Strategic Advisor Meeting
November 21, 2019
Inclusive and Diverse Element Group

Attendees: Cynthia Wallace, Stephen Valder, Ann Miano, Melanie Sizemore, Gerald Warren, Paul McAlister, Scott Cline, Rob Rusch, John Wallace, Mimi Davis, James Lee, Andrea Betaudier,

Facilitator: Rachel Stark

Scribe: Sean Langley

Ground rules were set by Rachel. Discussed framework policy and individual objectives. Before we could finish reading through the objectives, stakeholders wanted to discuss each objective and give their input. Overall, we had a great conversation and many challenged each other on what the policy objective meant, wording or how this would impact housing options. Some commented that the objectives don't match the policies and that objectives and policies seemed to contradict each other.

Modest and Missing Middle Housing

All neighborhoods allow and increase the percentage of Missing Middle Housing, such as duplexes, triplexes, small lot cottages, fourplexes, townhomes, and accessory dwelling units, with necessary lot requirements and design standards.

Add and grow neighborhoods and mixed-use development that includes missing middle housing and allow duplexes and triplexes in all residential lots across Charlotte that meet appropriate size and design requirements.

Notes:

Discussion began with Strategic Advisors weighing the pros and cons of adding a mixture of housing types in single family homes. Some argued that policy should be more honest and just call it "increase density in single family neighborhoods" and that should not be couched as a way to get affordable housing because it cannot be regulated as such and at a minimum this new missing middle housing will be expensive initially and will definitely not help with 30% AMI housing needs which is greatest demand. Others argued that overall the addition of housing provides supply to meet demand and therefore reduce market prices and argued that density is good.

This policy cannot feasibly provide real affordable housing (less than 80% AM). Lots are too expensive in areas where city wants to build affordable housing (high opportunity areas). Example comment: If you buy a $200,000 lot off Eastover and build 4 townhomes for $700,000, how is that going to be affordable? AMI is 79,000 for a family of 4 in Charlotte.

What is the price point on missing middle? What does that even mean? Too much planner terminology, not clear.

Change the wording of this policy so everyone understands.

Affordable housing seems like a blanket statement within this policy with no way to build or enforce it.

Conversations were had around the concept of ADU terminology.

Frustration with combination of policy and zoning and the planning department that has a practice that ends up favoring big business and out of town developers. Different final answers and support for different developers is inequitable.

Discussion around how maybe missing middle housing should play out in Charlotte to reach affordable housing objectives first because not all neighborhoods or people will benefit. What if neighborhood doesn't want missing middle housing? Could these policies apply to those who want them only?

Policy Objective:

- Increase the Share of New Housing That Fills the Missing Middle (ADUs, Townhomes, and Plexes)

Notes: This creates more density but no affordable housing unless there are deed restrictions. That's what's missing and needed in this context. This could widen the income gap and increase the speed of displacement by adding more density and not addressing affordable housing. Because in the end wealthy people will buy lots in gentrifying areas and build 2-3-4 plexes to max their turn around profit and those units will each be more expensive than the original house. Also without financial support only wealthy people will be building ADUs on their property and they can turn around and use it for short term rental and increase their income levels.

Again, more discussion around the term missing middle. Strategic Advisors don't like that term.

Most of the group liked ADUs being used to address affordable housing.

Overall, Strategic Advisors had issue with the term "missing middle" and creating more density and not adding affordable housing.

Policy Objective:

- Increase the Number of Affordable Rent/Deed Restricted Housing Units Within 1/2 Mile of Center or Corridors

Notes:

What is considered affordable? Affordable for who? Needs to be defined

Apartments for college students aren't even affordable, affordability discussion needs to expand to not just missing middle housing but also to apartments and condos.

We need deed restrictions in Grier Heights to create affordable housing. LLCs are buying all the properties. No housing trust funds in Grier Heights. We need more housing trust fund investments to build affordable housing because it is rapidly gentrifying with small single family housing being torn down to create large single family housing that is much more expensive and is increasing tax rates for area.

Some Strategic Advisors wanted to mandate that developers create affordable housing. Rachel informed Strategic Advisors that state law prohibits developers or property owners from being mandated to create a certain a housing type.

Overall, Strategic Advisors were okay with this objective. But not clear how this will be implemented within framework mapping. Will City buy property to make this happen?

Policy Objective:

- Affordability - Reduce the Percent of Households Spending More than 45% of Their Income on Housing and Transportation

Notes:

Some thought 45% was too much. But overall most people said 45% of their income on housing and transportation was reasonable and is lower than the 50% best practice bench mark and were in favor of this objective. However, they said this a performance metric not an objective as it doesn't shape the mapping but rather measures the results over time.

Policy Objective:

- Reduce the Number of Cost Burdened Households (those spending over 30% of household income on housing)

Notes:

Greatest need is affordable housing/workforce housing.

Lot of discussion around volume and quantity, question about what about the quality of existing homes. Rachel outlined that if it can be formed into a performance metric that it could be discussed however the policy objectives were more about what is mappable to arrive at a preferred growth scenario.

A lot of these objectives are too broad. And several aren't really framework policy objectives to help shape preferred scenario on a map but are performance metrics to measure how well we achieved a goal. These should be separated.

Overall, most people were in support of this policy objective but some did want clear language in there to specify affordable housing and how we get there.

Retain Our Identify and Charm

Charlotte will retain the essence of existing neighborhoods by concentrating new housing and new jobs in centers and along transit corridors, while limiting residents' vulnerability to displacement due to transformation of existing housing into more intense development.

Focus a large portion of new jobs and housing in concentrated areas along transit corridors and in activity centers to decrease development pressure within existing neighborhoods.

Notes:

If you focus new jobs and housing along transit corridors and in centers, that will impact the vulnerable residents the most with displacement and no place to go.

Policy Objectives:

- Limit the Amount of Existing Low to Moderate Intensity Residential Neighborhoods Changing to a More Intense Place Type

Notes: Not clear what low-to moderate intensity residential neighborhoods and more intense place types are. Spell out and make clearer and with less planner language so everyone can understand.

Some felt this was a contradiction to the first policy because first policy increases density.

Wording/grammar isn't clear, use active voice.

Policy Objective

- Increase the Percent of New Jobs and Housing in Regional and Community Activity Centers

Notes: Isn't this just going to reinforce what is already there? This will further spur gentrification by inviting new people in to be closer to their place of employment. Is this helping us reach inclusive and diverse goals?

Policy Objective:

- Improve Jobs-Skills Match In and Near Areas That Are Vulnerable to Displacement
Increase the Capture of New Jobs Within Areas That Are Vulnerable to Displacement

Notes: It was unclear as to how this was enforceable through Planning regulations as a framework for growth. This seems more of a performance measure rather than a policy objective.

Most attendees said this had to be implemented in two ways: attract development and growth that matches the local skills and workforce pipeline development to ensure local residents will qualify for the jobs we are trying to attract.

Policy Objective:

- Reduce the Number of Neighborhood Planning Areas (i.e., a group of neighborhoods used for statistical analysis) with a High Vulnerability to Displacement Index

Notes: Need clarity on vulnerability to displacement.   Rachel explained this includes seniors on fixed incomes, residents that live within 3 miles of Uptown where there is a growing demand for housing, etc.

A lot of discussion around NPAs. The wording was not clear and several thought the policy was arguing for aggregating statistical areas. Someone suggested rewording the objective to reduce neighborhoods vulnerability to displacement. There was a worry of how that might be done because area could change and look better after people were displaced. Increase income will reduce displacement but how do we measure it to people who are already there as opposed to overall income increase?

A couple of folks mentioned that the objectives don't match the policy.

There is all this discussion around folks who are vulnerable to displacement but nothing about how we can secure more affordable housing for seniors. Rachel reminded everyone of the earlier policy about granny flats. Strategic Advisors mentioned that granny flats are good for aging parents. They prefer ADU's because this is inclusive of affordable housing. But question remains on how do you enforce?

Policy Objective

- Maintain a Healthy Single-Family Home Sales Turnover Rate Across Charlotte Neighborhoods

Notes:

People were unsure what this objective meant. But some did agree that we could still use it as a performance metric.

Most were in favor of removing this policy objective as it stands.

Retain Our Identity and Charm

FRAMEWORK POLICY: Charlotte will retain the essence of existing neighborhoods by concentrating new housing and new jobs in centers and along tranist corridors, while limiting residents' vulnerability to displacement due to transformation of existing housing into more intense development.

MAPPING IMPLICATIONS: Focus a large portion of new jobs and housing in concentrated areas along transit corridors and in activity centers to decrease development pressure within existing neighborhoods.
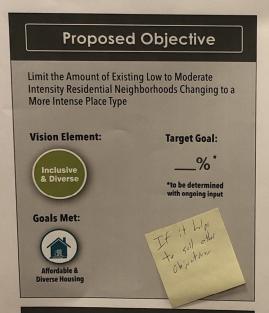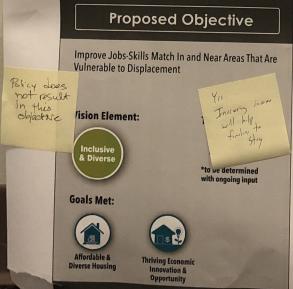
PROPOSED OBJECTIVES:

- Limit the Amount of Existing Low to Moderate Intensity Residential Neighborhoods Changing to a More Intense Place T
- Increase the Percent of New Jobs and Housing in Regional and Community Activity Centers
- Improve Jobs-Skills Match In and Near Areas That Are Vulnerable to Displacement
- Increase the Capture of New Jobs Within Areas That Are Vulnerable to Displacement
- Reduce the Number of Neighborhood Planning Areas (i.e., a group of neighborhoods used for statistical analysis) with a High Vulnerability to Displacement Index
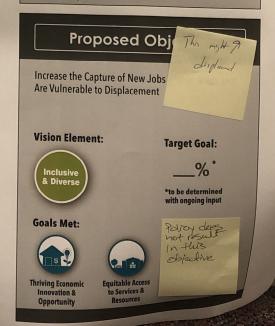- Maintain a Healthy Single Family Home Sales Turnover Rate Across Charlotte Neighborhoods

[handwritten sticky note: Ensure Senior Affordable Living]

[handwritten sticky note: Rachel Stark ... City / Equity ...]

Proposed Objective

Limit the Amount of Existing Low to Moderate Intensity Residential Neighborhoods Changing to a More Intense Place Type

Vision Element:

Inclusive & Diverse

Target Goal:

___%*

*to be determined with ongoing input

Goals Met:

Affordable & Diverse Housing

[handwritten sticky note: If it helps to sell other objectives]

Proposed [Objective]

Increase the Percent of New Jobs and Housing in Regional and Community Activity Centers

Vision Element:

Livable & Connected

Target Goal:

___%*

*to be determined with ongoing input

Goals Met:

Thriving Economic Innovation & Opportunity

Coordinated Growth & Development

Proposed Objective

Improve Jobs-Skills Match In and Near Areas That Are Vulnerable to Displacement

[handwritten sticky note: Policy does not result in this objective]

Vision Element:

Inclusive & Diverse

[handwritten sticky note: Yes Increasing Income will help families to stay]

*to be determined with ongoing input

Goals Met:

Affordable & Diverse Housing

Thriving Economic Innovation & Opportunity

Proposed Obj[ective]

Increase the Capture of New Jobs ... Are Vulnerable to Displacement

[handwritten sticky note: This might ... displacement]

Vision Element:

Inclusive & Diverse

Target Goal:

___%*

*to be determined with ongoing input

Goals Met:

Thriving Economic Innovation & Opportunity

Equitable Access to Services & Resources

[handwritten sticky note: Policy does not result in this objective]

Retain Our Identity and Charm, Continued

Proposed Objective

Maintain a Healthy Single Family Home Sales Turnover Rate Across Charlotte Neighborhoods

Vision Element:

Prosperous & Innovative

Target Goal:

___%*

*to be determined with ongoing input

Goals Met:

Affordable & Diverse Housing

Thriving Economic Innovation & Opportunity

Proposed Objective

Reduce the Number of Neighborhood Planning Areas (i.e., a group of neighborhoods used for statistical analysis) With a High Vulnerability to Displacement Index

Vision Element:

Inclusive & Diverse

Target Goal:

___%*

*to be determined with ongoing input

Goals Met:

Affordable & Diverse Housing

Thriving Economic Innovation & Opportunity

Policy & objective

~~Modest and~~ Missing Middle Housing

FRAMEWORK POLICY: All neighborhoods allow and increase the percentage of Missing Middle Housing, such as duplexes, triplexes, small lot cottages, fourplexes, townhomes, and accessory dwelling units, with necessary lot requirements and design standards.

MAPPING IMPLICATIONS: Add and grow neighborhoods and mixed use development that includes missing middle housing and allow duplexes and triplexes in all residential lots across Charlotte that meet appropriate size and design requirements.

PROPOSED OBJECTIVES:

- Increase the Share of New Housing That Fills the Missing Middle (ADUs, Townhomes, and Plexes)

- Increase the Number of Affordable Rent/Deed Restricted Housing Units Within 1/2 Mile of Center or Corridors

- Affordability - Reduce the Percent of Households Spending More than 45% of Their Income on Housing and Transportation

- Reduce the Number of Cost Burdened Households (those spending over 30% of household income on housing)

New Objective

Insert your text here:

We need to stop gentri-fication

Whic

What

New Objective

Insert your text here:

~~Would~~ Easing zoning to allow missing middle development combined w/ job-skills training in those neighborhoods would be win-win. More housing supply + better jobs in those neighbors.

Which Vision Element Does It Meet?

Missing middle + ADU's could also help current residents maintain affordability if combined w/ resources + training for those most vulnerable.

What Goals Does It Meet?

More housing supply + local residents can participate in real estate wealth building.

Proposed Objective

Reduce the Number of Neighborhood Planning Areas (i.e., a group of neighborhoods used for statistical analysis) With a High Vulnerability to Displacement Index

[handwritten: CHANGE WORDING CURRENTLY UNCLEAR]

Vision Element:

Inclusive & Diverse

Target Goal:

___% *

*to be determined with ongoing input

Goals Met:

Affordable & Diverse Housing

Thriving Economic Innovation & Opportunity

Proposed Objective

Maintain a Healthy Single Family Home Sales Turnover Rate Across Charlotte Neighborhoods

Vision Element:

Prosperous & Innovative

Target Goal:

___% *

*to be determined with ongoing input

Goals Met:

Affordable & Diverse Housing

Thriving Economic Innovation & Opportunity