

CITY MANAGER'S WEEKLY REPORT

raleighnc.gov



CITY OF
Raleigh
MANAGER'S
OFFICE

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INFORMATION:

Regular Council Meeting Tuesday, February 4 - Lunch Will be Provided - Afternoon and Evening Sessions

Reminder that Council will meet next **Tuesday** in regularly scheduled sessions at **1:00 P.M.** and **7:00 P.M.**
The agenda for the meeting was published on Thursday:

<http://boarddocs.com/nc/raleigh/board.nsf>

There is **NO CLOSED SESSION** following the afternoon session of the Council meeting.

Reminder: If there is an item you would like to have pulled from the consent agenda for discussion, please send an e-mail mayorstaff@raleighnc.gov by 11 A.M. on the day of the meeting.

Connect Raleigh Lecture Series: Trees in the City of Oaks

Staff Resource: Megan Hinkle, City Manager's Office, 996-4668, megan.hinkle@raleighnc.gov

The next installment of the Connect Raleigh lecture series has been scheduled for Thursday, February 27 at 7:00 P.M. The City partners with the North Carolina Museum of Natural Sciences as the host site for the

event, which will be held within the Daily Planet Café, 121 West Jones Street. Admission is free and no registration is required. Refreshments will be provided and additional menu options are available for purchase from the café.

This installment of the series – “Trees in the City of Oaks” – will feature guest speaker Dr. Jill Jonnes, the author of *Urban Forests: A Natural History of Trees and People in the American Cityscape*. Selected as one of National Public Radio’s “Great Reads of 2016”, *Urban Forests* tells the story of people who have devoted their lives to trees and creating urban forests that make cities beautiful and healthy. A graduate of Barnard College and Columbia Journalism School, Dr. Jonnes earned her Ph.D. in American history at Johns Hopkins University. Following remarks, attendees will hear an overview of the Urban Forestry Program presented by Zach Manor, Urban Forester with the Parks, Recreation and Cultural Resources staff. Zach will share interesting facts about trees in Raleigh, such as how the City planted more than 2,100 trees in 2019.

The lecture series is coordinated by an interdepartmental team of city employees from the City Manager’s Office, Engineering Services, Housing & Neighborhoods, and Planning & Development Services. The series aims to highlight issues of interest or initiatives in the adopted strategic plan. Past events have focused on placemaking, strategies to support small and minority-owned businesses, water quality, and building healthy communities through design. The community is encouraged to submit their ideas for future events via email to ConnectRaleigh@raleighnc.gov.

(Attachment)

Relocation of US Post Office – Cameron Village

Staff Resource: Sarah Baker, City Manager’s Office, 996-3050, sarah.williamson-baker@raleighnc.gov

The United State Postal Service (USPS) notified the City this week that it will be relocating the Cameron Village Post Office, 806 Oberlin Road, to another location. The new location will be, “as close as possible” to the current one. USPS solicited feedback and held a public meeting on the future of the branch in March 2019, after the current landlord notified the postal service that its lease was not being renewed. The current branch will continue operations until a new location opens. Council members may hear from constituents regarding the situation. The letter received is included with the *Weekly Report* materials.

(Attachment)

Wake Bus Rapid Transit Update

Staff Resources: Dhanya Sandeep, City Planning, 996-2659 dhanya.sandeep@raleighnc.gov

Het Patel, RDOT - Transit, 996-5120, het.patel@raleighnc.gov

Mila Vega, RDOT - Transit, 996-4123, mila.vega@raleighnc.gov

This update focuses on work completed for the Bus Rapid Transit (BRT) Western Boulevard Corridor study and provides an overview for the Wake BRT: Southern Corridor kick-off meetings.

Wake BRT: Western Boulevard Corridor Study

The Western Boulevard Corridor study kicked off successfully on November 12, 2019 with a public open house that drew more than 150 participants and an online survey that received a total of 429 respondents. The [presentation](#), [handout](#), [information boards](#), [kickoff summary](#), [BRT survey](#) summary and a follow-up [FAQ](#) are now available online. Over the next few months, the study will focus on analysis of a Locally Preferred Alternative (LPA) and Transit-Oriented Development (TOD) planning. The LPA recommendation is expected

in Spring 2020. The next public meeting for Western Boulevard study is planned for Spring 2020. The meeting will be a “Transit Oriented Development” (TOD) workshop engaging the public in round-table discussions around land use and urban design considerations of TOD surrounding the BRT stations. Draft land use recommendations are anticipated in late Summer 2020. The study is anticipated to be complete by Fall 2021, producing a final report on land use and design recommendations.

Wake BRT: Southern Corridor

Staff continues to advance implementation of the BRT projects from the 2016 Wake Transit Plan. The Southern BRT Corridor would connect Downtown Raleigh with North South Station and Purser Drive in Garner. There will be two (2) open house style kick-off meetings which will include a presentation of BRT alignment alternatives for the corridor and highlights from other previous planning studies in the area. The RDOT staff will be available to discuss the alignment alternatives, answer questions and receive input. The meeting locations and information are provided below (both meetings will be identical).

Date: February 20, 2020

Location: Garner Senior Center

Address: 205 E. Garner Road, Garner

Time: 4 – 7 P.M. (presentation at 5:30)

Date: February 24, 2020

Location: Victory Church

Address: 2825 S. Wilmington Street, Raleigh

Time: 4 – 7 P.M. (presentation at 5:30)

Feedback received through public engagement efforts will be used to develop recommendations for the LPA. For more information regarding the Wake BRT projects, please visit: raleighnc.gov/BRT

(No attachments)

Weekly Digest of Special Events

Staff Resource: Derrick Remer, Special Events Office, 996-2200, derrick.remer@raleighnc.gov

Included with the *Weekly Report* materials is the special events digest for the upcoming week.

(Attachment)

Council Member Follow Up Items

General Follow Up Item

Public Nuisance Process – Fees and Assessments (Council Member Stewart)

Staff Resource: Bryce Abernethy, Housing & Neighborhoods, 996-2444, bryce.abernethy@raleighnc.gov

A Council member requested information about the public nuisance process, specifically about the \$175 administrative fee that is charged for public nuisance abatement cases and staff efforts to assist property owners that may receive a lien against property during a time of financial hardship.

The Housing & Neighborhoods Department Code Enforcement Division enforces the Minimum Housing, Public Nuisance and Zoning Vehicle Codes. There are associated administrative fees and civil citations that may be issued following notices of violation of the code. Section 12-6003 of the Public Nuisance Code states that the costs of abatement include a \$175 administrative fee; the section goes on to mention that the costs of abatement, including the administrative fee, shall constitute a lien against the premises. While the origin of the administrative fee is unknown, staff believes the fee has been consistently \$175 for more than 15 years. Upon receipt, the administrative fee is classified as general revenue and deposited in the General Fund. The City Council may choose to change this fee during their annual budget deliberations.

When a public nuisance matter is related to a financial or other personal hardship, code enforcement staff have the flexibility to allow time extensions until a public nuisance issue can be rectified. At times, staff may encourage property owners to reach out to local faith-based or nonprofit organizations that may be able to provide assistance; examples include organizations such as Resources for Seniors, North Carolina Baptist Men's Association, Salvation Army or Vietnam Vets. Staff routinely works to rectify code enforcement violations before escalating a particular location to the public nuisance abatement process. Staff will accept extension requests or appeals and will regularly go beyond their charge in an effort to provide good customer service to property owners. Properties that are recommended for lien confirmations by the City Council are often investor-owned, abandoned, or locations where the owners have neglected repeated notices from the City.

(No attachment)

Follow Up from the January 7 City Council Meeting

Raleigh Housing Authority Update (Mayor Pro Tem Branch)

Staff Resource: Larry Jarvis, Housing & Neighborhoods, 996-6947, larry.jarvis@raleighnc.gov

During the meeting Council asked staff to request a report from the Raleigh Housing Authority (RHA) on agency goals, plans, and the status of facilities operated by the RHA. Subsequently, he asked about partnership opportunities associated with a potential affordable housing bond.

The U.S. Department of Housing and Urban Development (HUD) conducts periodic inspections of all housing authority properties. No RHA property was deemed to have a "failing" grade and all properties except for the "scattered site" units have scores in the 80's or 90's. RHA installed new smoke and carbon monoxide detectors in all units in 2017.

For about the past two years, City staff from Housing & Neighborhoods, Planning & Development and Transportation have met periodically with RHA staff to discuss a partnership in the potential redevelopment of Heritage Park on the southern edge of downtown. This relatively low-density site will be served by the Western Boulevard Bus Rapid Transit improvements and is in close proximity to Dix Park. RHA now has planning and architectural consultants under contract and the most recent coordination meeting included discussion of the proposed affordable housing bond.

RHA issues an annual report to the Raleigh City Council, the most recent of which was issued January 24. As the report notes, RHA is rated a “High Performer” in key areas. A copy of the report is included with the *Weekly Report* materials.

Later in the spring, RHA plans to offer an opportunity to tour their facilities to interested Council members. (Attachment)

Community-wide Climate Action Plan (Council Member Stewart)

Staff Resource: Megan Anderson, Office of Sustainability, 996-4658, megan.anderson@raleighnc.gov

During the meeting Council requested an update on this project. Staff is preparing a Communitywide Climate Action Plan (CCAP). The CCAP will engage experts in climate science, energy, equity, buildings, development, and other stakeholders to develop emission reduction strategies that enhance well-being for all members of the community. The project includes evaluating strategies and actions for reducing greenhouse gas (GHG) emissions and has an anticipated completion date of the Fall of 2020.

The CCAP is divided into two phases. The first phase of the project primarily occurred during FY19 and the second phase of the project began during FY20. The lead project consultant is Eastern Research Group, assisted by Fovea and Planning Communities. The first phase of the project included initial meetings of the Interdepartmental team, the Technical team and the Climate Action team. The teams and other stakeholders provided feedback regarding potential greenhouse gas emissions reduction goals and potential strategies and actions to achieve the goals. On May 21, 2019, the City Council adopted a community-wide goal of an 80% reduction of greenhouse gas emissions by 2050, which provided a clear direction for the project.

Over 600 potential strategies were identified for consideration from the CCAP teams, other stakeholder feedback and best practice information from other cities and plans. Strategies are divided into the categories of Buildings and Energy; Transportation and Land Use; Clean, Green, and Healthy Raleigh; and Cross Cutting strategies. The main focus for strategy development is connecting the city and community to actions that can be started or implemented in 5 years or less. These near-term strategies should connect climate action to community priorities, existing plans and resource allocation; and be evaluated based on criteria such as existing partnerships, collaborations and resources, greenhouse gas emissions reduction impact, financial feasibility, social equity, climate equity and community co-benefits.

The plan will also identify potential mid- and long-term strategies, those that could be started or implemented after the first 5 years and through 2050. These mid- to long term strategies will help drive continued collaboration and partnership opportunities across the community by identifying potential areas of action that partners across Raleigh can use as a guide for future planning. Strategy development looks to existing plans, technical experts and collaborations related to climate and sustainability initiatives, such as the North Carolina Clean Energy Plan, the NC Energy Efficiency Roadmap, Duke Energy’s net zero carbon by 2050 goal, the 2030 Comprehensive Plan and many other plans associated with topics related to reducing GHG emissions and upholding the quality of life for Raleigh residents.

The phase two of the project includes the project management team and consultants completing the review of the 600 plus strategies and creating GHG emissions projection models for potential reductions. After the modeling work of emission reductions, the project team will be meeting with the CCAP teams and other stakeholders to share the results and gather feedback. The purpose of the strategies will be for the Raleigh community to continue to “see themselves” in the strategy areas so they can continue to identify actions that

they can take or help lead in the community. Team members are expected to continue working to implement emission reduction strategies after the written CCAP is prepared, as the nature of this project is long term and ongoing. Work is also continuing on the communication materials, equity framework, project metrics, implementation plan and written CCAP document.

Examples of the strategy focus areas include:

Buildings and Energy (55% of Raleigh's GHG emissions)

- Building Energy Efficiency
- Greening of the Grid
- Expanding the use of Renewable Energy
- Affordable Housing
- Non-Energy Benefits of Energy Efficiency (health, economic development, etc.)

Transportation and Land Use (42% of Raleigh's GHG emissions)

- Vehicle Miles Traveled Reduction
- Alternative Mobility
- Transportation Electrification and Alternative Fuels
- Efficient Land Use
- Community Resilience

Less than 3% ghg emissions for the two categories below:

Clean, Green, Healthy Raleigh

- Waste Reduction, Efficiency and Diversion
- Preservation, Green Space, Carbon Sequestration
- Green Infrastructure and Resilience
- Innovation

Other Cross Cutting Strategies

- Education and Outreach
- Funding and Incentives
- Equity

(No attachments)

Follow Up from the January 21 Lunch Work Session

Public Participation Policy for Park Planning Update Process (Mayor Baldwin)

Staff Resource: Oscar Carmona, Parks, 996-4815, oscar.carmona@raleighnc.gov

During the work session Council requested staff to evaluate current community engagement practices to potentially expedite the process for completing park improvement projects and identify options there are to complete the process.

A memorandum on this topic is included with the *Weekly Report* materials, along with a draft document to modify Public Participation for Park Planning policies.

(Attachments)

Follow Up from the January 21 City Council Meeting

Affordable Housing Options - "Tiny Houses" (Mayor Baldwin)

Staff Resource: Dhanya Sandeep, City Planning, 996-2659, dhanya.sandeep@raleighnc.gov

At the meeting Council requested staff to reevaluate tiny houses as an affordable housing option, including options for next steps. Subsequently, staff from the Planning & Development and Housing & Neighborhoods departments met to evaluate the prospects of tiny houses as one potential tool to address the rising housing affordability needs of Raleigh. Staff has prepared a memorandum, included with the Weekly Report materials, which outlines information from prior research, evaluates how tiny houses are currently regulated in Raleigh, and potential next steps for consideration by the City Council.

(Attachment)

Down Payment Assistance Program Update (Council Member Melton)

Staff Resource: Larry Jarvis, Housing & Neighborhoods, 996-6947, larry.jarvis@raleighnc.gov

During the meeting Council requested demographic and other updated information on citizens using the City's down payment assistance program. Down payment assistance programs are designed to make homeownership possible for low to moderate income households for whom homeownership would otherwise not be possible. Households with incomes up to 80% of the area median income are eligible to receive assistance subject to meeting all program requirements and underwriting guidelines. The maximum purchase price cannot exceed the HUD HOME purchases price limit which is currently \$250,000.

The demographic information provided is for the period FY 16 to the current date. During that timeframe, a total of 209 households were assisted. Sixty-eight percent (68%) of the participants were African-American and 32% were white or other races. Most buyers are women. Most recently, women accounted for 74% of buyers.

Single individuals with no children account for 45.5% of the buyers, followed by two-person households (23%), three-person households (19.1%) and four or more person households, 12.4%.

Homebuyer education is a requirement of both the City and the U.S. Department of Housing and Urban Development (HUD). The intent of the education requirement is to prepare participants for the responsibilities of homeownership and to ensure that they are informed consumers. A minimum of eight hours of instruction conducted by a HUD-certified counselor is required.

(No attachments)

CONNECT RALEIGH

Trees in the City of Oaks

Trees are one of the largest and longest-living organisms on the planet. They are a key part of natural processes and our community.

Hear from Jill Jonnes, author of "Urban Forests: A Natural History of Trees and People in the American Cityscape". She will speak about how trees:

- Create and define spaces
- Connect us to each other and nature
- Benefit the environment by consuming carbon, cooling the air, and collecting rainwater

You'll also learn how City of Raleigh urban forester, Zach Manor, protects trees in the city.

The event is free and open to the public. Refreshments are available for purchase.

Thursday, Feb. 27
7 p.m.

NC Museum of Natural Sciences
Daily Planet Cafe
121 W. Jones St.
Raleigh, NC 27601

This event is in partnership with
the NC Museum of Natural
Sciences - Science Cafe

Watch the event at:
livestream.com/naturalsciences



raleighnc.gov
Search: Connect Raleigh

TOM A. SAMRA
VICE PRESIDENT, FACILITIES



RECEIVED
JAN 21 2020
Raleigh City Co

January 13, 2020

The Honorable Mary-Ann Baldwin
Mayor, City of Raleigh
222 West Hargett St.
Raleigh, NC 27601

RE: Raleigh, NC Cameron Village Station Post Office Relocation Project

Dear Mayor Baldwin:

In accordance with 39 C.F.R. § 241.4, this is the United States Postal Service's final decision with respect to the Postal Service's proposal to relocate retail services from the above-referenced Post Office to a yet-to-be-determined new location as close as possible to the current location.

The Postal Service discussed the proposal previously with your Staff and at a March 14, 2019, public meeting. We have carefully considered all of the concerns expressed in those discussions. The Postal Service has decided to proceed with the relocation because the Landlord of the former Cameron Village location has chosen not to renew the Postal lease. This relocation will allow the Postal Service to maintain retail operations for our customers in the market for the long term.

The Postal Service's goal is to select a new customer service location as close to the current site as possible. Additionally, the Postal Service plans to continue retail services at the Temporary Post Office located at 806 Oberlin Road until the replacement facility is open and operating as a Post Office.

While the Postal Service is sensitive to the impact of this decision on its customers and the community, the Postal Service properly considered community input and this decision is consistent with Postal Service objectives. Postal Service operations are not supported by tax dollars. To be self-sustaining, the Postal Service must make decisions that ensure it provides adequate and affordable postal services in a manner that is as efficient and economical as possible.

This is the final decision of the Postal Service with respect to this matter, and there is no right to further administrative or judicial review of this decision.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom A. Samra".

Tom A. Samra

Special Events Weekly Digest

Friday, January 31 – Thursday, February 6

City of Raleigh Special Events Office
speialevents@raleighnc.gov | (919) 996-2200 | www.raleighnc.gov/speialevents

Permitted Special Events

Krispy Kreme Challenge

Hillsborough Street & Downtown

Saturday, February 1

Event Time: 8:00am - 10:45am

Associated Road Closures: Hillsborough Street between Chamberlain Street and Pullen Road will be closed from 4:00am until 12:00pm. N. Person Street between Polk Street and E. Pace Street will be closed from 4:00am until 10:30am. Roads along the route will be closed from 8:00am until 10:45am. Note that all cross-streets one block in each direction will be detoured during the event and see below for turn-by-turn details:

- Start on Hillsborough Street in front of NC State Bell Tower heading east
- Take the second exit off the traffic circle onto Hillsborough Street
- Left onto N. Salisbury Street
- Right onto E. Edenton Street
- Left onto N. Person Street
- Left onto Pace Street
- Left onto N. Blount Street
- Right onto E. Edenton Street
- Right onto Hillsborough Street
- Right onto Glenwood Avenue
- Left onto Willard Place
- Right onto N. Boylan Avenue
- Left onto W. Jones Street
- Left onto St. Mary's Street
- Right onto Hillsborough Street and head west towards Pullen Road
- Take the second exit off the traffic circle onto Hillsborough Street
- Finish on Hillsborough Street in front of NC State Bell Tower

Other Events This Weekend

Love the Summer Luau

Friday, January 31

Peach Road Neighborhood Center

Movie Night at Sanderford Road Community Center

Friday, January 31

Sanderford Road Community Center

Hurricanes vs. Golden Knights

Friday, January 31

PNC Arena

Rhapsody in Blue – Carolina Ballet

Friday, January 31 – Sunday, February 2

Fletcher Opera Theater

NC State vs. Louisville

Saturday, February 1
PNC Arena

All Star Challenge

Saturday, February 1 – Sunday, February 2
Raleigh Convention Center

Hurricanes vs. Canucks

Sunday, February 2
PNC Arena

Public Resources

Event Feedback Form: Tell us what you think about Raleigh events! We welcome citizen and participant feedback and encourage you to provide comments or concerns about any events regulated by the Special Events Office. We will use this helpful information in future planning.

Road Closure and Road Race Map: A resource providing current information on street closures in Raleigh.

Online Events Calendar: View all currently scheduled events that are regulated by the City of Raleigh Special Events Office.

Council Member Follow Up



J. Wayne Felton, Executive Director

January 24, 2020

Raleigh City Council
222 W. Hargett Street
Raleigh, NC 27601

Dear Members of the Raleigh City Council,

On behalf of the Raleigh Housing Authority Board of Commissioner's commitment to regularly update the City of Raleigh Council on activities at RHA, please accept this as RHA's annual report. We appreciate the City Council joining us in the past on Board tours of our properties and there is an open invitation for you to join us on future tours.

In June, RHA completed its 32nd consecutive year with no financial audit findings. RHA received its score for FYE 2019 on HUD's Public Housing Assessment System. This system rates the quality of the physical and financial condition of the Agency as well as the housing authority's management and modernization results. RHA scored a 95 which designated RHA as a "High Performer" for the 23rd consecutive year. RHA completed over 26,000 maintenance work orders during the last calendar year for the upkeep of public housing units and other assets. RHA's Voucher program received a score of 104 (out of a possible 104) for the same period. This score gave RHA a "High Performer" designation in the Voucher program for the 12th consecutive year.

RHA is keenly aware of the affordable housing shortage affecting our area. RHA has been working with the City of Raleigh, Wake County, Town of Cary, and Housing Authority of the County of Wake on the 2020 update to the Analysis of Impediments. RHA remains committed to protecting and increasing affordable housing within the city of Raleigh. This approach may include future purchases, redevelopment, demolition and possibly disposition.

Partnerships

RHA continues to work with a number of partners, some of which have been partners for decades, as well as developing partnerships with new service providers.

City of Raleigh – RHA provides meeting space at its Community Center at Capitol Park for the City of Raleigh Landlord Training Program. RHA refers landlords to this class and also makes a presentation on the voucher program at each class. This year RHA and the City's Housing and Neighborhoods Department coordinated two landlord training programs which were full. RHA has also partnered with the City to bring free high-speed internet service into public housing communities where available.

City Parks and Recreation – RHA residents and the City continue to benefit from the long-term lease agreement for the recreation field and the land for the adjacent Halifax Parks and Recreation center. In December 2019, this Lease was renewed for an additional four year term. Additionally, the Parks, Recreation and Cultural Resources Department has expanded their programming at RHA’s community center located in Walnut Terrace.

Communities in Schools of Wake County (CISWC) – This non-profit currently operates five (5) Learning Centers in our public housing communities. CISWC curriculum includes the Smart Academy, a program that focuses on science, math, and motivating students to learn. This program is available to both public housing and non-public housing children. CISWC also operates a Head Start program in the Kentwood public housing community.

Inter-Community Council, Inc. (ICC) – This is the 501(c) 3 organization formed in 1974 by residents of public housing. This group remains active and continues to advocate for public housing families. This group provides guidance to RHA in areas of concern to residents and is an active participant in the development of policies at the housing authority. RHA provides office space to the ICC on Tucker Street.

St. Saviour’s Center – The Center is located next to Glenwood Towers and offers health and wellness programs for RHA’s senior citizens living in Carriage House and Glenwood Towers. They also provide classes and other programs of interest to seniors that focus on spiritual support, knitting, walking, books and literature, arts and crafts, budget management, healthy eating, and more. The center also houses other programs including: a congregate feeding site for Meals on Wheels of Wake County, Wake Relief (emergency food) and the successful Diaper Train that provides free diapers to low-income parents. Their services are provided at no cost to the participants.

There are numerous other community groups that provide services to public housing families. A few of those agencies are Inter-Faith Food Shuttle, Step-Up Ministries, Raleigh Nursery School, Jobs for Life, A.E. Finley YMCA, Alexander Family YMCA, many churches, and other community groups. RHA and its residents appreciate the support of the greater community.

Funding

In 2013 HUD cut the funding available to pay local landlords. Although funding levels have improved since 2013, Congress and HUD have maintained reduced levels. Currently the administrative fee that RHA receives for the operating of the Housing Choice Voucher (HCV) program is set at 77% of the eligible funding level. HCV funding to cover rents is adequate. The operating subsidy provided to supplement public housing rents to cover public housing operations is currently pro-rated at 97.77%.

By the Numbers

During 2019, RHA provided 1,444 public housing units, 484 affordable workforce units, and 3,921 Housing Choice Vouchers. RHA maintains a 99% occupancy rate in all of its units and

98% utilization in the HCV program. There are waiting lists for both the voucher and public housing programs. The waits can range from six months to six years depending on the program and the needs of the applicant. RHA receives, on average, 300 applications per month. RHA's waiting lists have remained open while many other housing authorities have closed their waiting lists.

As approved by RHA's Board of Commissioners, local preferences for housing applicants are offered in order to assist in addressing the housing needs of families who reside in the jurisdiction Raleigh Housing Authority serves. The local preferences are as follows:

- **VAWA Protection referrals** – When presented with a claim for initial assistance based on incidents or actual or threatened domestic violence, dating violence, sexual assault, stalking, or criminal activity related to any of these forms of abuse, the Housing Authority will offer five referrals per RHA fiscal year for voucher Housing assistance when vouchers are available.
- **Coordinated Entry referrals** – In continued support of the city's initiative to coordinate services established to end homelessness; RHA has agreed to offer a local preference to housing choice voucher applicants received through the Continuums of Care coordinated entry system. Those referred through this system must be homeless families that have been recognized to be the greatest in need. The referrals must still meet all other eligibility requirements for voucher assistance. This assistance provides vouchers for up to 30 homeless families per RHA fiscal year and will be increased to 50 homeless families in the next fiscal year.
- **Ready to Rent graduates** – RHA offers a preference for all current graduates of the Wake County Ready to Rent (RTR) program. This preference will be for housing choice voucher applicants who have successfully graduated from the RTR program. This RTR preference is limited to applicants who live in Wake County. The applicants must still meet all other eligibility requirements for voucher assistance. Housing applicants are responsible for providing RHA with a copy their certificate of completion from the RTR program.
- **Olmstead referrals** – In support of the State of North Carolina's efforts to assist with increasing housing opportunities that are available for individuals with disabilities who are transitioning from, or at serious risk of entering, institutions, hospitals, nursing homes, adult care facilities, and other restrictive, segregated settings. RHA has agreed to offer a local preference to housing choice voucher applicants received through Alliance Management/NC Housing & Finance Agencies coordinated entry system. Families referred through the system must meet the Olmstead requirements for voucher assistance. This assistance will provide vouchers for up to 15 families per RHA fiscal year as voucher are available.

Miscellaneous

RHA issued multi-family revenue bonds \$36,000,000 for Beacon Ridge and Sir Walter Apartments for the renovation of 258 subsidized rental units. The revitalization of Sir Walter

allowed for affordable housing within the city to be increased. Beacon Ridge will offer 100 new affordable units off of Rock Quarry Road.

RHA works with the Raleigh Police Department in an effort to deter crime and educate residents on the importance of community watch and crime prevention. Remote access to some of our community surveillance cameras have been made available to the Raleigh Police Department as needed. RHA is in the process of having surveillance cameras added to Stonecrest and Birchwood communities. This brings the total number of units within range of security cameras to up over 1,000 units. RHA hopes to continue to add cameras to more of its properties as funding permits.

Extensive interior and exterior work has been underway at the senior high-rise community, Glenwood Towers. Several units had to be restored after the 9th floor experienced a substantial fire in late 2018. Façade work is currently underway including re-caulking lintels, windows and joints, and replacing flashing and bricks as needed. A new roof will be installed on the high-rise building starting in March 2020.

RHA has applied to convert some public housing communities to RAD. This conversion would provide a more stable funding source from HUD as well as provide residents with a greater variety and choice of housing options. Applications were submitted to HUD at the end of 2019 and RHA hopes to hear whether approval has been granted in the near future.

RHA has been exploring the possibility of redeveloping the Heritage Park community. Staff has met with current residents, City representatives, Architects, Congressman Price, and other key individuals to strategize the potential and impact of a redevelopment in the next few years.

Summary

We hope this update is of value to you and we look forward to you joining our Board on our 2020 property tour. We are also including an agency fact sheet with useful information. Please do not hesitate to contact us if you have any questions.

Sincerely,



Kistina M. Freeman
RHA Board Chair



J. Wayne Felton
Executive Director

cc: Mr. Ruffin L. Hall, Raleigh City Manager
Larry Jarvis, Director Housing and Neighborhoods Department
Wake County Commissioners



Raleigh

MEMO

TO: Ruffin L. Hall, City Manager

FROM: Oscar Carmona, Director, Parks, Recreation and Cultural Resources

DEPARTMENT: Parks, Recreation and Cultural Resources

DATE: January 27, 2020

SUBJECT: Public Participation Policy for Park Planning Update Process

In response to Mayor Baldwin's request to evaluate current community engagement practices to help expedite the capital project process, please find below background information regarding the Public Participation Policy for Park Planning update process.

The Public Participation Policy for Park Planning (P5) was adopted by City Council in 2012. The policy recommends periodic updates to policies and processes. Review and update of P5 was included in the 2019-2020 Parks, Recreation and Greenway Advisory Board (PRGAB) Work Plan, City Council reviewed and approved the PRGAB Work Plan in early 2019.

Between May and October 2019, staff worked in coordination with the Parks Committee of the PRGAB to develop a revised draft of the P5 Policy document and preliminary recommendations for additional process improvements. At the November 21, 2019 PRGAB meeting, staff presented an overview of the P5 update process and the draft revised P5 policy.

The current draft P5 documents present the following potential considerations for improvements and efficiencies:

- *Continue with the original public engagement pathways based on assessment of industry best practices (IAP2);*
- *Clarify definitions of project types applicable to P5;*
- *Identify opportunities for process efficiency and inclusivity through flexible process design versus having prescriptive requirements;*
- *Creative multi-media engagement tools and reduced reliance on prescribed sequence of stand-alone public meetings, consolidation and streamlining of process milestones;*
- *Partner with other agencies on engagement;*
- *More proactive schedules with hired consultant teams assigned to lead engagement.*

Originally planned PRGAB action schedule:

January 2020	P5 Manual presentation and Board discussion
Jan-Feb 2020	On-line public comment period
February 2020	PRGAB final review and action
March 2020	PRGAB recommendation to City Council

Municipal Building
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The January Board discussion and on-line commenting have been postponed due to the following reasons:

- City Council referred to PRGAB to work with staff on the 2020 Park Bond project selection. At the January PRGAB meeting, the Board redirected their workload to focus on the 2020 Park Bond for January through April.
- Planning Department initiated the Community Engagement Process Development project (CEPD), <https://raleighnc.gov/projects/community-engagement-process-development-cepd>. In coordination with Planning, the CEPD consultant was going to review the draft P5 update before PRCR conducts on-line public commenting. Consultant review of the draft is expected to be complete by end of January.

Recommendation:

Resume the Public Participation Policy for Park Planning update process in March 2020 with the following proposed schedule:

February 2020	Update the draft document to incorporate feedback from and maintain consistency with the Community Engagement Process Development project
Feb-March 2020	On-line public comment period
April 16, 2020	Presentation of final draft P5 and Board discussion
May 21, 2020	PRGAB action
June 18, 2020	PRGAB recommendation to City Council

Draft Update: Public Participation Policy for Park Planning

CITY OF RALEIGH PARKS, RECREATION, AND CULTURAL
RESOURCES
NOVEMBER, 2019

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Introduction

Parks, Recreation, and Cultural Resources Department Mission:

"Together we connect and enrich our community through exceptional experiences."

True to the basic philosophy of public parks and recreation is the idea that all people—no matter the color of their skin, age, gender, income level, or difference in ability—should have access to and feel welcome in the parks, programs, and facilities that improve quality of life in their communities.

Creating an equitable and inclusive park system begins with equitable and inclusive community engagement. An inclusive and meaningful engagement process recognizes that those who are affected by a decision have a right to be involved in the decision-making process and ensures that our parks and public spaces are shaped by the people they are intended to serve.

Raleigh's Public Participation Policy for Park Planning (together with its companion document, the Public Participation Manual for Park Planning) establishes an effective and efficient process that fairly and equitably maximizes citizen input and support for the planning and development of the City of Raleigh's park system.

The Public Participation **Policy** for Park Planning includes the Raleigh City Council's policy statement for citizen involvement in park planning, eleven guiding principles of public participation, and an outline of the public participation process for park planning activities.

The Public Participation **Manual** for Park Planning presents and describes best practice formats, methods, and techniques for the Parks, Recreation, and Cultural Resources Department to consider using when working together with citizens to plan, design, and develop new park lands, greenways, and recreation facilities. The Manual also provides a step-by-step guide to assist staff in any outreach, information exchange, feedback & consultation, or consensus-seeking processes when working with the public in park planning and development efforts.

1. Purpose

This policy describes the roles and responsibilities of Citizens and the Raleigh Parks, Recreation, and Cultural Resources Department in working together to plan, design, and develop parks, greenways, and recreation facilities.

It describes the situations in which the advice, aspirations, and concerns of Citizens are reflected in planning and development decisions, and specifies circumstances in which the Parks, Recreation, and Cultural Resources Department does not seek public input.

It describes a set of principles and minimum provisions for public notification and comment that govern public participation processes organized by the Parks, Recreation, and Cultural Resources Department.

This policy document is associated with the *Public Participation Manual for Park Planning*, which provides guidance on best practices, operating procedures, template documents for use during park planning projects, and further describes roles and responsibilities for specific process formats.

This Policy document and the associated documents listed here replace Resolution (2003) -735, "A Resolution to Revise the Process for Approval of Master Plans for Park and Related Projects".

2. Policy Statement

It is the policy of the Raleigh Parks, Recreation, and Cultural Resources Department, in carrying out its mission:

- (1) To invite and organize opportunities for direct public participation in carrying out its responsibilities for planning, design, development, major renovation, and any proposed projects that would, in the judgment of the Parks, Recreation, and Cultural Resources Department Director, substantially modify the property's use or appearance.
- (2) To adhere to the principles of public participation as described in this policy.
- (3) To provide sufficient organizational resources and capacity in the form of skilled and knowledgeable staff of professional planners, project managers, consultants, and others to every public participation event and process organized by the department.
- (4) To manage public participation processes for park planning effectively by following best practices as defined and described in the *Raleigh Parks, Recreation, and Cultural Resources Public Participation Manual for Park Planning*.
- (5) To provide early and thorough notification of proposals and projects through a variety of means to users, user groups, neighborhoods, neighborhood groups, and other interested people.
- (6) To complete public participation processes by notifying involved and interested people and groups of final decisions, the impact of their input on those decisions, and the reasons for them.
- (7) To commit to learning and improving public participation processes by engaging in self-assessment, process correction, and updates to policies and processes as best practices evolve.
- (8) To pursue a consensus recommendation for all new master plans utilizing a planning committee approved by City Council.

3. Public Participation Principles

The Raleigh Parks, Recreation, and Cultural Resources Department will adhere to the following principles when engaging Citizens in public participation processes:

Principles in Process Design

- (1) **Make Processes Inclusive.** The Department shall plan, design and manage public participation events and processes to include credible representatives of the full spectrum of parties who are interested in or will be affected by a decision.
- (2) **Design Processes Collaboratively.** The Department shall design public participation processes collaboratively with those participating in them. This means that the relevant City-Appointed Board or Commission (such as the Parks, Recreation and Greenway Advisory Board) may be engaged early in the design process, potential participants shall be identified and brought into the planning process as early as possible, and that ongoing processes shall be adapted as needed to effectively engage the capabilities and needs of all participants.
- (3) **Make Processes Transparent.** The Department shall manage public involvement processes so that participants have a clear idea of the purpose of the process and who is responsible for organizing it, how the process will unfold, how decisions will be made and by whom, their role in the decision process, and how their ideas and concerns will be integrated into the final decision. The Department shall plan and manage public participation processes so that their outputs are timely with regard to City Council decisions.

Principles in Process Management

- (4) **Promote Full Participation.** The Department shall manage public participation processes to give all involved a fair voice and to benefit from differences in perspectives, approaches, backgrounds, and cultures.
- (5) **Promote Mutual Understanding.** The Department shall manage processes so that Citizens derive a greater understanding and appreciation of the perspective of other Citizens and the Department, and accept one another's needs and goals as legitimate. This requires a process that allows people to freely exchange information about what is important to them.
- (6) **Develop Inclusive Solutions.** The Department shall design processes that advance opportunities to build creative, integrative solutions. The key

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to building integrative outcomes is to provide the means for people to make their interests known and understood.

- (7) **Share Responsibility for Decisions.** The Department shall manage public involvement processes that encourage Citizens to share in the responsibility for decisions by being able to weigh in on choices that are important to them. Responsibility goes both ways. Sharing decision responsibility obligates Citizens to find solutions to shared problems rather than simply fighting against alternatives they dislike.

Principles in Information Integration

- (8) **Ensure Full and Equal Access to Relevant Information.** The Department shall make information that is relevant to park and recreation planning accessible to all Citizens who wish to access it as allowed by public records laws and consistent with City of Raleigh policies.
- (9) **Ensure Transparency of Information and Analysis.** The Department shall make information and analyses accessible and understandable to all participants. Assumptions and uncertainties about information made available by the Department shall be made explicit.
- (10) **Anticipate Information Needs.** The Department shall design and manage public participation processes that provide opportunities for Citizens to define the information they need.

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4. Activities Covered under this Policy

Site-Level Planning

- (1) **Master Plan**—A planning document that generally describes and guides the future management and development of a park property. A new Master Plan process may be initiated for an undeveloped park site; a park site that was previously developed without a Master Plan in place; or a park site with an existing Master Plan that City Council determines is no longer current, effective, or supported by the community as a whole. Master Plans may include:
 - Conceptual graphic depiction of the Master Plan,
 - Statement of vision,
 - Description of proposed elements,
 - Documentation of public participation process,
 - Phasing plan identifying prioritized elements, and
 - Estimated budget for implementation.
- (2) **Master Plan Update**—A new use or arrangement of uses that differs from the adopted Master Plan, but which the Department Director determines complements, contributes to, and does not detract from the program statement and overall vision of the adopted Master Plan.
- (3) **Pre-Development Assessment Plan (PDAP)**—An interim plan for undeveloped park sites that documents acquisition history and any previously established intent for the use of the property, begins a process of site inventory for natural and cultural features, addresses correlation with adopted City of Raleigh plans, and recommends interim management actions. PDAPs may include an analysis of existing park access in the vicinity but will not provide prescriptive recommendations on future use or classification of the park property, unless a property is acquired for a particular use determined by the City Council.

Site-Level Design and Development

- (4) **Schematic Design**—Establishes the general scope, scale and relationships among the program elements identified in the Master Plan. The schematic design carries the project to the level of detail required to identify any critical issues not covered in the Master Plan. The objective of schematic design is to develop a clearly defined, feasible concept while exploring the most s
- (5) **Major Improvement Projects**—Major construction projects or other action that, in the judgment of the Department Director, substantially alters the *long-term* program, function, or use by the public of a facility or site.
- (6) **Minor Improvement Projects**—Minor construction projects or other action that, in the judgment of the Department Director, substantially alters the *short-term* program, function, or use by the public of a facility or site.

System-Level Planning

- (7) **Ad Hoc Studies**—Basic planning study of a particular topic, such as feasibility of a particular project, costs/revenue study, or other single-issue charge from City Council. The process design and pathway selection for Ad Hoc Studies will vary depending on the nature, scope, and scale of the project.
- (8) **Strategic Issue Planning**—Planning study of a city-wide topic or park “subsystem” such as aquatics, cemeteries, dog parks, public art, invasive species management, etc.
- (9) **Comprehensive Park System Planning**—Major planning study with broad, citywide impacts that affects the entire park system (e.g. 2014 Parks, Recreation, and Cultural Resources System Plan)

5. Activities Exempt from This Policy

While the Department recognizes that public participation may substantially increase the effectiveness of a project, some activities may be exempt from this policy. The following actions or activities undertaken by the Parks, Recreation and Cultural Resources Department may be exempt from this policy and are subject to review by the City Attorney:

- (1) Proposals or projects undertaken for legal or safety reasons such as deed restrictions, safety or code compliance;
- (2) Any proposal or action for which the public participation process is defined and described elsewhere by ordinance, policy, financial or partnership agreements;
- (3) Any events protected by the First Amendment of the U.S. Constitution.

6. People Affected by the Public Participation Policy

- (1) Neighboring residents and businesses
- (2) Park Users (existing and potential)
- (3) User Organizations and public interest organizations
- (4) Neighborhood Groups and Homeowner Associations
- (5) Citizen Advisory Councils
- (6) City-Appointed Boards and Commissions, such as the Parks, Recreation and Greenway Advisory Board
- (7) Raleigh Department of Parks, Recreation, and Cultural Resources
- (8) Other City of Raleigh Departments
- (9) Other government agencies
- (10) Citizens of the City of Raleigh

7. Planning and Public Participation Activities and Responsibilities

Role of City-Appointed Boards and Commissions

The Parks, Recreation, and Greenway Advisory Board (PRGAB) serves as the official citizen advisory board to the City Council on issues related to parks, greenway, and recreation policy matters.

The PRGAB advises on matters related to parks and recreation program policies, facility planning, and other responsibilities assigned by City Council. The board serves as a liaison between the City and the citizens of the community and also works to promote parks and recreation programs.

Many planning activities covered by this policy will be conducted under review of the PRGAB. However, the Department Director may determine, during the design of the public participation process, that a particular planning activity may be more appropriate for an alternative City-Appointed Board or Commission ("Advisory Board"), and the project will instead proceed as part of that Advisory Board's workplan.

For example: projects related to the planning and development of historic properties managed by the Parks, Recreation, and Cultural Resources Department may be assigned to the Historic Resources and Museum Advisory Board; and projects specific to the management and delivery of cultural resources under the purview of the Office of Raleigh Arts may be assigned to the Arts Commission.

PRGAB will designate at least one member as liaison to serve as a PRGAB representative during the process who will be responsible for providing periodic updates to the full PRGAB throughout the process.

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Phase 1: Project Initiation & Authorization

1. *Initiate a Request for a Planning Activity*

Recommendation to include a planning activity in the Capital Improvement Program, staff workplan, or workplan of a City Appointed Board or Commission ("Advisory Board") may come from a variety of sources including City Council, citizen request or petition, the Parks, Recreation, and Cultural Resources Department ("Department") or the Parks, Recreation, and Greenway Advisory Board ("PRGAB"). The planning activity is initiated by requesting authorization from the City Council.

Responsible Entity: Department Director

Implementation: Staff

2. *Authorize Planning Activity*

The City Council retains the right to require and approve planning activities for any and all park properties. Authorization to proceed with an activity comes from the City's CIP process which is publicly vetted and approved by City Council. As part of initiating and authorizing a planning activity staff will provide a summary of the planning activity context as a basis for proposing a public participation format and pursuing selection of a consultant. The authorization will include a statement of the proposed pathway for public participation, which is subject to continued input, evaluation, and refinement.

Responsible Entity: City Council

Implementation: Department Director

3. *(If Applicable) Select Consultant*

The City's Administrative Regulation 502-4 *Retention of Professional and Other Services* will be followed by the Parks, Recreation, and Cultural Resources Department staff and the City Manager for drafting a request for qualifications and selection of the project consultant. Final selection is subject to the approval of a contract scope and amount by the City Council. The scope will include the expectations for project communication and the proposed public participation format.

Responsible Entity: City Council

Implementation: Department Director, Staff

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Phase 2: Process Design & Approval

4. Process Design

The Planning Team—consisting of staff and consultant if applicable—identifies the appropriate public participation pathway and designs a context-appropriate planning process.

This policy recommends use of four public participation pathways (Outreach, Information Exchange, Feedback & Consultation, and Consensus-Seeking), which establish guidelines and recommended engagement formats appropriate for different planning activities. These pathways are further described in the Public Participation Manual for Park Planning.

For planning activities that may follow a consensus-seeking process, the Planning Team will conduct a formal Situation Assessment. The Situation Assessment will include a thorough evaluation of planning issues related to the project and project history, identification of key stakeholders and Stakeholder Interviews, an initial Community Input Survey, solicitation of members to form a Planning Committee, and a proposed roster of Planning Committee members. Additional outreach, such as meetings with Citizen Advisory Councils, neighborhood associations, interest groups, open houses, event-based engagement, or targeted online communication (through e-mail, newsletters, or social media) may be used to identify additional stakeholders and potential Planning Committee members. This background information will be presented to the Advisory Board in a public meeting for review.

Responsible Entity: Department Director

Implementation: Staff

Review: Advisory Board

5. Process Approval

Prior to initiation of the planning activity, the methods for involving the public in planning, design and development decisions are approved by the City Council.

If the proposed Process Design includes the formation of a Planning Committee, the Advisory Board, after review of the Situation Assessment, will recommend membership and composition of the Planning Committee to the City Council for appointment. The Advisory Board will at this time recommend their liaison(s) for the Planning Committee, and confirm their role as a participant in the process.

The background information developed for Advisory Board review will be provided to City Council along with any input or recommendations received from the Advisory Board.

Responsible Entity: City Council

Implementation: City Manager, Department Director

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Phase 3: Community Engagement

6. Promote Community Engagement Opportunities

The Department notifies stakeholders of the upcoming planning activity and provides information about participation opportunities. Minimum notification standards are summarized in Section 8 of this Policy. Additional information, including best practices and promotional resources for use by staff and consultants, are further described in the *Public Participation Manual for Park Planning*.

Responsible Entity: Staff

Implementation: Staff, Consultant

7. Conduct Community Engagement Activities

The Department organizes public meetings and/or other community engagement activities pursuant to the public participation process approved for the planning activity. The engagement activities are conducted in accordance with best practices established in the *Public Participation Manual for Park Planning*.

Responsible Entity: Citizens, Department Director

Implementation: Consultant, Staff

8. Generate a Draft Plan/Study/Design

Using the input of Citizens generated through public participation and other data relevant to the planning process, the project's internal Resource Team develops a draft planning document (a plan, study, and/or facility design) in accordance with the *Public Participation Manual for Park Planning*.

Responsible Entity: Citizens, Staff

Implementation: Consultant, Staff

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Phase 4: Review & Recommendation

9. Organize a Public Review of Draft Plan/Study/Design

The Department provides opportunities for a wider audience to review and comment on the draft plan/study/design in accordance with the *Public Participation Manual for Park Planning*.

In addition, the Department organizes a public meeting to receive comment on the draft plan/study/design. This public meeting may be held separately or in conjunction with meetings of the Planning Committee, Advisory Board, and/or a subcommittee of the Advisory Board. Concurrently, City administration reviews the draft plan/study/design through interdepartmental review.

Responsible Entity: Citizens, Staff

Implementation: Consultant, Staff

10. (If Applicable) Planning Committee Review and Recommendation

The Planning Committee reviews the comments received through the public review and addresses them to produce a final recommendation. This recommendation and supporting documents are forwarded to the Advisory Board for consideration.

Responsible Entity: Planning Committee, Staff

Implementation: Consultant, Staff

11. Advisory Board Review and Recommendation

The Advisory Board considers the results of the planning activity and the proposed plan/study/design. The public will be given the opportunity to comment on the draft plan/study/design to the Advisory Board at a meeting advertised and organized for that opportunity. The Advisory Board reports its recommendation on the plan/study/design to the City Council. The Planning Committee's recommendation and all oral and written comments will be transmitted to the City Council with the Advisory Board recommendation.

Responsible Entity: Advisory Board

Implementation: Department Director

Phase 5: Adoption

12. Adopt Final Plans

City Council receives the Advisory Board's recommendation on the plan/study/design. Final approval rests with City Council. The Council may choose to return the plan/study/design to the Advisory Board for additional revision of key elements. If the plan was developed through a consensus-seeking Planning Committee process, the Planning Committee will remain in existence until dissolved by the City Council.

Responsible Entity: City Council

Implementation: Department Director

Phase 6: Evaluation

13. Evaluate Public Participation Processes and Outcomes

The Department evaluates the planning activity and public participation process to help track progress and make improvements to future processes.

Responsible Entity: Department Director

Implementation: Staff, Consultant

8. Notification of Planning Activities and Public Meetings

The following notification procedures and timelines shall be undertaken during the initiation of the planning, major renovation and redevelopment action, and prior to recommendation to the Advisory Board. The Department will employ a variety of notification methods, including posting signs, direct notification via postal mail, electronic communication (emails, newsletters, social media posts, etc.), notices in newspapers and other printed media, and notices on websites. The methods of notification used will be at the discretion of the Department Director.

- (1) A notification will be provided at the site 30 days before the initial public meeting.
- (2) Meeting and project information/background shall be made available at least two weeks prior to the first meeting to the City Council, Advisory Board, owners of adjoining properties, registered neighborhood groups, including CACs, and registered park support groups within a geographic radius appropriate for the scale of the project involved and the size of the community likely to be affected by planning decisions. Other interested groups as suggested by the Communications Department, and any interested individuals who have requested to be informed of meetings and project information shall be notified.
- (3) Meeting and project information will be posted at community centers and at other sites suggested by the Communications Department. The Advisory Board, City Council, Master Plan Team and Citizen Planning Committee Members (once identified), or City Administration all may recommend individuals or groups who may have an interest in the park to receive notifications and mailings.
- (4) Project and press releases shall be posted on the City of Raleigh website at least one week prior to any meetings, with appropriate linkages to other websites as suggested by the Communications Department.
- (5) The Public Meeting notice will be publicized as required by City Council, the open meetings law, and will be more extensively publicized where deemed appropriate by the process participants or staff, utilizing appropriate consultation from the Communications department.

9. Public Comment

All opportunities for public participation organized by the Parks, Recreation and Cultural Resources Department for planning, design, development, and other proposed projects identified in Section 4 must include opportunities for open public comment at a public forum where Citizens may attend in person and by written comment. At a minimum, the opportunity for public comment will be provided:

- (1) At the initiation of the project or action;
- (2) At planning committee meetings;
- (3) At the presentation of a Draft study/plan/design to any public body, in particular a Citizens Advisory Council, the designated Advisory Board, and City Council; and
- (4) At the Schematic Design phase of project construction planning.
- (5) In addition, throughout the planning process opportunities exist to submit comments via email, online survey, and/or via direct contact of the planning committee members, staff project manager, and elected officials.

Glossary of Terms

- (1) **Ad Hoc Studies**—Basic planning study of a particular topic, such as feasibility of a particular project, costs/revenue study, or other single-issue charge from City Council. The process design and pathway selection for Ad Hoc Studies will vary depending on the nature, scope, and scale of the project.
- (2) **Advisory Board (or City-Appointed Boards and Commissions)**—The Parks, Recreation, and Greenway Advisory Board (PRGAB) serves as the official citizen advisory board to the City Council on issues related to parks, greenway, and recreation policy matters. The PRGAB advises on matters related to parks and recreation program policies, facility planning, and other responsibilities assigned by City Council. The board serves as a liaison between the City and the citizens of the community and also works to promote parks and recreation programs. Many planning activities covered by this policy will be conducted under review of the PRGAB. However, the Department Director may determine, during the design of the public participation process, that a particular planning activity may be more appropriate for an alternative City-Appointed Board or Commission ("Advisory Board"), and the project will instead proceed as part of that Advisory Board's workplan. For example: projects related to the planning and development of historic properties managed by the Parks, Recreation, and Cultural Resources Department may be assigned to the Historic Resources and Museum Advisory Board; and projects specific to the management and delivery of cultural resources under the purview of the Office of Raleigh Arts may be assigned to the Arts Commission. PRGAB will designate at least one member as liaison to serve as a PRGAB representative during the process who will be responsible for providing periodic updates to the full PRGAB throughout the process.
- (3) **Capital Improvement Program (CIP)**—The CIP is the city's five-year financial plan that analyzes major facility needs, projects fiscal resources, establishes priorities, and develops schedules for the acquisition and construction of capital facilities. The Parks, Recreation, and Cultural Resources Department's CIP primary sources of funding come from Parks and Recreation Bonds, Facility Fees, General Fund (tax base), grants and donations. Adoption of the CIP is on an annual-fiscal year basis with funding being approved for projects only in year one. The remaining years are considered capital plans.
- (4) **Comprehensive Park System Planning**—Major planning study with broad, citywide impacts that affects the entire park system (e.g. 2014 Parks, Recreation, and Cultural Resources System Plan)

- (5) **Major Improvement Projects**—Major construction projects or other action that, in the judgment of the Department Director, substantially alters the *long-term* program, function, or use by the public of a facility or site.
- (6) **Minor Improvement Projects**—Minor construction projects or other action that, in the judgment of the Department Director, substantially alters the *short-term* program, function, or use by the public of a facility or site.
- (7) **Master Plan**—A planning document that generally describes and guides the future management and development of a park property. A new Master Plan process may be initiated for an undeveloped park site; a park site that was previously developed without a Master Plan in place; or a park site with an existing Master Plan that City Council determines is no longer current, effective, or supported by the community as a whole. Master Plans should typically include:
 - Conceptual graphic depiction of the Master Plan,
 - Statement of vision,
 - Description of proposed elements,
 - Documentation of public participation process,
 - Phasing plan identifying prioritized elements, and
 - Estimated budget for implementation.
- (8) **Master Plan Update**—A new use or arrangement of uses that differs from the adopted Master Plan, but which the Department Director determines complements, contributes to, and does not detract from the program statement and overall vision of the adopted Master Plan.
- (9) **Planning Committee**—A Council-approved committee structure that is membership-specific and operates under the Public Participation Policy for Park Planning. In a consensus-seeking public participation process, a Planning Committee consisting of citizens and stakeholders representative of the community affected by the proposed project will adopt and adhere to a Planning Committee Charter, specifying the roles, responsibilities, and expectations of the Planning Committee for that particular project. For processes that do not follow the consensus-seeking pathway, a Planning Committee (alternatively referred to as a Steering Committee) may be formed for advisory purposes.
- (10) **Pre-Development Assessment Plan (PDAP)**—An interim plan for undeveloped park sites that documents acquisition history and any previously established intent for the use of the property, begins a process of site inventory for natural and cultural features, addresses correlation with adopted City of Raleigh plans, and recommends interim management actions. PDAPs may include an analysis of existing park access in the vicinity but will not provide prescriptive recommendations on future use or classification of the park property.

- (11) **Public Participation:** The process by which public concerns, needs and values are incorporated into Parks, Recreation, and Cultural Resources decision making.
- (12) **Resource Team:** The Resource Team is a group of City of Raleigh staff and City partners with knowledge and expertise on varying disciplines related to the project. Each discipline is represented by one staff member who is responsible for communicating information back to their Department, Division, etc. The group meets at regular intervals with the consultant and periodically with stakeholders and subject matter experts during the project to guide and ensure sound planning, design and construction methods are used.
- (13) **Schematic Design:** Establishes the general scope, scale and relationships among the program elements identified in the Master Plan. The schematic design carries the project to the level of detail required to identify any critical issues not covered in the Master Plan. The objective of schematic design is to develop a clearly defined, feasible concept while exploring the most promising alternative design solutions.
- (14) **Strategic Issue Planning—**Planning study of a city-wide topic or park “subsystem” such as aquatics, cemeteries, dog parks, public art, invasive species management, etc.

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City of Raleigh Parks, Recreation and Cultural Resources: Four Pathways of Public Participation for Park Planning				
Outreach	Information Exchange	Feedback & Consultation	Consensus Seeking	
Provide citizens with timely and objective information to understand the problem, alternatives, consequences, and proposed actions.	Exchange data and opinions with citizens to identify the problem and alternatives, describe the consequences, and develop proposed actions.	Consult with the public throughout the planning, design, and development process to ensure citizens' concerns, aspirations, and advice are considered.	Partner with the public in each aspect of the planning, design, and development process to identify and analyze various options, recommend creative solutions and find common ground among competing points of view.	
Assurance to the Public PRCR will keep the public informed about the planning, design, and development process of the projects.	Assurance to the Public PRCR will keep the public informed, work with citizens to exchange data, opinions, and options for park planning processes, and provide feedback on how the public influenced the decision-making process.	Assurance to the Public PRCR will work to ensure that citizens' concerns, aspirations, and advice are reflected in the alternatives developed, and provide feedback on how the public influenced the decision-making process.	Assurance to the Public PRCR will partner with citizens in formulating potential solutions, and incorporate recommendations into the decisions to the maximum extent possible.	
Example Participation Formats Project websites, press releases, social media, CAC newsletters, and internet-based communications.	Example Participation Formats Open houses, listening sessions, focus groups, online surveys and interactive message boards, event-based engagement (in addition to other participation formats found in <i>Outreach</i>).	Example Participation Formats Community meetings, design charrettes, task forces, advisory boards, event-based engagement (in addition to other participation formats found in <i>Outreach</i> and <i>Information Exchange</i>).	Example Participation Formats Planning committees. Other participation formats found in <i>Outreach</i> , <i>Information Exchange</i> , and <i>Feedback&Consultation</i> may be used to help establish and facilitate the work of the Planning Committee and ensure ongoing communication about the activities of the Committee.	
Example Planning Activities Minor Improvement Projects Pre-Development Assessment Plans Ad Hoc Studies	Example Planning Activities Major Improvement Projects Strategic Issue Planning Ad Hoc Studies	Example Planning Activities Master Plan Update Schematic Design Strategic Issue Planning	Example Planning Activities Master Plans Comprehensive Park System Planning	



Raleigh

MEMO

TO: Ruffin Hall, City Manager

FROM: Dhanya Sandeep, Planning and Development

CC: Joe Durham, Planning and Development
Ken Bowers, Planning and Development
Travis Crane, Planning and Development
Joe Michael, Planning and Development
Larry Jarvis, Housing & Neighborhoods
Niki Jones, Housing & Neighborhoods

DEPARTMENT: Planning and Development

DATE: January 30, 2020

SUBJECT: Evaluation of Tiny Houses and Next Steps for Raleigh

Overview

At the January 21st City Council meeting, Mayor Baldwin requested staff to reevaluate tiny houses as an affordable housing option, including options for next steps. Subsequently, staff from Planning and Development and Housing and Neighborhoods Departments met to evaluate the prospects of tiny houses as one potential tool to address the rising housing affordability needs of Raleigh. This memo outlines the information from prior research conducted by planning staff, evaluates how tiny houses are currently regulated in Raleigh, and potential next steps to consider.

Defining a Tiny House

The term “tiny houses” has come to refer to a broad category of single-unit dwellings, much smaller in size than a typical single-family house. It is important to clearly distinguish the term “tiny house”, from related terms such as an “accessory dwelling unit,” and a “microunit.” While these terms and ideas are not interchangeable, they are used during conversations about affordable housing production. The City of Raleigh has recently adopted a separate ordinance for accessory dwelling units (ADU), which are second dwelling units on a property with a single primary dwelling. The text change associated with accessory dwelling units, TC-3-17, was approved in 2019. This analysis of tiny homes is not meant to inform or supersede the city’s ADU policy or regulations. Microunits are a subset of tiny homes and are smaller units constructed as part of a multifamily building.

While no generally-recognized definition of a tiny house exists, the International Residential Code (IRC) for One- and Two-Family Dwellings now considers tiny houses to be those 400 square feet in area or less. The IRC code has not yet been adopted in North Carolina, but it does provide a framework for how to code for tiny houses in the future.

Tiny houses vary in design and application, as outlined below:

- **Size** – While there is some variation in size, tiny houses typically are 400 square feet or less. Creative design is often utilized to minimize the structure's footprint further, and some houses may be as little as 100 square feet in size (subject to meeting local zoning and State building codes).
- **Mobility Types** – There are two types of mobility types that apply to tiny houses. Tiny houses may be built in place like a standard dwelling unit. In this case, the structure is built on a foundation and has the capacity to be connected to water and sewer services and to serve as a permanent dwelling unit. In other applications, a tiny house is a mobile unit, placed on a chassis and attached to a vehicle to serve as a temporary dwelling unit (zoning regulations limit siting, location, and duration of stay). In this context, the tiny home is more portable and is more similar to a Recreational Vehicle (RV) or Mobile Home (MH). NC State law regulates RV's temporary use not to exceed 180 days.
- **Number of Structures per Parcel** – In some applications, tiny houses are built as part of a larger development, where multiple houses exist on a single parcel (a Planned Development, condominium, or co-housing development). Alternatively, tiny houses may be built as individual single-family homes on standard lots or on subdivided tiny lots (when zoning permits).
- **Infill Development** – Whether free-standing or part of a tiny house development, tiny houses have been used to facilitate infill development in existing neighborhoods. When applied as a single unit, the tiny house could be either a primary structure or an accessory structure on the parcel (accessory dwelling). Additional infill development models that could accommodate tiny houses are planned developments and cottage courts.
- **Targeted Affordable Housing Development** – Many communities have constructed tiny home villages, primarily as means to provide housing to the unsheltered homeless. These communities are often created through partnerships between public, non-profit, and private-sector owners.

Benefits of Tiny Houses

In recent years, tiny houses have garnered significant attention in the context of housing affordability challenges and preferences for denser communities with smaller houses. Tiny homes provide the following affordability and density benefits:

- **Affordable cost of construction** – Individual tiny homes use far fewer materials. In a clustered context, such as a cottage court, greater efficiency in utility and open space provision further reduces costs.
- **Smaller dwelling units typically have low maintenance costs.**

- Potential mobility of a tiny house offers flexibility in location.
- Sustainability - Reduced building footprint and energy use offer an appealing environmental-friendliness. In addition, carbon-intensive steel and concrete materials are used only in very small amounts in typical tiny house construction.
- Demographic diversity - their small size may make tiny houses an efficient option for serving a diverse population of seniors, young professionals, and other smaller households.
- Temporary healthcare services can be extended to family members on site with tiny accessory dwelling units.
- Alternative to temporary shelters to serve transitional housing needs. Since 2001, Dignity Village in Portland, Oregon has utilized tiny houses as transitional housing for the homeless. Likewise, Austin adopted a new plan for micro-houses to mitigate homelessness through its Community First Village.

Research Findings

Depending on key design characteristics, different regulations apply to tiny houses. In all states, though, the proper building permits must be acquired, and builders must follow all zoning regulations. There are no across-the-board barriers to development, but most commonly State and local building codes, as well as local zoning and subdivision ordinances often pose barriers to the development of tiny homes.

To get a building permit in the state of North Carolina, the tiny home must be at least 150 square feet, with 100 square feet added for every additional occupant. This equates to 250 square feet minimum for a habitable house for two household members in NC, while a family of four would need a minimum of 450 square feet. Currently city regulations would not make it feasible to build smaller microunits of 250 square feet. The microunit, the multifamily building equivalent of a tiny house, a small dwelling, typically under 300 square feet, (some as small as 100 square feet) is gaining popularity in expensive cities where standard size apartments are financially out of reach. However, early examples of microunit developments in Raleigh such as Pullen Station Lofts on Ashe Avenue built in early 1980's still serve microunit dwellings of 260 square feet that includes creative interior design features and loft beds that is still affordable and serves the local market with a unique housing type option. Microunits, if allowed along with tiny houses have the potential to address the housing shortage problem in Raleigh, but Council will need to revise minimum lot and unit size standards.

Some states have adopted specific development regulations by allowing smaller lot and unit sizes to encourage more affordable housing development. Dignity Village in Portland, Oregon; Quixote Village in Olympia, Washington; and Opportunity Village in Eugene, Oregon are great national examples of successful tiny house communities. Quixote Village was a tent city that evolved into 30 tiny cottages, each 144 square feet, and a community building providing a kitchen, showers, laundry, and meeting space.

Some communities have explored incentives to construct affordable accessory dwelling units, which can be tiny homes. Los Angeles launched a pilot program that offered homeowners a 10-year forgivable loan of up to \$75,000 to build the ADU themselves and house a homeless person or a tenant who participates in the city's housing choice voucher program. If the landowner maintains the

ADU for a 10-year period, the loan is forgiven. Austin, Texas and Portland, Oregon have experimented with removing building permit fees for construction of ADUs. Other private initiatives such as the for-profit startup in the Bay area, “Rent the Backyard”, provides eligible homeowners with a free tiny house in exchange for a portion of monthly rent collected. The legality of applying this option in North Carolina is yet to be verified.

While regulations vary across communities, tiny houses are gaining more attention and would likely encourage creation of more specific regulations in the future by communities facing an affordability crisis.

Evaluation of Regulatory Tools

This section provides an overview of the regulatory implications for tiny homes in Raleigh. In addition to the following local and state regulations, the North Carolina General Assembly provided provisions in a 2013 Session Law for tiny house development as an accessory use to temporary health care structure for a relative.

Zoning

Under Raleigh’s Unified Development Ordinance (UDO), single-unit residential uses are allowed in nearly every zoning district. A single tiny house on its own lot is a single-unit residential use, whether the structure is on a permanent foundation or a chassis. However, developers would need to be mindful of dimensional standards for the detached house building type. Perhaps most relevant is the minimum lot area requirement, which ranges from 4,000 square feet to 40,000 square feet per unit in residential and mixed-use districts. While there are no dimensional standards that explicitly bar the development of tiny houses, large minimum lot size standards pose the greatest barrier to tiny houses making them economically non-feasible in most qualifying areas of the city.

With recent text changes in motion, Cottage Courts will provide additional models for single-family housing types, infill options, and a means to increase density in established neighborhoods. The proposed changes would allow greater density and smaller allowable lot sizes within single-family districts in exchange for preserving common open space. The text change will reduce the lot size minimums from 40,000 square feet in R-4 districts to 19,000 square feet, and from 18,000 square feet in mixed use districts to 10,000. Additionally, the changes will increase dwelling unit floor area maximums up to 2,000 square feet to create greater flexibility. The allowable density for Cottage Court developments will be 1.5 times the underlying zone. These proposed changes will make tiny homes a more feasible option in single-family neighborhoods using Cottage Court developments. With greater density allowances, tiny houses would maximize individual lot open space and common open space areas.

Another area of opportunity to consider is to modify the townhouse development regulations to allow tiny houses. These developments are somewhat similar in terms of small ownership lots and common space and could be modified without changing the minimum lot size standards for traditional single-family subdivisions.

A tiny house that is built to be mobile meets the UDO's definition of a 'manufactured house', the same category that a mobile home fall into. While a single mobile tiny house is allowed everywhere single-unit residential uses are, multiple such structures on the same parcel are only permitted in the Manufacture Housing (MH) zoning district. Limited Use regulations apply in MH districts, including a minimum development area of ten acres and a minimum lot size of 7,260 square feet. Currently, Raleigh has about 819 acres of land in its MH zoning district. To create a new MH district, a site would need to be rezoned.

Building Code

The North Carolina State Residential Code provides development standards for tiny houses in the permanent/modular/manufactured types. Recent changes to this Code were adopted in 2019 specifically to allow for tiny homes as permanent single-family dwellings in North Carolina. Tiny houses on a permanent foundation are subject to the same requirements as traditional houses. However, habitable room size was reduced to 70 square feet (previously 120 SF). Bathrooms, closets, halls, and storage spaces do not count towards habitable space requirements. Additionally, habitable rooms must be at least 7 feet in any horizontal direction, and ceilings must be at least 7 feet in height. The units must have a kitchen area with sink and toilet facilities (water closet, lavatory and a bathtub/shower). These requirements are in addition to meeting requirements for sanitary and heating facilities and egress. Raleigh's Housing and Building Code (Chapter 11 of the UDO) provides additional regulation on dwelling units. For example, it establishes a schedule of minimum habitable area based on number of inhabitants. For one person, the minimum habitable area is 150 square feet.

Tiny houses that are mobile are regulated through the HUD Manufactured Housing Construction Program and the NC Residential Code. One exception is for mobile units that are less than 400 square feet in size. These units are considered 'Recreational Vehicles', are not permitted to be permanent dwellings, and are therefore not regulated by either. However, such units must meet RV Industry Association standards.

Summary

While most city zoning and subdivision ordinances are unfriendly to tiny houses, there are a few examples of communities that have changed their land use controls to permit new models of housing types including tiny houses, accessory dwelling units, and cottage courts, in a creative attempt to partially address the rising housing affordability concerns. Research shows that addressing the housing affordability needs requires a multi-prong approach and tiny houses could be one such tool to ways to increase the affordable housing stock.

However, prior to initiating regulatory changes and other strategies to implement tiny houses, it is critical to have discussion around some key policy topics to identify what regulatory changes would be needed to promote tiny houses in Raleigh. In advancing the conversation, the following questions should be considered:

- Should tiny houses be allowed in some parts of the city where appropriate or allowed citywide?
- Should the city encourage development of tiny home communities on public land or other land that is primarily dedicated other uses (e.g. church or community facilities).

- Should tiny houses be allowed in all mixed-use districts or should they be allowed where single-family homes are permitted?
- Should planned development districts be allowed to accommodate smaller tiny house building types?
- Should a foundation be required for a tiny house, or can they be more mobile?
- Should the City further explore the concept of microunits?

Next Steps

Staff recommends feedback on the key land-use policy questions relating to tiny houses before proceeding to draft appropriate tools for promoting them in Raleigh.

Following the policy evaluation, other strategies to evaluate to promote tiny houses in Raleigh include:

- Revise local zoning and subdivision codes to remove unintentional barriers to siting and occupying tiny houses guided by Council's policy decisions.
- Integration of tiny houses into ADU regulation - allowing tiny houses (less than 400 square feet in size) to be developed as accessory dwelling units provide greater flexibility.
- Reduce off-street parking requirements for accessory dwelling units.
- Explore other incentives for accessory dwelling units and tiny homes.
- Modify townhouse development regulations to allow tiny houses.
- Define tiny house as one or more distinct type of land uses and adding it to the UDO list of permitted uses by zoning district.
- Reduce minimum size standards to keep it at minimum habitable space requirements (latest State Building Code standard) and eliminate excess requirements.
- Explore financial and regulatory tools that could ease the burden of production.
- Evaluate and study the potential of allowing microunit developments in Raleigh.
- Adopt use specific standards to minimize potential for incompatible development for the site-specific context.

Visual Appendix



Pullen Station Lofts: 260 square foot living space in a traditional housing model



Examples of standard tiny home models on wheels



Examples of "custom designed" tiny home models