns N. Mecklenburg S. Iredell Habitat for Humanity
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County. Further input and

	improved coordination?	consultation was sought on all elements of the FY16 Annual Action Plan.
17	Agency/Group/Organization	Safe Alliance
	Agency/Group/Organization Type	Services-Victims of Domestic Violence Services - Victims
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Staff members participated in the community survey of housing, economic development and non-housing needs for LMI residents in Mecklenburg County.
18	Agency/Group/Organization	Town of Cornelius
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	As a member of the CDBG advisory group, Town staff were consulted on the needs assessment survey's development and execution. Further input and consultation was sought on all elements of the FY16 Annual Action Plan.
19	Agency/Group/Organization	Town of Davidson
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	As a member of the CDBG advisory group, Town staff were consulted on the needs assessment survey's development and execution. Further input and consultation was sought on all elements of the FY16 Annual Action Plan.
20	Agency/Group/Organization	TOWN OF HUNTERSVILLE
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs

		Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	As a member of the CDBG advisory group, Town staff were consulted on the needs assessment survey's development and execution. Further input and consultation was sought on all elements of the FY16 Annual Action Plan.
21	Agency/Group/Organization	Town of Matthews
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	As a member of the CDBG advisory group, Town staff were consulted on the needs assessment survey's development and execution. Further input and consultation was sought on all elements of the FY16 Annual Action Plan.

Identify any Agency Types not consulted and provide rationale for not consulting

N/A

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	City of Charlotte	

Table 2– Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))

Mecklenburg County must notify adjacent governments about priority housing and non-housing community development needs. Mecklenburg County notified local governments in the CDBG eligible program area of the upcoming Five-year Consolidated Planning process. All eligible municipalities were informed on CDBG program goals and objectives and invited to participate in the Mecklenburg County CDBG Entitlement program. Four municipalities within the Mecklenburg County jurisdiction boundaries have chosen to participate in the Mecklenburg County CDBG program: Cornelius, Davidson, Huntersville and Matthews.

Municipalities consulted for participation included:

- Town of Cornelius
- Town of Davidson
- Town of Huntersville
- Town of Mint Hill
- Town of Matthews
- Town of Pineville

Narrative

This section is optional and was left blank intentionally.

PR-15 Citizen Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

Encouraging citizen participation and consulting with other public and private agencies are important parts of the planning process. The County used several methods to solicit citizen participation and to consult with other public and private entities, including public notices, public meetings, public hearings, survey of needs and other outreach efforts. A copy of the County's Citizen Participation Plan can be obtained upon request by contacting Mecklenburg County.

Public Meetings

Mecklenburg County held a citizen forum and formal public hearing on January 5, 2015 to obtain comments on the amended Citizen Participation Plan and to obtain input for the Consolidated Planning Process. The citizen forum, public hearings and the 30-day comment period were advertised in the local newspaper 15 days prior to the meetings; the notice was published on 5 local government websites and made available at local library branches.

Mecklenburg County held a public hearing on April 8, 2015 at the Mecklenburg County Government Center in order to obtain feedback and comments on the draft Five-year Consolidated Plan and the FY 16 Annual Action Plan. The public hearing and the 30-day comment period were advertised in the local newspaper 15 days prior to the meetings; the notice was also available on Mecklenburg County's and Centralina Council of Governments' websites and made available at local library branches.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons
1	Public Hearing	Minorities Persons with disabilities Residents of Public and Assisted Housing	January 5, 2015: Three attendees; two from area non-profits and one from a member government.	Generally comments regarding funding for projects, the type of eligible projects and amount of funding available.	N/A
2	Newspaper Ad	Non-targeted/broad community	A notice was published on December 20, 2014 notifying the public of the upcoming public hearing and citizen engagement forum. The notice was also posted on the County's website and the coordinating agency's website.	N/A	N/A
3	Newspaper Ad	Non-targeted/broad community	A notice was published in the Charlotte Observer newspaper on March 13, 2015 notifying the public of the 30-day comment period for the draft Con Plan and AAP16 as well as the April 8 public hearing.	N/A	N/A
4	Public Hearing	Non-targeted/broad community	TBA	TBA	TBA

Table 3– Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

According to HUD, a household spending more than 30% of its household income on housing, living with more than one person per room, or occupying a unit with physical defects is in need of housing assistance. This section presents a general overview of Mecklenburg County to provide context for the development of strategies to address community development and housing needs in the Consolidated Plan. The population in the Mecklenburg County CDBG program area increased from 98,601 (2001 U.S. Census) to approximately 153,260 (2007-2011 ACS), resulting in a 55% increase in the population. Households increased by 29% and the median income increased a mere 11% from \$50,579 (2000 U.S. Census) to \$55,994 (2007-11 ACS).

There are approximately 57,984 households within the CDBG program area, and of those households 25% of the households are at or below 80% household median family income. In the CDBG program area there are 16,966 households with housing problems; which accounts for 29% of all households in the program area. There are four housing problems that HUD measures: 1) housing unit lacks complete kitchen facilities; 2) housing unit lacks complete plumbing facilities; 3) household is overcrowded; and 4) household is cost burdened. A household is said to have a housing problem if they have any one or more of these four problems.

The major contributing factor to housing problems in the program area was the percentage (29%) of households with a cost burden greater than 30% of their gross income. This poses challenges on homeowners to maintain the upkeep on aging properties in order stay in their homes. Many homeowners have substandard plumbing, electrical and aging flooring systems. Most often homes require an average of \$5,000 to \$10,000 in repairs to bring the property up to basic housing standards. The second most common housing problem in the program area is a lack of existing affordable housing for extremely – low to low income households.

Regional economic growth and population growth have increased the demand for housing in the Mecklenburg program area, resulting in higher rental and purchase housing costs and contributing to the cost burden experienced by the lower income categories. The area is experiencing a slight increase in construction of new housing units but the majority of these units are not in the affordable housing unit price point. The most affordable housing are the older housing stock; however, older units typically require more maintenance and repair, adding to the incidence of housing problems among lower income households. Based on the high percentage of housing problems among these income categories, and recognizing these lower income households are at risk of becoming homeless, the County has assigned a high priority to the housing needs of these income groups. The moderate income households in the program area too are experiencing the burden of severe housing problems, as many of the households in this category are elderly and have limited income. Most moderate income renter households are able to find affordable rental housing in the program area. However, some of the rental housing is

substandard. There are more affordable purchase housing units available to moderate income buyers in the Mecklenburg CDBG program area, and therefore, this is not a high priority for the County.

The most significant obstacle to meeting the underserved housing needs of the extremely low-income, very low-income, and low-income households is encouraging private developers/contractors to develop more affordable housing units for these income groups.

Extremely Low Income Households (0-30% AMI)

Extremely low-income (ELI) households are defined as earning less than 30 % of the area median income, adjusted by household size. According to current data a four-person household that earned less than \$16,798 in the Mecklenburg County program area was classified as an ELI household. In the program area, extremely low-income households comprise 6% of existing households.

Throughout the program area, 88% of all ELI households had housing problems with 83% spending more than 30% of their income for housing and 65% spending over 50% of their household income. Homeowners had slightly higher percentages than renters in this group, with 50% of homeowners versus 37% of renters being cost burdened households in this income group.

Very Low Income Households (>30-50%)

Very low-income (VLI) households are classified as earning greater than > 30-50% of the median area income. This means that a four-person household earning between \$16,799 and \$27,997 in the Mecklenburg County program area is classified as a very low income household. Nearly all households in this group were experiencing one or more severe housing problems (lacks kitchen or complete plumbing, severe overcrowding, or severe cost burden). Sixty-nine percent of VLI households spent more than 30% of their household income on housing expenses and 39% spent more than 50%. Renters had a significantly higher percentage (59.5%) of housing problems in the VLI category compared to 39.1% of homeowners. Homeowners had a slightly higher percentage (36%) with a housing cost burden over 30% of household income than renters who had 33%. Additionally, homeowners also registered a higher percentage (22%) that had a housing cost burden over 50% of household income compared to renters who had 17%.

Low – Moderate Income Households

Low-moderate income (LMI) households are classified as households whose income falls between 51% and 80% of the area median income. According to current data this ranges from \$27,998 to \$44,795 for the Mecklenburg County program area. Eleven percent of households in this group were experiencing one or more severe housing problems (lacks kitchen or complete plumbing, severe overcrowding, or severe cost burden). Renters in this category actually had a higher percentage (14%) of housing problems compared to homeowners who had 10%. Renters also had a higher percentage in the cost burden categories with only 10% of renters having a cost

burden greater than 30% of household income versus 8% of homeowners. Severely cost burdened households (greater than 50% of household income spent on housing) was slightly less for renters with only 2%, while 2.4% of homeowners fell into this category. This possibly indicates that the rental market at this income level becomes more affordable, however adequate affordable homeownership opportunities are still lacking for this group.

Minority Housing Needs

Minorities in the CDBG program area have significantly worse housing problems than white households. They are disproportionately represented in greater numbers in the lower income categories compared to their percentage of the overall population. They also face housing burdens, primarily associated with cost burdens in similarly disproportionate numbers.

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

Mecklenburg County's objectives towards addressing Non-Housing Community Development "Public Facilities" Needs include continued support of the development and/or redevelopment of parks and recreation facilities, as well as increasing accessibility to neighborhood facilities that provide human service type programs for LMI area residents.

Public and non-profit public facilities located in the program area tend to be located in older parts of the program area and many are in need of revitalization, accessibility modifications and other updates.

How were these needs determined?

Public input and input from member local governments and area non-profit agencies providing service in the CDBG program area. Input was acquired through public hearings and a survey that was distributed via email. Many citizens and public sector employees voices concerns that facilities operating in jurisdictions outside the Charlotte city limits tend to

Describe the jurisdiction's need for Public Improvements:

Mecklenburg County proposes to continue making Capital Investments in infrastructure to enhance the physical conditions and quality of life for low and moderate income residents and neighborhoods. Infrastructure projects have been identified in the County's Annual Action Plan which will provide street improvements to low and moderate income neighborhoods.

Mecklenburg County public infrastructure system much like all communities across the State is aging and does not meet the capacity needs of our residential communities. This is more apparent in older areas of the CDBG project area that have higher concentrations of aging homes and LMI residents.

How were these needs determined?

Public input and input from member local governments and area non-profit agencies providing service in the CDBG program area. Input was acquired through public hearings and a survey that was distributed via email.

Describe the jurisdiction’s need for Public Services:

Mecklenburg County will continue to work with each of the Towns and the unincorporated areas of the County to support existing neighborhood and community building initiatives and agencies that assist with childcare needs, job training and employment needs. The County will also work towards assisting these areas in identifying new community building initiatives. This goal will be accomplished by continued outreach to engage the towns, unincorporated areas, and residents who typically are not actively involved in neighborhood planning activities.

Most public service agencies are located in the uptown area of the City of Charlotte and can be difficult for residents living in the unincorporated areas of the County to access. Therefore, the Mecklenburg CDBG program will seek out opportunities to support agencies located in the program area that can help fill this public service need gap.

How were these needs determined?

Public input and input from member local governments and area non-profit agencies providing service in the CDBG program area. Input was acquired through public hearings and a survey that was distributed via email.

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

The overall focus of this chapter is to describe the supply and demand of the entire housing market, assess who is not served by the market (focusing on low income and special needs populations), determine the number of households whose housing needs are not met by the market but are being met by existing public or non-profit programs, and determine the gaps that still exist for these groups.

MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

Introduction

The non-housing community development plan section provides a brief summary of Mecklenburg County's priority non-housing community development needs that are eligible for assistance under HUD's community development program categories. This community development component of the plan provides Mecklenburg County specific long-term and short-term community development objectives, developed in accordance with the primary objective of the CDBG program to develop viable communities by providing decent housing and a suitable living environment and expanding economic opportunities, principally for low-income and moderate-income persons.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers	Share of Jobs	Jobs less workers
			%	%	%
Agriculture, Mining, Oil & Gas Extraction	189	750	0	2	2
Arts, Entertainment, Accommodations	9,074	8,471	14	17	3
Construction	2,905	4,365	5	9	4
Education and Health Care Services	8,523	6,858	13	14	1
Finance, Insurance, and Real Estate	7,355	2,164	12	4	-8
Information	2,211	1,026	3	2	-1
Manufacturing	5,066	4,984	8	10	2
Other Services	1,967	1,485	3	3	0
Professional, Scientific, Management Services	9,480	6,037	15	12	-3
Public Administration	0	0	0	0	0
Retail Trade	8,775	7,858	14	16	2
Transportation and Warehousing	2,957	1,419	5	3	-2
Wholesale Trade	5,074	4,052	8	8	0
Total	63,576	49,469	--	--	--

Table 4 - Business Activity

Data Source: 2007-2011 ACS (Workers), 2011 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Total Population in the Civilian Labor Force	85,623
Civilian Employed Population 16 years and over	79,062
Unemployment Rate	7.66
Unemployment Rate for Ages 16-24	19.49
Unemployment Rate for Ages 25-65	5.48

Table 5 - Labor Force

Data Source: 2007-2011 ACS

Occupations by Sector	Number of People
Management, business and financial	26,057
Farming, fisheries and forestry occupations	2,694
Service	6,106
Sales and office	20,636
Construction, extraction, maintenance and repair	5,303
Production, transportation and material moving	3,304

Table 6 – Occupations by Sector

Data Source: 2007-2011 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	42,855	59%
30-59 Minutes	26,044	36%
60 or More Minutes	3,508	5%
Total	72,407	100%

Table 7 - Travel Time

Data Source: 2007-2011 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force			Not in Labor Force
	Civilian Employed	Unemployed		
Less than high school graduate	3,861	729		1,405
High school graduate (includes equivalency)	10,203	952		2,691
Some college or Associate's degree	19,050	1,930		3,868
Bachelor's degree or higher	35,189	1,165		5,979

Table 8 - Educational Attainment by Employment Status

Data Source: 2007-2011 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	261	961	672	1,020	633
9th to 12th grade, no diploma	1,306	1,043	940	1,359	1,283
High school graduate, GED, or alternative	3,534	3,273	3,240	7,333	3,870
Some college, no degree	4,920	4,507	4,436	7,850	3,082
Associate's degree	583	1,750	2,357	3,987	645
Bachelor's degree	1,210	8,135	9,521	12,519	2,353
Graduate or professional degree	15	2,443	4,085	5,675	1,735

Table 9 - Educational Attainment by Age

Data Source: 2007-2011 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	18,457
High school graduate (includes equivalency)	25,907
Some college or Associate's degree	33,505
Bachelor's degree	50,535
Graduate or professional degree	65,357

Table 10 – Median Earnings in the Past 12 Months

Data Source: 2007-2011 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

According to the data provided in the Business Activity chart the top five major employment sectors within the Mecklenburg jurisdiction includes, Professional, Scientific, Management Services (9,480-jobs), Arts, Entertainment, Accommodations (9,074-jobs), Retail Trade (8,775-jobs), Education and Health Care Services (8,523-jobs), and Finance, Insurance, and Real Estate (7,355-jobs).

These numbers are in harmony with the Comprehensive Economic Development Strategy “Prosperity for Greater Charlotte,” conducted by Centralina Council of Governments. The top industries or largest industries in Mecklenburg County were noted as the Professional and Business Services, Trade, Transportation and Utilities and Financial Activities. Health Services was the leading growth industry in the county, followed by Leisure & Hospitality and Government. Health Services grew 26% from 2006-2011, more than twice the US growth in the industry. This report revealed that Mecklenburg County saw 2.9% job growth in 2001, with a 6% payroll growth and an annual unemployment rate of 10.7%. Leisure, Hospitality and Government grew about 14%. During 2006-2011 Professional Services and Government were the other two top job creators. (Source: 2012 Prosperity for Greater Charlotte Report)

Describe the workforce and infrastructure needs of the business community:

Today’s communities must embrace the 21st Century reality that their unique identity and strengths in a globally competitive environment come from the combination of their workforce skills, technology and product knowledge, ability to produce and manufacture, and ability to market and deliver products to their consumers. Globally-oriented companies know they must do all of these things well; communities must now do the same under a highly coordinated and collaborative effort across organizations, workers, and industry clusters. Today’s challenge for communities is to build multiple competencies that spark new industries and products – to work not just to protect what you have, but to focus on the new products and markets that will create new jobs.

Employers frequently state that access to talent is their most important site selection factor. Having a skilled workforce can be a key factor in determining whether industries will thrive in a region or if they will migrate to other locations. Rapid changes in technology, scientific discovery, global economics, business strategy, and human demographics require regions to have an educational ecosystem in place that ensures worker availability and skill sets keep pace with business needs.

Having a world-class educational system is a critical requirement for growing jobs in all of greater Charlotte’s target industries and competencies.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period.

Describe any needs for workforce development, business support or infrastructure these changes may create.

Mecklenburg County’s economic development program consists primarily of managing the Business Investment Program (commonly referred to as “incentives”) and other economic development grants; assisting other County departments with the redevelopment of County-owned real estate; and operating a Minority, Women and Small Business Enterprise (MWSBE) program.

Many of the County’s economic development efforts are undertaken in partnership with our allies, including the North Carolina Department of Commerce, the City of Charlotte Economic Development Office, the Charlotte Regional Partnership, the Charlotte Chamber of Commerce, Charlotte Center City Partners, Lake Norman Economic Development Corporation and the Centralina Council of Governments.

The County’s Business Investment Program grants are targeted to high-wage, high-capital investment companies through the use of a fiscal impact analysis tool. Additionally, the county’s economic development marketing efforts (carried out primarily by the Charlotte Regional Partnership and the Charlotte Chamber of Commerce) are focused on six targeted industry sectors (Health, Energy, Defense, Finance, Motorsports and Film).

The County is also involved in a collaborative effort with the City of Charlotte to implement a Small Business Strategy Plan in collaboration with our economic development partners, including the Charlotte Chamber of Commerce, Central Piedmont Community College and others.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

The Prosperity for Greater Charlotte CEDS and *Jobs, Workforce & Education Alignment Strategy* report defined the following significant degree growth trends in the Greater Charlotte Region:

- Total degrees are growing more quickly at all levels in the Greater Charlotte Region than the US.
- Software and Computer Sciences degrees, although in decline at the Associate’s and Bachelor’s level, are declining at similar rates to the US. At the Master’s+ level, Software and Computer Sciences degrees are rising in the region in contrast to national declines. Among Software and Computer Sciences degrees, only Networking Technologies and Web Design / Graphics / Informatics degrees are on the rise.
- **Business, Finance, Economics and Health Care**, two of the region’s largest degree areas, like the US, are growing at all degree levels. This appears to support local targets in Financial and Biomedical industries. The region also continues to have a high output of Biomedical Engineering students, with over 300 of these degrees awarded in 2010.

- **Education**, another large degree area in the Greater Charlotte Region, is growing more quickly than the US at all degree levels.
- The Greater Charlotte Region lacks a law school, only awarding **Legal** Associate's and Bachelor's degrees for paralegal and pre-law training.
- **Engineering** degrees are also growing at all levels, but more slowly than the US at the Bachelor's and Master's+ levels.
- **Transportation Professionals**, an important degree area for the regional Logistics target, only had 9 Associate's degrees conferred in the entire region (and few Pre-Associate's degrees). This demonstrates a need for more certificate programs and potentially Bachelor's and other advanced degree programs in transportation.

The fastest growing occupation clusters in the Greater Charlotte Region from 2007-2012 are **Medical** (2.1% average annual growth), **Performance** (1.2%), **Agriculture** (0.9%), **Social Service** (0.8%), **Computer** (0.6%), and **Hospitality** (0.5%). In fact, these are the only occupation clusters that grew during this time period. With the exception of Social Service and Hospitality, all of these occupation clusters have concentration quotients below 1.0. This means that although they are currently less concentrated than the US average, their rapid growth will likely lead to above average concentration in the future.

Many of the largest and most concentrated occupation clusters lost jobs over the past five years. Construction occupations saw the greatest declines, losing jobs at an average annual rate of -6.5%, followed by Production (-5.1%), Manufacturing Operations (-2.6%), Logistics / Transportation (-2.2%), and Mechanics (-2.0%). Other large clusters that lost jobs were Back Office Admin Support (-0.9%) and Personal Services (-1.1%).

A very clear trend emerged in the analysis: the mix of occupations in the Greater Charlotte Region is changing, with traditionally established occupations in manufacturing, logistics, finance, and back office industries shedding jobs as less concentrated, emerging occupations gain prominence, including IT, health care, education, and hospitality. The lack of large, established clusters in the top-right quadrants is indicative of a region in occupational flux and the need for future workforce development strategies.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Charlotte Works, the Charlotte-Mecklenburg Workforce Board provides a variety of services for underemployed and unemployed clients, Charlotte Works' resources include coaching, training, and networking opportunities that will help develop and connect job seekers with the changing employment needs of Charlotte area employers. For employers, resources range from initial staffing to customized screening and recruitment. Workshops and training are based on employer need and jobs in demand.

Recently Charlotte Works launched the Career Pathways program which has identified the fastest growing industries in the region and helps job seekers find the skills employers demand and the education and training opportunities that can make them competitive applicant with in those sectors. Charlotte Works collaborates with local employers and educators to make sure the jobs and training needed to get them are available throughout the region.

Central Piedmont Community College, MeckEd, and Charlotte-Mecklenburg K-12 System all work in collaboration with the private sector to develop apprenticeship programs for students and adult works in local high growth industries that allow for higher wages. These partnership help to build responsive relationships between the public, non-profit and private sector, each ensuring the others needs are met, with the ultimate goals of having an qualified workforce and to bridge the income disparities among local residents. This is acheived by placing apprentices in training programs geared towards higher skilled and paid local jobs.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

Yes

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

Mecklenburg County is a supporting member of the Centralina Economic Development Commission that is the EDA's Economic Development District charged with developing and implementing the CEDS for the Greater Charlotte Region. At least one Mecklenburg County Commission is appointed to the Commission at all times and is responsible for incorporating CEDS recommendations into practice in their jurisdiction. The most recent Centralina CEDS Five year Update was completed in December 2012 with principal participation on the CEDS Advisory Board by multiple Mecklenburg County public and private organizations.

Discussion

This section is optional and was left blank intentionally.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

There are pockets dispersed throughout each participating local governments boundaries where apparent concentrations of LMI income households, African Americans, and Hispanics are concentrated. Concentrations of LMI Hispanics are more apparent than for other minorities. These areas and/or neighborhoods tend to be older areas/neighborhoods with an aging housing stock. For areas with higher Hispanics concentrations, most housing units are rental units and for other minorities there are higher rates of homeownership in these pockets. Homeowners tend to be extremely-low to low-income elderly minorities. Based on the high percentage of housing problems among these income categories, and recognizing these lower income households are at risk of becoming homeless, the County has assigned a high priority to the housing needs of these income groups.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The very low, extremely low income elderly and minorities are somewhat concentrated in particular areas of each of the participating local governments. These tend to be areas where older neighborhoods and housing stock exists.

What are the characteristics of the market in these areas/neighborhoods?

Housing stock in these areas/neighborhoods are typically older and suffering from multiple housing problems, ranging from insufficient plumbing or kitchen facilities, overcrowding and cost burdened.

Are there any community assets in these areas/neighborhoods?

Many of these areas are in older parts of the particular municipalities, and many are located near older parks and schools. These parks have the potential to become assets for these particular areas.

Are there other strategic opportunities in any of these areas?

All of the neighborhoods that contain target households are located in communities with local municipal authorities that support efforts to revitalize and uplift LMI households. Through the growth of the Mecklenburg County CDBG program we hope to develop strategic opportunities with our member governments to target these communities.

Strategic Plan

SP-05 Overview

Strategic Plan Overview

As required by the U.S. Department of Housing and Urban Development (HUD), Mecklenburg County participates in the development of the Charlotte-Mecklenburg HOME Consortium's Five Year Consolidated Plan and integrates planning efforts for the County's Community Development Block Grant (CDBG) funds. These planning efforts focus on the housing and community development needs of low and moderate income persons. The purpose of the Strategic Plan is to identify housing and community development needs and resources needed to develop specific goals and objectives to address these needs over a five-year period. This plan covers the period of July 1, 2015 through June 30, 2020. The funds are intended to provide low and moderate-income households with viable communities, including decent housing, a suitable living environment, and expanded economic opportunities. Eligible activities include community facilities and improvements, housing rehabilitation and preservation, development activities, public services, economic development, planning, and administration. As an entitlement community, Mecklenburg County receives an annual share of federal Community Development Block Grant funds.

Because of the broad range of needs within and among the neighborhoods, the Advisory Committee looked at the conditions in throughout the CDBG program area and focused activities on the most important needs. Some activities were selected based on current market conditions (i.e. purchase of land to develop low income housing) and others based on health and safety factors.

Mecklenburg County's Strategic Plan outlines community housing and economic development goals and objectives for this five-year period. This document identifies three basic goals against which HUD will evaluate the Consolidated Plan and the local jurisdictions' performance. Each of these goals must benefit primarily low and moderate income persons.

Goal 1: Retain affordable housing stock of existing housing in lower income neighborhoods

- Preserve and expand the supply of affordable housing
- Provide assistance to low income homeowners to rehabilitate and/or provide emergency repairs for their homes
- Expand supply of affordable housing

Goal 2: Improve livability and safety of neighborhoods

- Ensure residents have access to sanitary water and sewer services
- Ensure high level of quality of life with good access to local schools, shops, and parks
- Help homeless populations and persons in danger of becoming homeless find shelter

- Ensure that neighborhood shopping for basic needs is available

Goal 3: Encourage the economic vitality of neighborhoods

- Promote neighborhood sustainability and stabilization
- Continued support for provision of services to those individuals and groups with special needs, such as the elderly and the disabled

Goal 4: Encourage economic development for neighborhoods and residents

- Support opportunities for job creation, job training for LMI individuals
- Support growth opportunities for local economies
- Support improvements for nonprofit facilities that provide vital services for LMI area residents
- Provide access to support services for working families.

The County’s Annual Action Plan for FY 2016 outlines the activities to be undertaken during this upcoming program year to meet these goals and continue the overall housing strategies set forth in the 2015-2020 Consolidated Plan.

Housing and Community Development Needs

The County has identified the following priority needs for its CDBG Program:

1. Housing Needs

- To improve the condition of existing affordable housing in residential neighborhoods
- Retain the stock of affordable housing where possible
- Increase the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, religion, gender, national origin, familial status, or disability
- Provide affordable housing that is accessible to job opportunities

2. Non-Housing Community Development Needs

- To provide high quality public facilities, such as parks and community centers to low- and moderate-income persons and to provide adequate public improvements, such as ADA modifications, street lighting, streets, and sidewalks, in low- and moderate-income neighborhoods
- To promote economic development activities as a means to provide job opportunities and economic growth, and to reverse economic decline, especially for low- and moderate-income households
- To improve citizens’ living environment, including security and safety

In the area of non-housing priority needs, the County continually partners with public service organizations that provide services to meet the needs of specific populations in their communities. The County has undertaken public safety projects that have benefited the general population as well as special need residents.

The County is working to achieve the goals of the Consolidated Plan. It is a challenging process as the resources required to implement the Plan surpasses the resources available to the County. The Plan guides the County's efforts by defining the County's goals, leveraging the County's limited resources, and emphasizing policies and programs that most effectively assist the greatest number of residents in the targeted groups.

Program Objectives

There are several areas of specific need that emerge from the analyses of the community, its needs, and market conditions. These needs, translated into tangible objectives are:

- Stabilization and improvement of neighborhoods
- Maintenance and improvement of the existing housing stock
- Continued support for provision of services to those individuals and groups with special needs, such as the elderly and the disabled
- Continued support of key public service programs, the improvement of public facilities and infrastructure
- Ensure access to utilities
- Support opportunities for job creation, job training for LMI individuals

Each priority in this Plan is accompanied by specific objectives, which have performance indicators. The Five-Year Strategic Plan for Mecklenburg is estimated to result in the following accomplishments by 2020:

- Owner occupied housing repair for 40 housing units for low and moderate income homeowners by Year 5
- Acquire 10 lots to be used for development of affordable houses for LMI area residents by Year 5
- Improve various public facilities such as parks, sidewalks, and streets
- Provide funds to non-profit entities for the rehabilitation of their facilities
- Improve public infrastructure (water and sewer) for underserved LMI areas

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 11 - Geographic Priority Areas

General Allocation Priorities

Describe the basis for allocating investments geographically within the state

Program Area

Approximately, 153,260 residents live in the CDBG program area which encompasses low income areas in unincorporated Mecklenburg County and low income neighborhoods in Davidson, Cornelius, Huntersville and Matthews.

Characteristics of the CDBG program area:

- Income levels that are low/mod
- An older population than the County as a whole
- A higher percentage of minorities
- Lower educational achievement
- Average to slightly smaller households; and
- Higher than average homeownership rate.

The County carefully considered all areas in determining the neighborhoods to be included in the CDBG program area. First, staff analyzed data to outline low income neighborhoods. Next, they conducted windshield surveys of the physical infrastructure in low and moderate income areas in the unincorporated portions of Mecklenburg County, as well as neighborhoods in Cornelius, Davidson, Huntersville and Matthews. Then, priority areas were proposed to the Advisory Committee.

An Advisory Committee was used to develop priorities and recommendations for the CDBG Action Plan. The Committee discussed and agreed to the following guidelines defining how the target neighborhoods should look and how they should function for their residents in the future. The guidelines indicate how the County will address the needs of the distressed neighborhoods included in the CDBG program area.

Because of the broad range of needs within and among the neighborhoods, the Advisory Committee examined each area individually, focusing on conditions and on priority improvement in each area. Projects were selected based on neighborhood needs, on current market conditions (i.e. purchase of land to develop low income housing) and on health and safety factors.

Using the guidelines developed by the Advisory Committee, a project rating list with a point system was developed and used to rank projects.

Allocations were made using the points and considering several criteria:

- The severity of the need
- The availability of other funds to ensure project viability
- How the project met national CDBG objectives and goals
- How well the project addressed local needs

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 12 – Priority Needs Summary

Priority Need Name	Public Facilities and Infrastructure Improvements
Priority Level	High Extremely Low Low Moderate Middle
Population	Families with Children Elderly Rural Elderly Frail Elderly Persons with Physical Disabilities Persons with Developmental Disabilities Non-housing Community Development
Geographic Areas Affected	Mecklenburg County CDBG Program Area
Associated Goals	Improve livability and safety of neighborhoods Encourage the economic vitality of neighborhoods Encourage ED for neighborhoods & residents
Description	Funds may be used by the grantee or other public or private nonprofit entities for the acquisition, construction, rehabilitation (including removing architectural barriers to accessibility), or installation of public improvements of facilities. Public facilities and improvements by their nature are intended to benefit all the residents of an area, however, there must be at least a 51% benefit to LMI area residents. This includes neighborhood facilities, firehouses, public schools, and libraries. Public improvements include streets, sidewalks, curbs and gutters, parks, playgrounds, water and sewer lines, flood and drainage improvements, parking lots, utility lines, and aesthetic amenities on public property such as trees, sculptures, pools of water and fountains, and other works of art. The regulations specify that facilities that are designed for use in providing shelter for persons having special needs are considered to be public facilities (and not permanent housing), and thus are covered under this category of basic eligibility. Such shelters would include nursing homes, convalescent homes, hospitals, shelters for victims of domestic violence, shelters and transitional facilities/housing for the homeless, halfway houses for run-away children, drug offenders or parolees, group homes for the developmentally disabled, and shelters for disaster victims.
Basis for Relative Priority	Lack of public infrastructure for water and sewer lines and sidewalks in the program area. Additionally, due to increase development in and around the program area needs are apparent for increase access to historically minority neighborhoods to places of business to allow for acquire household goods and connecting to local jobs.

2	Priority Need Name	Emergency Housing Repair
	Priority Level	High
	Population	Extremely Low
		Low
		Moderate
		Large Families
		Families with Children
		Elderly
		Elderly
	Frail Elderly	
Persons with Mental Disabilities		
Persons with Physical Disabilities		
Persons with Developmental Disabilities		
Geographic Areas Affected	Mecklenburg County CDBG Program Area	
Associated Goals	Retain affordable housing stock	
Description	Emergency housing repairs would provide funds to assist LMI households with special needs in addressing housing conditions which pose imminent threats to their life and/or safety or to provide accessibility modification and other repairs necessary to prevent displacement of very-low and low-income homeowners with special needs such as frail elderly and person with disabilities.	
Basis for Relative Priority	The CDBG program area has a higher proportion of elderly and disabled individuals who live on fixed income and are unable to afford needed repairs/renovations to their homes that can increase energy efficiency (to save money) or make the dwellings more accessible (allowing the residents to remain in their homes).	
Priority Need Name	Increase Affordable Housing Units	
3	Priority Level	High
	Population	Extremely Low
		Low
		Moderate
		Large Families
		Families with Children
		Elderly
		Elderly
	Geographic Areas Affected	Mecklenburg County CDBG Program Area
	Associated Goals	Retain affordable housing stock
Description	Preserve and expand the supply of affordable housing.	
Basis for Relative	The primary need in the target area was to build affordable housing and to maintain the existing affordable housing stock. The rate of owner-occupied housing is higher in the program area. Maintaining safe housing for the residents is a priority. The areas have a higher	

	Priority	portion of elderly and disabled people who live on fixed income and are unable to afford needed repairs/renovations to their houses to increase energy efficiency (to save money) or make the dwellings more accessible (allowing the residents to remain in their homes).
	Priority Need Name	Rehabilitation of Existing Housing Stock
	Priority Level	High
		Extremely Low
		Low
		Moderate
	Population	Large Families
		Families with Children
		Elderly
		Elderly
		Frail Elderly
		Persons with Mental Disabilities
		Persons with Physical Disabilities
		Persons with Developmental Disabilities
	Geographic Areas Affected	Mecklenburg County CDBG Program Area
4	Associated Goals	Retain affordable housing stock
		Eligible types of property
	Description	Residential property, whether privately or publicly owned. This includes manufactured housing when such housing constitutes part of the community's housing stock.
		Commercial or industrial property, but where such property is owned by a for-profit, rehabilitation under this category is limited to exterior improvements of the building and the correction of code violations. (Further improvements for such buildings may qualify under the category of Special Economic Development Activities.)
		Other-Nonprofit-owned, nonresidential buildings and improvements that are not considered to be public facilities or improvements under §570.201(c) of the CDBG program regulations.
	Basis for Relative Priority	The rate of owner-occupied housing is high in the program area and as such many low income individuals lack the resources to afford needed repairs and renovations in order to maintain suitable living environments. The program area also has larger populations of minorities, elderly and disabled homeowners.
5	Priority Need Name	Public Services

Priority Level	Low
	Extremely Low
	Low
	Moderate
	Middle
	Large Families
	Families with Children
	Elderly
	Rural
Population	Chronic Homelessness
	Individuals
	Families with Children
	veterans
	Persons with HIV/AIDS
	Victims of Domestic Violence
	Unaccompanied Youth
	Elderly
	Frail Elderly
	Non-housing Community Development
Geographic Areas Affected	Mecklenburg County CDBG Program Area
Associated Goals	Encourage ED for neighborhoods & residents
Description	<p>CDBG funds may be used to provide public services such as the following:</p> <ul style="list-style-type: none"> • Child care, • Job training • Recreation programs • Education programs • Services for senior citizens • Services for homeless persons,
Basis for Relative Priority	The basis for relative priority is based on extent of demand for child care services from families with children, and the cost of weekly child and day care services.

Narrative (Optional)

The County has identified the following priority needs for its CDBG Program:

A. Housing Needs

- To improve the condition of existing affordable housing in residential neighborhoods,
- Retain the stock of affordable housing where possible,
- Increase the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, religion, gender, national origin, familial status, or disability, and
- Provide affordable housing that is accessible to job opportunities.

B. Non-Housing Community Development Needs

- To provide high quality public facilities, such as parks and community centers to low- and moderate-income persons and to provide adequate public improvements, such as ADA modifications, street lighting, streets, and sidewalks, in low- and moderate-income neighborhoods,
- To promote economic development activities as a means to provide job opportunities and economic growth, and to reverse economic decline, especially for low- and moderate-income households, and
- To improve citizens' living environment, including security and safety.

In the area of non-housing priority needs, the County continually partners with public service organizations that provide services to meet the needs of specific populations in their communities. The County has undertaken public safety projects that have benefited the general population as well as special need residents.

The County is working to achieve the goals of the Consolidated Plan. It is a challenging process as the resources required to completely implement the Plan to its fullest extent surpasses the resources available to the County. The Plan guides the County's efforts by defining the County's goals, leveraging the County's limited resources, and emphasizing policies and programs that most effectively assist the greatest number of residents in the targeted groups.

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

CDBG funds can be used for a wide range of activities, including housing rehabilitation, economic development, public improvements and social services, but are restricted in location to the unincorporated areas of Mecklenburg County and participating Towns within the County. Anticipated resources have been determined through consultation with participating jurisdictions and area nonprofit organizations serving the program area. Only the first year of funding, which is detailed in the FY16 Annual Action Plan is currently committed to CDBG projects. Additional funding for the remainder of the five year planning period is still subject to project approval and confirmation of matching funds.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	674,457	0	0	674,457	2,250,000	CDBG funds will be used in conjunction with local match monies provide by participating member jurisdictions and nonprofit organizations. These funds will contribute to achieving the goals set forth in the five-year consolidated plan.
Other	private	Acquisition Housing	40,000	0	0	40,000	210,000	Will acquire residential property and provide additional services that will support new construction, such as sidewalk construction, water and sewer connections, and property clearance.
Other	private	Public Improvements	100,000	0	0	100,000	300,000	The Ada Jenkins Center, a 501(c)3 provides services for all persons in the northern Mecklenburg area,

									this includes Cornelius, Davidson, and Huntersville. Services include, Crisis Assistance, Medical & Dental, Youth Education, and Economic Independence Training. These services are marketed to LMI residents. This funding will enable the Center to renovate bathrooms in order to meet ADA regulations, repair the roofing on all five buildings, and possibly to install center AC in the oldest building. The Ada Jenkins School that is occupied by this organization is a designated historic structure of Mecklenburg County and these repairs help to maintain a valuable piece of our County's history and allows among other benefits to the community.
Other	private	Public Services	15,000	0	0	15,000	75,000		Will provide child care tuition for very low and extremely low working parents.
Other	public - local	Acquisition Public Improvements	40,000	0	0	40,000	200,000		The Town of Matthews is committed to increasing public infrastructure for their LMI residents by increasing road connections and creating walk-able communities over the next five year planning period.
Other	public - local	Public Improvements	0	0	0	0	200,000		The Town of Huntersville will be investing in water and sewer extensions in LMI undeserved areas over the next five year planning period.

Table 13 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Unlike some other federal grant programs, CDBG regulations do not require matching funds on behalf of the Grantee. While there are no federal match requirements for CDBG funds, Mecklenburg County highly recommends that organizations provide leverage funds. Leverage fund sources include contributions derived from other eligible federal and nonfederal sources and the value of third party in-kind contributions, (i.e. volunteers, personnel, office space, materials, equipment and supplies). However, while matching funds are not required; applications will receive favorable scoring based on leveraging funds.

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan

N/A

Discussion

N/A

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Town of Davidson	Government	Ownership neighborhood improvements public services	Jurisdiction
MECKLENBURG COUNTY	Government	Economic Development Non-homeless special needs Ownership Planning neighborhood improvements public facilities public services	Jurisdiction
Town of Cornelius	Government	Non-homeless special needs Ownership neighborhood improvements public facilities public services	Jurisdiction
TOWN OF HUNTERSVILLE	Government	Economic Development Non-homeless special needs neighborhood improvements public facilities public services	Jurisdiction
Town of Matthews	Government	Non-homeless special needs Ownership neighborhood improvements public facilities public services	Jurisdiction
Our Towns N. Mecklenburg S. Iredell Habitat for Humanity	Non-profit organizations	Ownership	Region
Habitat for Humanity Matthews	Non-profit organizations	Ownership	Jurisdiction
Ada Jenkins Family Center	Non-profit organizations	Homelessness Non-homeless special needs public facilities public services	Region
Davidson Cornelius Child Development Center	Non-profit organizations	Non-homeless special needs public services	Region

Table 14 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

The institutional structure for the delivery of CDBG programs and services to low and very-low income families and individuals in the Mecklenburg CDBG program area involves public, private and non-profit participation at the local and federal levels. Participating member governments for the CDBG program partner with the County to maintain a strong institutional structure for affordable housing needs and non-housing community development needs in the program area. These local government entities include the Towns of Cornelius, Davidson, Huntersville and Matthews. Mecklenburg County also works closely with the Charlotte-Mecklenburg Utilities to provide public infrastructure services (water/sewer) to underserved areas. Non-profits play a key role in promoting and finding permanent solutions to the housing crisis and increase access to services through collaboration and cooperation between service providers. Member agencies include non-profit developers, housing providers and supportive services; which includes the Davidson Housing Coalition, Our Towns Habitat-Davidson, and Habitat for Humanity-Matthews, and Ada Jenkins. As the CDBG program matures, new partnerships with private and nonprofit agencies will be developed in order to further the reach of the program. Mecklenburg County leads and participated in several additional federally funded housing and support service programs for low income persons in the Charlotte-Mecklenburg region.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X	X	X
Rental Assistance	X	X	X
Utilities Assistance	X	X	X

Street Outreach Services			
Law Enforcement	X		
Mobile Clinics	X	X	X
Other Street Outreach Services	X	X	

Supportive Services			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	X
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X		X

Other			

Table 15 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

Mecklenburg County will continue its close working relationship with nonprofit organizations involved in providing multi-family housing, emergency shelters, transitional housing for the homeless and domestic violence victims, and group homes for people with physical or mental disabilities, substance abuse problems or HIV/AIDS.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

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.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The Charlotte-Mecklenburg Continuum of Care (CoC) is charged with implementing the 10-year Plan to end and prevent homelessness. A community leadership board comprised of high profile government, business, non-profit and faith community leaders will be appointed by elected officials in summer 2013 to help guide and implement the 10-year Plan to End Homelessness. This board will be charged with advising on the annual priorities 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. Collaboration with the Homeless Services Network will be key to the success of this new structure.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Retain affordable housing stock	2015	2020	Affordable Housing	Mecklenburg County CDBG Program Area	Emergency Housing Repair Increase Affordable Housing Units Rehabilitation of Existing Housing Stock	CDBG: \$1,000,000 Habitat for Humanity of Matthews: \$100,000 Our Towns Habitat for Humanity: \$220,000 Town of Cornelius: \$20,000 Town of Huntersville: \$20,000	Homeowner Housing Added: 10 Household Housing Unit Homeowner Housing Rehabilitated: 40 Household Housing Unit
2	Improve livability and safety of neighborhoods	2015	2020	Non-Housing Community Development	Mecklenburg County CDBG Program Area	Public Facilities and Infrastructure Improvements	CDBG: \$1,500,000 Town of Cornelius: \$60,000 Town of Huntersville: \$50,000 Town of Matthews: \$60,000 CDBG: \$500,000 Town of Cornelius: \$60,000 Town of Huntersville: \$60,000 Town of Matthews: \$60,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 35 Persons Assisted
3	Encourage the economic vitality of neighborhoods	2015	2020	Affordable Housing Accessibility and walk-ability	Mecklenburg County CDBG Program Area	Public Facilities and Infrastructure Improvements	CDBG: \$500,000 Town of Cornelius: \$60,000 Town of Huntersville: \$60,000 Town of Matthews: \$60,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted

4	Encourage ED for neighborhoods & residents	2015	2020	Homeless Non-Homeless Special Needs Non-Housing Community Development	Mecklenburg County CDBG Program Area	Public Facilities and Infrastructure Improvements Public Services	CDBG: \$372,285 The Ada Jenkins Family Center: \$400,000 Town of Huntersville: \$80,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 250 Persons Assisted
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Table 16 – Goals Summary

Goal Descriptions

	Goal Name	Retain affordable housing stock
		Retain affordable housing stock of existing housing in lower income neighborhoods by:
1	Goal Description	<ul style="list-style-type: none"> • Preserving and expanding the supply of affordable housing • Provide assistance to low income homeowners to rehabilitate and/or provide emergency repairs for their homes • Expand supply of affordable housing units
	Goal Name	Improve livability and safety of neighborhoods
2	Goal Description	<ul style="list-style-type: none"> • Ensure residents have access to sanitary water and sewer services • Ensure high level of quality of life with good access to local schools, shops, and parks • Help homeless populations and persons in danger of becoming homeless find shelter • Ensure that neighborhood shopping for basic needs is available
	Goal Name	Encourage the economic vitality of neighborhoods
3	Goal Description	<ul style="list-style-type: none"> • Promote neighborhood sustainability and stabilization • Continued support for provision of services to those individuals and groups with special needs, such as the elderly and the disabled
	Goal Name	Encourage ED for neighborhoods & residents
		Encourage economic development for neighborhoods and residents by:
4	Goal Description	<ul style="list-style-type: none"> • Supporting opportunities for job creation, job training for LMI individuals, Supporting growth opportunities for local economies, Supporting improvements for nonprofit facilities that provide vital services for LMI area residents, and Providing access to support servicers for working families.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

It is very difficult to provide an exact number for how many beneficiaries will be in each income category. However, the CDBG program will seek to evenly distribute funding as much as possible, among the eligible income categories.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Mecklenburg County will continue to implement the City of Charlotte’s LeadSafe Charlotte Program. The County will further integrate lead safe work practices to all County rehabilitation programs, by providing information on training offered by the City of Charlotte for all contractors on the Housing bidder's lists regarding lead safe work practices and encourage Code Enforcement Officials to make referrals to LeadSafe Charlotte and enforce code requirements regarding the elimination of deteriorated paint.

LeadSafe Charlotte also focuses on increasing collaboration with the Mecklenburg County Health Department to do outreach and testing of children in vulnerable neighborhoods, including an increasing number of Hispanic/Latino children. 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.

In addition, the County 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 County rehabilitation programs and provide lead remediation training to all contractors on the County’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.

How are the actions listed above integrated into housing policies and procedures?

Mecklenburg County ensures the reduction of adverse health effects on area residents caused by rehabilitation of lead-based paint surfaces by providing educational materials to all housing contractors and citizens receiving housing rehabilitation assistance. Further, all contractors, property managers and other paid workers performing repairs or renovations on homes built prior to 1978 must be trained and certified, and must use lead-safe work practices. All contractors must certify that they are certified and will adhere to lead-safe practices prior to performing any work for Mecklenburg County CDBG program.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City of Charlotte and Mecklenburg County have been pursuing various strategies and initiatives to improve economic opportunity for low wealth residents. 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. Some of the prominent strategies aimed at reducing poverty in Charlotte-Mecklenburg include:

- Work First Program to help lift households receiving public assistance out of their poverty circumstances and into full-time employment.
- Charlotte Housing Authority's Family Self-Sufficiency Program that provides remedial education, counseling, job training referral and placement to public housing residents.
- Charlotte Works- JobLink Career Center System, which provides resources and services to meet the needs of Charlotte-Mecklenburg's underemployed and unemployed residents. The Career Pathways program aligns job seekers skills with jobs in high growth industries.
- Mayor's Mentoring Alliance – focuses on improving the lives of Charlotte-Mecklenburg's youth through connecting mentoring organizations to promote best practices and provide workshops, resources and standards for quality service delivery.
- Mayor's Youth Employment Program (MYEP): Since 1986, the MYEP has worked to prepare Charlotte's youth for future employment. The program focuses on leveraging relationships with businesses and the community to provide meaningful, career oriented internships for participants. The goal of the program is to improve neighborhood quality of life through a community engagement strategy that ensures children are safe, succeeding in school and supported by their community.
- The Charlotte-Mecklenburg Coalition for Housing is a community based board appointed to implement the Charlotte-Mecklenburg Ten Year Plan to End and Prevent Homelessness. In addition to their responsibility for implementing the Ten Year Plan, this board provides guidance and direction for Housing Trust Fund issues and allocations, and the Continuum of Care. Board Members bring expertise and commitment to the Ten Year plan with authentic and influential experience in homelessness and housing services and are appointed by the Charlotte Mayor, City Council and the Mecklenburg County Commission. This board will help address system gaps and create opportunities for greater collaboration and coordination across governmental and non-profit agencies as well as with the private sector.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

- Promote economic development, especially workforce readiness for those populations experiencing the greatest need. Education is the key to breaking the cycle of poverty. Often individuals with extremely low incomes do not have the basic skills or accreditation to increase their incomes. Literacy education, improvement of employment skills, and financial management are key tools in assisting these individuals obtain a higher quality of life.
- Make affordable housing options equitably available to low income households. Construction of affordable housing is an excellent way to counteract the often

unaffordable housing market for the low and moderate income populations.

- Providing rehabilitation assistance to low and moderate income homeowners clearly has a substantial effect on improving a family's quality of life. Not only does the rehabilitation provide a safe living environment and extend the life of the house, but it also provides the owner with immediate equity on the home.
- Zoning ordinances play a major role in the development of affordable housing, because developers often feel that zoning requirements for affordable housing are too stringent and not cost effective. Providing incentives to developers and adopting less stringent zoning requirements for affordable housing are ways to help overcome some of the housing barriers to low and moderate income persons. A good example is the Town of Davidson's inclusionary zoning ordinance which requires that all new residential development contain at least twelve and one half (12.5%) percent affordable housing units and benefit low and moderate income individuals. This ordinance increases and maintains the production of affordable housing, and ensures its continuation. This in turn, will provide new opportunities for low and moderate income persons to increase their wealth.
- Ensure that low-income youth have access to quality after-school and summer programs to receive tutoring and other support in a healthy and safe environment.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

Program/project monitoring is the responsibility of Mecklenburg County. At times Mecklenburg County may include monitoring as a responsibility of a service provider contracted to provide CDBG project administration. However, Mecklenburg County is aware it is the County's responsibility to ensure monitoring meets or exceeds HUD requirements and grant regulations.

Subrecipient Projects: Monitoring of subrecipient projects has five major components:

1. Grant Applications: Request for funding applications are made on a standard form and are carefully reviewed and evaluated. Points are given for each criterion covering community need, program effectiveness, financial record, and capacity. Recommendations for funding are based on evaluation of the above criteria.
2. Contractual Agreements: Two-part grant agreement with each subrecipient that describes the tasks to be performed (Scope of Services) outcome metrics, and other conditions specific to the project. Part II lists all federal standards that the agency must comply with.
3. Monitoring Records: For each subrecipient, the staff will maintain monitoring records.

On-Site Visits: Staff will perform on-site monitoring reviews at least quarterly, depending on the assessment of risk for non-compliance. Program operations are observed, subrecipient staff is interviewed, client eligibility confirmed, and financial and programmatic reports verified from

original documentation.

Long-Term Compliance: Activities involving real property acquisitions or improvement require long-term compliance with the original purpose of the federal assistance. Mecklenburg County will establish a method of inventorying all CDBG Real Property and will update this inventory annually, and confirm that such property is still being used for the intended purpose.

Staff will develop detailed guidelines for monitoring subrecipients to ensure more standardized and comprehensive reviews. Staff will monitor the federally funded projects that are implemented by the County through simple project tracking and management reporting systems. This process includes monthly progress reports, financial reports and meeting reports; and review of project expenditures on a monthly basis to ensure they are in line with the project budget.

Project Tracking: Staff will track progress through all stages of a project's development. When a project is in the construction phase, monitoring staff should be reviewing all documents to verify the following:

- Subcontractor management and review
- Labor standards, Davis-Bacon (when applicable)
- Section 3 (when applicable)
- Compliance with contract deadlines
- Comparison of payment requests with eligible costs
- Completed items on work item list or an addendum/change order

Project Completion Review: When a project is complete staff should make an on-site visit to monitor compliance:

- Property standards
- Only eligible costs have been reimbursed
- Construction management records

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

CDBG funds can be used for a wide range of activities, including housing rehabilitation, economic development, public improvements and social services, but are restricted in location to the unincorporated areas of Mecklenburg County and participating Towns within the County. Anticipated resources have been determined through consultation with participating jurisdictions and area nonprofit organizations serving the program area. Only the first year of funding, which is detailed in the FY16 Annual Action Plan is currently committed to CDBG projects. Additional funding for the remainder of the five year planning period is still subject to project approval and confirmation of matching funds.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	674,457	0	0	674,457	2,250,000	CDBG funds will be used in conjunction with local match monies provide by participating member jurisdictions and nonprofit organizations. These funds will contribute to achieving the goals set forth in the five-year consolidated plan.
Other	private	Acquisition Housing	40,000	0	0	40,000	210,000	Will acquire residential property and provide additional services that will support new

Other	private	Public Improvements	100,000	0	0	100,000	300,000	construction, such as sidewalk construction, water and sewer connections, and property clearance. The Ada Jenkins Center, a 501(c)3 provides services for all persons in the northern Mecklenburg area, this includes Cornelius, Davidson, and Huntersville. Services include, Crisis Assistance, Medical & Dental, Youth Education, and Economic Independence Training. These services are marketed to LMI residents. This funding will enable the Center to renovate bathrooms in order to meet ADA regulations, repair the roofing on all five buildings, and possibly to install center AC in the oldest building. The Ada Jenkins School that is occupied by this organization is a designated historic structure of Mecklenburg County and these repairs help to maintain a valuable piece of our County's history and allows among other benefits to the community.
Other	private	Public Services	15,000	0	0	15,000	75,000	Will provide child care tuition for very low and extremely low working parents.
Other	public - local	Acquisition Public Improvements	40,000	0	0	40,000	200,000	The Town of Matthews is committed to increasing public infrastructure for their LMI residents by increasing road connections and creating walk-able communities over the next five year planning period.
Other	public - local	Public Improvements	0	0	0	0	200,000	The Town of Huntersville will be investing in water and sewer extensions in LMI undeserved areas over the next five year planning period.

Table 17 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Unlike some other federal grant programs, CDBG regulations do not require matching funds on behalf of the Grantee. While there are no federal match requirements for CDBG funds, Mecklenburg County highly recommends that organizations provide leverage funds. Leverage fund sources include contributions derived from other eligible federal and nonfederal sources and the value of third party in-kind contributions, (i.e. volunteers, personnel, office space, materials, equipment and supplies). However, while matching funds are

not required; applications will receive favorable scoring based on leveraging funds.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

N/A

Discussion

N/A

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Retain affordable housing stock	2015	2020	Affordable Housing	Mecklenburg County CDBG Program Area	Emergency Housing Repair Increase Affordable Housing Units Rehabilitation of Existing Housing Stock	CDBG: \$252,307 Habitat for Humanity of Matthews: \$604,000 Our Towns Habitat for Humanity: \$40,000	Homeowner Housing Added: 5 Household Housing Unit Homeowner Housing Rehabilitated: 20 Household Housing Unit
2	Encourage ED for neighborhoods & residents	2015	2020	Homeless Non-Homeless Special Needs Non-Housing Community Development	Mecklenburg County CDBG Program Area	Public Facilities and Infrastructure Improvements Public Services	CDBG: \$277,259 Davidson Cornelius Child Development Center: \$95,000 The Ada Jenkins Family Center: \$30,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 4000 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 26 Persons Assisted
3	Encourage the economic vitality of	2015	2020	Affordable Housing	Mecklenburg County CDBG	Public Facilities and Infrastructure	CDBG: \$10,000	Public Facility or Infrastructure Activities other than

neighborhoods

Accessibility and
walk-ability

Program Area

Improvements

Low/Moderate Income Housing
Benefit: 100 Persons Assisted

Table 18 – Goals Summary

Goal Descriptions

1	Goal Name	Retain affordable housing stock
	Goal Description	Housing repairs will be provided for LMI area residents to expand the sustainability of their homes. Residential lots will be acquired, cleared and provided sewer and water connections, to support the construct new affordable housing.
2	Goal Name	Encourage ED for neighborhoods & residents
	Goal Description	<ul style="list-style-type: none">• Provide funding for improvements of public facilities that provide social services to LMI area residents.• Provide childcare tuition assistance for very low and extremely low income working parents.
3	Goal Name	Encourage the economic vitality of neighborhoods
	Goal Description	

AP-35 Projects - 91.420, 91.220(d)

Introduction

The 2015 Annual Action Plan describes how Mecklenburg County will use formula funds from the U.S. Department of Housing and Urban Development (HUD) to meet the County’s affordable housing and community development needs in the first year covered by the 2015-2020 Consolidated Plan. It provides a summary of specific actions, activities, and programs that will take place during the upcoming program year to address the priority needs and goals identified in the Consolidated Plan. The Action Plan also includes annual allocations and budgets. Mecklenburg County’s Manager’s Office is responsible for developing and implementing the 2015 - 2020 Consolidated Plan, including its Annual Action Plans, in conjunction with partner municipalities.

#	Project Name
1	Cornelius Housing Repair Program
2	Huntersville Housing Repair Program
3	FY16 Matthews HFH Lot Acquisition Project
4	Dion Drive Clearance Project
5	FY16 Childcare Scholarship Assistance Program
6	FY16 Ada Jenkins Center: Roofing Rehabilitation Project
7	Huntersville LMI Assessment/Survey Project

Table 19 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Mecklenburg County has made allocations for 2015AAP based upon the priorities of the 2015-2020 Consolidated Plan, citizen and community input, qualified responses to Request for Proposals, and an analysis of prior years’ budget and expenditures.

Additional factors that contributed to targeting funds to specific activities are:

- The stated needs, analysis, and objectives in the 2015-2020 Consolidated Plan
- Priorities stated in the program's solicitation and award guidelines
- Compliance with HUD entitlement grants (CDBG) rules and regulations

AP-38 Project Summary

Project Summary Information

1 Project Name	Cornelius Housing Repair Program
Target Area	Mecklenburg County CDBG Program Area
Goals Supported	Retain affordable housing stock
Needs Addressed	Emergency Housing Repair Rehabilitation of Existing Housing Stock
Funding	CDBG: \$68,153 Our Towns Habitat for Humanity: \$20,000
Description	<p>Our Towns Habitat for Humanity proposes to provide free housing repairs for homeowners in the Town of Cornelius, that have household incomes at or below 60% HUD median income and/or current debt to income ratio exceed 40%. Our Towns Habitat has an application process for homeowners who need repairs in Cornelius. We are currently only able to provide repairs for families who can re-pay a zero percent interest loan. While a few families in Cornelius received energy efficient home improvements from other non-profits (funding provided from American Recovery Act of 2009), these families may need additional services not offered due to grant restrictions. Others listed as potential families were denied applicants or homeowners who withdraw their application. Our Towns Habitat has worked closely with the 93 residents of Smithville in Cornelius to provide home repairs. Family Services will market our services in Smithville as well as the Merdian Street area and throughout the town of Cornelius to low to moderate income families.</p> <p>Typical emergency repairs that will be provided through this program include, but are not limited to: a new roof, bathroom repairs (may require plumbing and electrical), kitchen repairs (may require plumbing and electrical), accessibility renovations- ramps, grab bars in bathroom, lower cabinets for wheelchairs, or new HVAC or repairs to existing units. Families income ranges will fall under 60% of the HUD median income for Mecklenburg County. Our Towns Habitat anticipates serving 10 families in Cornelius. An Environmental Review Checklist will be completed for all applicants' homes that are applying for assistance. Properties located in a flood plain or historical district will not be served under this program. Families who utilized CBDG funds for repairs on their home in the past five years will not qualify. If the homeowner</p>

has not received energy efficient home improvements to date, Habitat will work with a contractor to complete an energy audit so we can incorporate those types of improvements into the project. These types of improvement help homeowners to reduce their energy costs and aid in further the sustainability of the property. Should the test results not render the desired results, Habitat will implement energy efficient improvements to help lower utility bills. Additionally, all applicants are eligible to receive free housing counseling services from our HUD certified credit counselor, Lareka Knox. Also, during the intake process Family Services staff full assesses each application full portfolio of needs and makes appropriate referrals to social service agencies, so that these additional needs can be met.

Target Date 6/30/2016

Estimate the number and type of families that will benefit from the proposed activities Approximately 10 homeowners will be served and the program is targeting very-low and extremely low income homeowners.

Location Description Scattered site within the Town of Cornelius.

Planned Activities Housing repair services.

2 Project Name Huntersville Housing Repair Program

Target Area Mecklenburg County CDBG Program Area

Goals Supported Retain affordable housing stock

Needs Addressed Emergency Housing Repair
Rehabilitation of Existing Housing Stock

Funding CDBG: \$68,153
Our Towns Habitat for Humanity: \$20,000

Description Our Towns Habitat for Humanity proposes to provide free housing repairs for homeowners in the Town of Huntersville, that have household incomes at or below 60% HUD median income and/or current debt to income ratio exceed 40%. Our Towns Habitat has an application process for homeowners who need repairs in Cornelius. We are currently only able to provide repairs for families who can re-pay a zero percent interest loan. While a few families in Huntersville received energy efficient home improvements from other non-profits (funding provided from American Recovery Act of 2009), these families may need additional services not offered due to grant restrictions. Others listed as potential families were denied applicants or homeowners who withdraw their application. Furthermore, Our Towns Habitat will target new families by marketing our repair programs to families in need of a decent, safe, place to live. Our Towns

Habitat may also partner with One More Neighborhood, a local non-profit, to complete repairs on owner-occupied manufactured homes in Huntington Green.

Typical emergency repairs that will be provided through this program include, but are not limited to: a new roof, bathroom repairs (may require plumbing and electrical), kitchen repairs (may require plumbing and electrical), accessibility renovations- ramps, grab bars in bathroom, lower cabinets for wheelchairs, or new HVAC or repairs to existing units. Families income ranges will fall under 60% of the HUD median income for Mecklenburg County. Our Towns Habitat anticipates serving 10 families in Huntersville. An Environmental Review Checklist will be completed for all applicants' homes that are applying for assistance. Properties located in a flood plain or historical district will not be served under this program. Families who utilized CBDG funds for repairs on their home in the past five years will not qualify. If the homeowner has not received energy efficient home improvements to date, Habitat will work with a contractor to complete an energy audit so we can incorporate those types of improvements into the project. These types of improvement help homeowners to reduce their energy costs and aid in further the sustainability of the property. Additionally, all applicants are eligible to receive free housing counseling services from our HUD certified credit counselor, Lareka Knox. Also, during the intake process Family Services staff full assesses each application full portfolio of needs and makes appropriate referrals to social service agencies, so that these additional needs can be met.

Target Date	6/30/2016
Estimate the number and type of families that will benefit from the proposed activities	Approximately 10 very-low and extremely low income homeowners will be assisted.
Location Description	Scattered site within the Town of Huntersville.
Planned Activities	Emergency repairs and repair services will be provided.
3 Project Name	FY16 Matthews HFH Lot Acquisition Project
Target Area	Mecklenburg County CDBG Program Area
Goals Supported	Retain affordable housing stock
Needs Addressed	Increase Affordable Housing Units
Funding	CDBG: \$80,000 Habitat for Humanity of Matthews: \$246,000

Description	Habitat Matthews' mission is to improve lives by building communities and facilitating successful homeownership with people in need of decent, affordable homes. Historically, Habitat Matthews has built affordable neighborhoods that create a sense of community and support among homeowners. The goal of the Habitat Matthews Lot Acquisition Project is to acquire a minimum of two Matthews. These lots may be adjacent to each other or scattered site. Our objective is to construct two new homes on these lots for Habitat families (low to moderate income families) that are in the homeowner pipeline who are awaiting decent, affordable homes. Total project costs is estimated at \$326,000, of that CDBG funds will account for \$80,000, these funds will only be used for eligible activities, lot acquisition. This activity will support the final objective of the project, which is to construct two new affordable housing units. The remaining project funds will be used to construct the housing units.
Target Date	6/30/2016
Estimate the number and type of families that will benefit from the proposed activities	Two LMI families will be served as a result of this project.
Location Description	Proposed properties will be located within the Town of Matthews.
Planned Activities	Acquire two residential lots in order to construct two new affordable housing units.
4 Project Name	Dion Drive Clearance Project
Target Area	Mecklenburg County CDBG Program Area
Goals Supported	Retain affordable housing stock
Needs Addressed	Increase Affordable Housing Units
Funding	CDBG: \$36,000 Habitat for Humanity of Matthews: \$358,000
Description	Habitat Matthews' mission is to improve lives by building communities and facilitating successful home ownership with people in need of decent, affordable homes. Historically, Habitat Matthews has built affordable neighborhoods that create a sense of community and support among homeowners. The goal of the Habitat Matthews Land Clearance and Grading Project is to complete the clearing and grading of three residential lots that are currently owned by Habitat Matthews on Dion Drive. In addition to the clearing and grading activities, we also intend to have water and sewer taps installed for all three lots. Habitat Matthews will utilize \$36,000 in CDBG funds to accomplish this activity.

The objective is to construct three new homes on these lots for Habitat families (low to moderate income families) that are in our homeowner pipeline who are awaiting decent, affordable homes. Habitat Matthews will use donations to complete the construction of the new housing units, which is estimated to cost \$358,000. Since the construction of new housing is not an eligible use of CDBG funds, funding will be derived from donations. Habitat Matthews currently owns the tract of land where the proposed three homes will be constructed. The tract is currently wooded and will require clearing and grading prior to any residential construction starting on this parcel. The zoning for the construction of these three homes is consistent with the current neighborhood and adequate for our project. Habitat Matthews is currently completing the final subdivision review process with the Town of Matthews prior to the construction of these new homes. Public water and sewer service are available to this site. Habitat Matthews has not currently acquired permits for this project; however, we work closely with Mecklenburg County and the Town of Matthews throughout the planning and implementation of all our projects to ensure compliance with all applicable regulatory requirements. Habitat Matthews conducts environmental reviews and inspections as part of its due diligence process in all land acquisitions to ensure the quality of their investment. An environmental review has already been conducted for this project.

Target Date	6/30/2016
Estimate the number and type of families that will benefit from the proposed activities	Approximately three LMI families will be assisted
Location Description	The three properties are located on Dion Drive in Matthews.
Planned Activities	Funds will be used to clear, grad and install water/sewer taps for three residential lots. These activities will prepare the lots for construction of new housing units.
5 Project Name	FY16 Childcare Scholarship Assistance Program
Target Area	Mecklenburg County CDBG Program Area
Goals Supported	Encourage ED for neighborhoods & residents
Needs Addressed	Public Services
Funding	CDBG: \$20,000 Davidson Cornelius Child Development Center: \$95,000
Description	The Davidson-Cornelius Child Development Center (DCCDC) is a non-profit 501(c)3 organization that provides high-quality, affordable early childhood care and education in a

diverse, safe, healthy, and nurturing environment. The Center is the ONLY 5-star, full-time, scholarship-providing early child development and care center in the North Mecklenburg/Lake Norman area. The Center serves families without regard for race, ethnicity, and religion or income level. DCCDC currently serve children and families from Davidson (48%), Cornelius (48%), and Huntersville (4%).The DCCDC currently provides sliding-scale scholarship support to 20 of our 60 children (33%) of low-income families, based on HUD income limits. The maximum scholarship support currently provides up to 75% of tuition. The Center is particularly challenged to provide this scholarship funding since our enrollment has almost tripled over the past three years from 23 to 60 children. Currently none of the children receive vouchers due to budget decreases and wait-times of up to 3 years (by which time many of our children will have "aged-out" of early education and already be in Kindergarten or grade school).

DCCDC proposes to use CDBG funding to enable the Center to provide greater levels of scholarship support (up to 75% of full tuition cost) for a total of 24 needy children (40% of projected enrollment of 60 children for FY 2015-2016) of our community on a sustainable basis. This will allow more families to receive greater financial support, thus improving their economic situation at home. DCCDC estimates that funds will assist six students at 30% AMI, 14 students at 50% AMI and four students at 80% AMI. DCCDC proposes to use funds raised from local citizens, businesses and private foundations (\$75,000) to help cover emergency tuition needs for families in crisis who are unable to pay even the reduced tuition for their children. DCCDC would also use local funding to help defray the costs of operational expenses (teacher costs). Without access to and availability of scholarship support from the DCCDC, these low-income families would not be able to work- they would have to stay home to care for their children. The ability to provide greater scholarship support DCCDC's low-income families through CDBG funding will enabled parents/family supporters to work with the peace of mind of knowing that their children are receiving high-quality care and education. White creating job security and satisfaction to provide for their families.

Target Date

6/30/2016

Estimate the number and type of families that will benefit from the proposed activities

Approximately 24 students will be assisted with a combine pool of CDBG funds in the amount of \$60,000; \$40,000 will be used from their remaining FY 15 allocation and the additional \$20,000 is from the FY16 allocation.

Location Description

The Davidson Cornelius Child Development Center is located at 242 Gamble Street,

	Davidson. All area residents who reside in Mecklenburg County and how qualify for assistance per HUD's income guidelines are eligible for assistance.
Planned Activities	Provide tuition assistance for qualifying parents.
6 Project Name	FY16 Ada Jenkins Center: Roofing Rehabilitation Project
Target Area	Mecklenburg County CDBG Program Area
Goals Supported	Encourage ED for neighborhoods & residents
Needs Addressed	Public Facilities and Infrastructure Improvements
Funding	CDBG: \$257,259 The Ada Jenkins Family Center: \$30,000
Description	<p>The Ada Jenkins Center is a non-profit health, education and human service agency providing 21 programs and services to support individuals as they become healthier, better educated and economically sufficient. We strive to meet the immediate needs of families and then to serve as a partner supporting them in reaching long term sustainability. Our interdisciplinary approach to service delivery promotes collaboration, encourages education, and empowers individuals therefore strengthening our communities. We proudly serve Davidson, Cornelius, Huntersville and S. Iredell County. We are the only agency in our service area offering comprehensive services for those in need in one location. In fiscal year 2013-14, Ada Jenkins Center served more than 4,516 unduplicated neighbors with more than 12,656 service visits. The goal of this project is to provide a suitable service environment for our community and program participants. This will be accomplished by replacing the roofs on all 11 structures on the Ada Jenkins campus. The Ada Jenkins Center campus is located in a historical preservation area within Mecklenburg County/Town of Davidson; the Main campus building is a historically designated landmark built in 1937. Ada Jenkins Center provides services for all in our community, including children, seniors and people with disabilities.</p> <p>As a result of the aforementioned goal, the Center would be able to meet the following objectives:</p> <ol style="list-style-type: none"> a. To protect Ada Jenkins campus buildings for use by the Center and the community for decades by bringing all roofing to code. At the present time, all campus roofing is deemed to be in poor condition and we are continuously patching new roof leaks and cleaning up inside the campus buildings after any significant rainfall. b. Create energy efficiency. Replacing the current roofs will go a long way in creating

energy efficiency in the Center's campus buildings, which in turn should reduce utility costs.

These reduced overhead costs will allow the Center to redirect any cost savings to funding programs and services. The long-term goal is to provide an energy-efficient and effective environment for the 21+ programs and services Ada Jenkins Center provides and hosts. To prepare for this project, staff met with Stewart Gray, Preservation Planner for Charlotte-Mecklenburg Historic Landmarks Commission in early December 2014. Mr. Gray walked the Ada Jenkins Center campus with staff, our volunteer construction manager and general contractor, and a local architectural firm to discuss potential requirements as they relate to the historical designation so that staff could have a better understanding of how any requirements might impact the budget for this project. Staff utilized the pro-bono services of a local independent consulting firm that specializes in low-sloped roof systems to provide the Center with a campus-wide roof assessment. They were asked to provide the Center with an assessment of current roofing conditions and estimated costs required to establish a long-term performance situation to protect the campus buildings. All eleven roofing sections located on the four campus buildings (Main gym, After-school and Cafeteria), or approximately 23,000 square feet of roofing was assessed to be in poor condition. The outcome of this project would be to replace all roofing sections and to bring them to code. This would protect the buildings and create energy efficiency long-term. Regarding eligibility, this project will serve all persons using our facility, most importantly our constituency of very low-income, low-income and moderate-income persons, but also our staff, volunteers and community members joining in our mission. To ensure we are good stewards of contributed funds, Ada Jenkins Center regularly tracks individuals who are beneficiaries of our services and facility. Through this data we know that at least 85% of individuals served are below 120% of the poverty level.

Target Date	6/30/2016
Estimate the number and type of families that will benefit from the proposed activities	The Ada Jenkins Center serves approximately 4,500 LMI area residents each year that reside in Mecklenburg County.
Location Description	The Ada Jenkins Centre is located at 212 Gamble Street in Davidson.
Planned Activities	This project involves replacing the roofs on all 11 structures located on the Ada Jenkins campus.

7 Project Name	Huntersville LMI Assessment/Survey Project
Target Area	Mecklenburg County CDBG Program Area
Goals Supported	Retain affordable housing stock Encourage the economic vitality of neighborhoods Encourage ED for neighborhoods & residents
Needs Addressed	Public Facilities and Infrastructure Improvements Increase Affordable Housing Units
Funding	CDBG: \$10,000
Description	The Town of Huntersville will develop a survey tool to be used to survey prospective CDBG project areas to identify the LMI eligible areas for investments of CDBG funds. Once the assessment has been completed this will allow the Town of align eligible areas with the Capital Improvement Plan, to ensure projects align with the Town's needs and serves underserved populations.
Target Date	6/30/2016
Estimate the number and type of families that will benefit from the proposed activities	TBA
Location Description	Potential project locations throughout the Town of Huntersville.
Planned Activities	Survey prospective CDBG project areas to identify the LMI eligible areas for investments of CDBG funds.

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Approximately, 153,260 residents live in the CDBG program area which encompasses low income areas in unincorporated Mecklenburg County and low income neighborhoods in Davidson, Cornelius, Huntersville and Matthews.

Mecklenburg County

The 2007-11 ACS Five-year estimates for Mecklenburg County indicate the County has 905,277 residents. The population:

- Is 42.6% minority and 59.9% white
- Is almost equally divided between male (48.4%) & female (51.6%) residents;
- Has a smaller percentage of people 65 (8.7%) and over than the State (12.8%); and
- Has a (61.8%) rate of homeownership.

Characteristics of the CDBG program area:

- Income levels that are low/mod
- An older population than the County as a whole
- A higher percentage of minorities
- Lower educational achievement
- Average to slightly smaller households; and
- Higher than average homeownership rate.

The Town of Cornelius

The Town of Cornelius was established in 1905 and originated as a mill and farm community. As such there are many older workforce mill type housing units occupied by LMI households. According to 2007-11 ACS Five-year estimates, the Town of Cornelius has 10,041 households and 23,969 residents. The Town has a lower percentage of minorities than the County, with 87.6% of residents reported as Caucasian. Data also reflects a poverty rate for families of 4.5%. Slightly over 71% of all housing units are owner-occupied and 28.5% are renter-occupied. Vacancy rates are lower in Cornelius for both owner-occupied units and rental units than found in the County. The Town of Cornelius has a slightly higher percentage of residents over 65 (10.9%) than the County (8.7%).

The Town of Davidson

The Town of Davidson has 10,544 residents, according to 2007-11 ACS Five-year estimates. The Town of Davidson has a low minority makeup (12.6%) compared to 89% white residents. The Town has a higher home-ownership rate than the County, 71.5% vs. 61.8%. Only 10% of the Town's housing units were built prior 1979. Just over thirty-two percent of

households with a mortgage were paying thirty percent or more of their monthly income to housing costs. The Town has a slightly higher percentage of residents over 65 (10.9%) than the County (8.7%).

The Town of Huntersville

According to 2007-11 ACS Five-year estimates, the Town of Huntersville has 16,950 households, 17,847 housing units and 45,001 residents. The Town has a lower percentage of minorities than the County, with 85.7% of residents reported as Caucasian. Data also reflects a poverty rate for families of 3.9%. Seventy-six percent of all housing units are owner-occupied and 24% are renter-occupied. Just over 21.8% of households with a mortgage were paying 30% or more of their monthly income for housing costs. The Town of Huntersville has a slightly higher percentage of residents over 65 (10.9%) than the County (8.7%).

The Town of Matthews

According to 2007-11 ACS Five-year estimates, the Town of Matthews has 10,239 households, 10,710 housing units and 27,014 residents. The Town has a lower percentage of minorities than the County, with 85.8% of residents reported as Caucasian. Data also reflects a poverty rate for families of 6.1%. Slightly over seventy-four percent of all housing units are owner-occupied and 25.4% are renter-occupied. Just over 25.4% of households with a mortgage were paying 30% or more of their monthly income for housing costs. The Town of Matthews has a slightly higher percentage of residents over 65 (13.1%) than the County (8.7%).

Geographic Distribution

Rationale for the priorities for allocating investments geographically

With the historic high rate of growth in the program area and the slow economy, affordability of housing is premium. The rate of owner-occupied housing is higher in the program area. The areas have a higher portion of elderly and disabled people who live on fixed income and are unable to afford needed repairs/renovations to their houses to increase energy efficiency (to save money) or make the dwellings more accessible (allowing the residents to remain in their homes).

The geographic areas of the County included in the program area are low income neighborhoods of unincorporated Mecklenburg County that includes the Towns of Cornelius, Davidson, Huntersville and Matthews. Please review maps 1-7, which highlight the program area, areas of low income, and minority concentrations within the County.

Overall, there are 153,260 residents and approximately 57,984 households in the program area. Data for the Mecklenburg CDBG program area is derived from a subsample created by HUD using the 2007-2011 American Community Survey Five Year Estimate.

Overall, the target areas have:

- Income levels that are low/mod;

- An older population than the County as a whole;
- A higher percentage of minorities;
- Lower educational achievement;
- Average to slightly smaller households; and
- Higher than average homeownership rate.

Discussion

This section is optional and was left blank intentionally.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

Actions planned to address 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. Mecklenburg County will actively seek out public/private partnerships in an effort to close the funding gaps for affordable housing.

Actions planned to foster and maintain affordable housing

Over the next year, Mecklenburg County will focus affordable housing resources on the following objectives for non-homeless priority needs individuals and families.

- Increasing the supply of safe, decent rental housing, particularly for extremely low and very low-income households. The targeted one-year outcome is to provide urgent repairs for 12 units.
- Increasing opportunities for low, moderate and middle-income households to become homeowners. The targeted one-year outcome is to provide funding for property acquisition in order for construction of two new affordable housing units.
- Encourage and promote the economic vitality of neighborhoods. The targeted one year outcome is to provide CDBG funding to allow for infrastructure expansions in a predominantly minority neighborhood in Matthews that will provide for increasing the quality of life for residents and provide future economic growth. Additionally, CDBG funding is targeted to provide upgrades and accessibility modifications to Ada Jenkins Center this will allow Ada Jenkins to better serve its constituency by providing appropriate facilities for our community and program participants.

Actions planned to reduce lead-based paint hazards

Mecklenburg County will continue to implement the City of Charlotte's LeadSafe Charlotte Program. The County will further integrate lead safe work practices to all County rehabilitation programs, by providing information on training offered by the City of Charlotte for all

contractors on the Housing bidder's lists regarding lead safe work practices and encourage Code Enforcement Officials to make referrals to LeadSafe Charlotte and enforce code requirements regarding the elimination of deteriorated paint.

LeadSafe Charlotte will also focus on increasing collaboration with the Mecklenburg County Health Department to do outreach and testing of children in vulnerable neighborhoods, including an increasing number of Hispanic/Latino children. 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.

In addition, the County 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 County rehabilitation programs and provide lead remediation training to all contractors on the County'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.

Actions planned to reduce the number of poverty-level families

Within the scope of Mecklenburg County's Five-Year Plan, the most effective ways to fight poverty will be to:

- Promote economic development, especially workforce readiness, including basic adult literacy, for those populations experiencing the greatest need. Education is the key to breaking the cycle of poverty. Often individuals with extremely low incomes do not have the basic skills or accreditation to increase their incomes. Literacy education, improvement of employment skills, and financial management are key tools in assisting these individuals obtain a higher quality of life.
- Make affordable housing options equitably available to low income households. Construction of affordable housing and down payment assistance are excellent ways to counteract the often unaffordable housing market for the low and moderate income populations. Such actions will help individuals that may not have the resources to purchase a home by making affordable housing available and providing down payment and closing cost assistance. Removing these gaps will directly assist low and moderate income families in becoming homeowners.
- Providing rehabilitation assistance to low and moderate income homeowners clearly has a substantial effect on improving a family's quality of life. Not only does the rehabilitation provide a safe living environment and extend the life of the house, but it also provides the owner with immediate equity on the home.
- Zoning ordinances play a major role in the development of affordable housing, because developers often feel that zoning requirements for affordable housing are too stringent and not cost effective. Providing incentives to developers and adopting less stringent zoning requirements for affordable housing are ways to help overcome some of the housing barriers to low and moderate income persons. A good example is the Town of Davidson's inclusionary zoning ordinance which requires that all new residential

development contain at least twelve and one half (12.5%) percent affordable housing units and benefit low and moderate income individuals. This ordinance increases and maintains the production of affordable housing, and ensures its continuation. This in turn, will provide new opportunities for low and moderate income persons to increase their wealth.

- Ensure that low-income youth have access to quality after-school and summer programs to receive tutoring and other support in a healthy and safe environment.

Actions planned to develop institutional structure

Mecklenburg County CDBG Program (specific) Institutional Delivery System:

The institutional structure for the delivery of CDBG programs and services to low and very-low income families and individuals in the Mecklenburg CDBG program area involves public, private and non-profit participation at the local and federal levels. Participating member governments for the CDBG program partner with the County to maintain a strong institutional structure for affordable housing needs and non-housing community development needs in the program area. These local government entities include the Towns of Cornelius, Davidson, Huntersville and Matthews. Mecklenburg County also works closely with the Charlotte-Mecklenburg Utilities to provide public infrastructure services (water/sewer) to underserved areas. Non-profits play a key role in promoting and finding permanent solutions to the housing crisis and increase access to services through collaboration and cooperation between service providers. Member agencies include non-profit developers, housing providers and supportive services; which includes the Davidson Housing Coalition, Our Towns Habitat-Davidson, and Habitat for Humanity-Matthews, and Ada Jenkins. As the CDBG program matures, new partnerships with private and nonprofit agencies will be developed in order to further the reach of the program.

Actions planned to enhance coordination between public and private housing and social service agencies

Mecklenburg County will actively seek out public/private partnerships in an effort to close the funding gaps for affordable housing. Mecklenburg County leads and participated in several additional federally funded housing and support service programs carried out through the Charlotte-Mecklenburg HOME Consortium for low income persons in the Charlotte-Mecklenburg region. 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.

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. Mecklenburg County's Code Enforcement Department, enforces the County's housing, nuisance and zoning codes.
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, City of Charlotte, Mecklenburg County and Community Link that provide emergency housing, human services and housing counseling to the ELI and LMI families and individuals.

Discussion

This section is optional and was left blank intentionally.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	75.00%