CHARLOTTE FUTURE | 2040 COMPREHENSIVE PLAN

Phase 2:

Community Engagement Summary

December 2019 Draft

CITY OF CHARLOTTE

MIG

Prepared for Charlotte Planning, Design + Development by MIG, Inc.

TABLE OF CONTENTS

Executive Summary I

Introduction 1

***Growing Better Places* Game** 7

Pop-up Activities 15

Growth Scenarios 19

Policy Framework 29

Appendix

Compiled Inputs and Results 34

Executive Summary

Subtopics

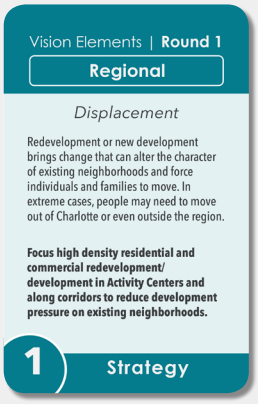
- What We Heard
- Who We Reached
- What's Been Done
- What Comes Next?

WHAT WE HEARD

Growing Better Places: Charlotte Game

Participants shared their ideas for our city's future in a fun and informative way. We wanted to know: what should Charlotte look like in the future? The Growing Better Places Game, a simple and engaging way for people to map future growth and weigh-in on strategies to get there, helped us hear from over 1,800 people about how Charlotte's future should look. The most supported Strategies are shown below, see page 7-14 for the full game results and how they will be used.

Strong Support Online and In-Person



- Transit Corridors: Invest in another high capacity transit corridor
- Neighborhood Mixed Use: Add goods and services in more neighborhoods
- Displacement: Reduce pressure on neighborhoods with high intensity residential in activity centers
- Transportation Choices: Invest in bike and pedestrian improvements

For complete report of online and in-person game results, see Appendix.

Pop-Ups

Emojis, stickers, quizzes, and comments - lots of ways to tell us your thoughts on Charlotte's Future. Phase 2 engagement included several different pop-up exercises, covering each main topic covered during the phase, including neighborhood completeness, the board game input, and the Growth Scenarios. These activities gave Charlotte residents a fun, non-traditional way of providing their input. Many of the events were designed specifically to engage less-heard-from populations that did not have the means to attend a full length community meeting. Shown below are results from the emoji exercise, which asked people to tell us whether their neighborhoods had good access to amenities. The rest of the pop-up activity results can be found on pages 15-18.

Participants across Charlotte were most satisfied with their access to grocery stores, banks, and food and drink.

Food and Drink

Banks / Financial

Grocery

Participants across Charlotte were least satisfied with walkability, bikeability, and access to parks and open space.

Bikeable

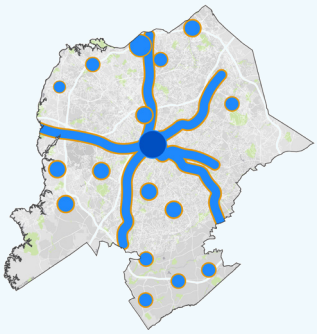
Parks / Open Space

Walkable

Growth Scenarios

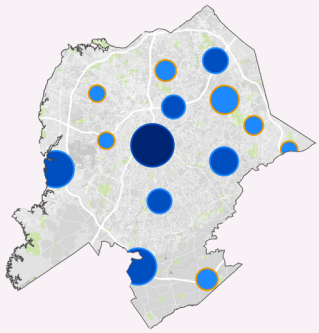
We learned about the trade-offs of different patterns of growth for our city. The Growth Scenarios are four high-level concepts for how and where the city can grow, described below. Each explores how that growth pattern would impact a variety of indicators or Performance Measure, based on calculations from the CommunityViz computer model. The community had the opportunity to weigh-in on the trade-offs associated with each scenario, and on the Performance Measures themselves. The Connected Corridors and Neighborhood Nodes were shown to be the public favorites, although most people suggested a combination of all four might be the best outcome. These results can be found below and in more detail on pages 19-28.

Business as Usual



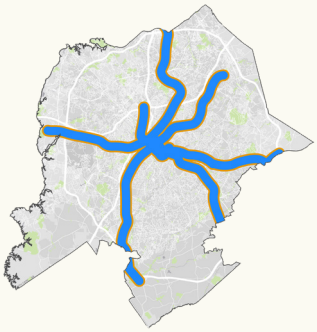
Continues current growth patterns with strong growth in Center City and along key transit and transportation corridors. Growth is based primarily on current market conditions and investments.

Strong Centers



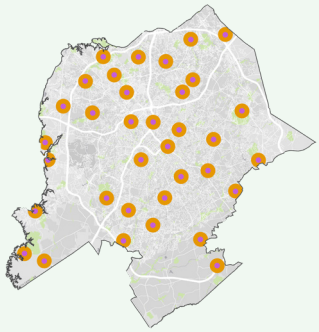
Most development is in Regional Activity Centers, with at least one center in each of the six geographies to provide jobs, goods, services and community gathering spaces.

Connected Corridors



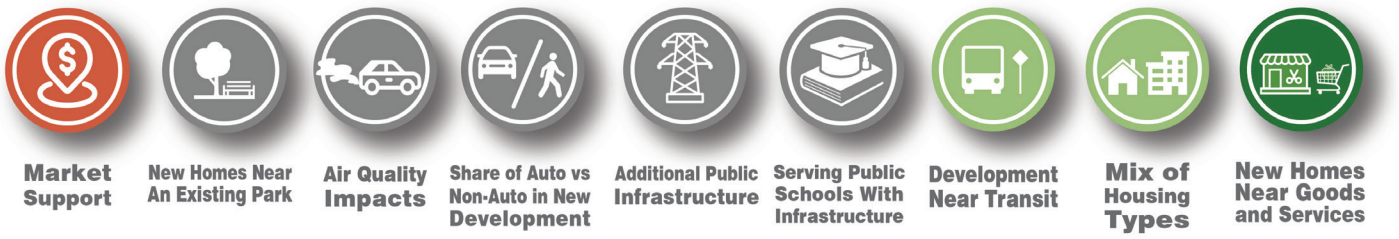
Development creates strong corridors with an emphasis on transit station areas, neighborhood connections, and trail systems. Community activity centers along the corridors provide jobs, goods, and services.

Neighborhood Nodes



Numerous mixed use small scale centers offer goods and services close to neighborhoods. Additional residential intensity takes place near these smaller centers with less emphasis on transit stations and larger centers.

Performance Measures Results



For complete report of online survey and workshop results, see Appendix.

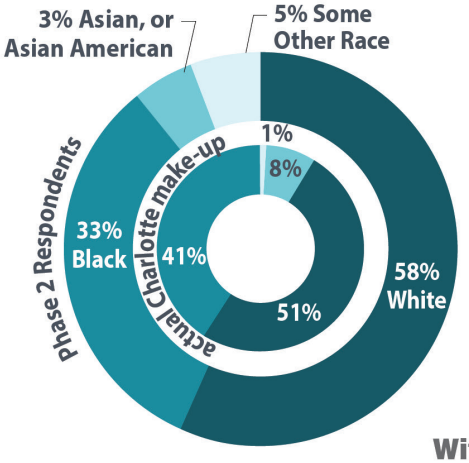
WHO WE REACHED

Our goal was to engage many voices and perspectives from all areas of the city using different types of outreach methods. Workshops, pop-up events, and online surveys were used to collect input, and events included a demographic survey to help the City understand who was participating in the process.

DEMOGRAPHICS

(represents respondents of the community workshops, *Growing Better Places* game results pop-ups, and online surveys)

With which race do you most identify?**



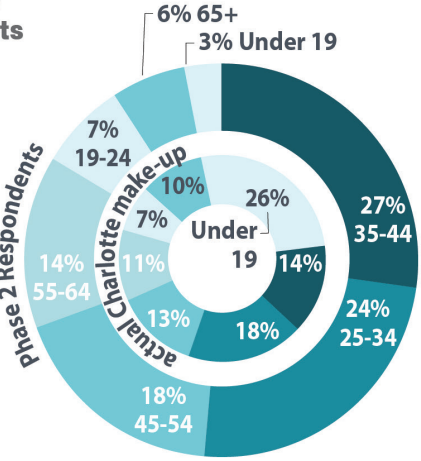
Ethnicity**:

Identified as Hispanic/ Latino **7%**

5% Prefer not to answer

Actual Charlotte make-up: 14%

What is your age?**

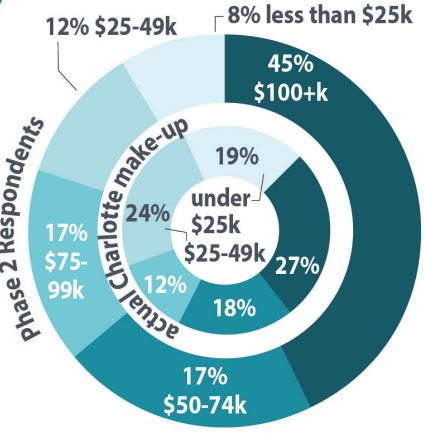


With which do you identify?**

Actual Charlotte Make-up: 48% 52%

Actual Charlotte Make-up: 53%

What is your annual household income?**



**Race: 1,662; Ethnicity: 965 respondents; Age: 1,777 respondents; Income: 1,701 respondents; Gender: 1,843 respondents; results from pop-ups, online and community workshops. Actual Charlotte Make-up from American Fact Finder 2017 American Community Survey (ACS) 5-Year Estimates.

Primary ways people heard about the October 2019 Community Workshops:

(data provided by 101 respondents at three workshops)

54%

16%

10%

***Race/ethnicity: 582 respondents; Age: 605 respondents; Income: 552 respondents; results from survey and community workshops. Actual Charlotte Make-up data from American Fact Finder 2017 American Community Survey (ACS) 5-Year Estimates.*

WHAT'S BEEN DONE

We're creating ways to get feedback that's honest, productive, and actionable.

WHAT COMES NEXT

- The input shapes a set of high level Framework Policies and Objectives that will be used to inform a set of Place Types - an array of neighborhoods, centers and other places that integrate land use, built form, mobility, and parking, as well as public spaces and other infrastructure - and the mapping of those Place Types across the community to create a Preferred Growth Scenario.
- We are learning and will continue to work hard to better engage those we did not hear from enough so far in the planning process, including Hispanic/Latino, Asian, and foreign born residents as well as lower income households.
- We are still listening! Future engagement will collect information on the opportunities, challenges and trade-offs associated with the Preferred Growth Scenario, as well as how to implement the community's vision.

Introduction

Subtopics

- Comprehensive Plan Purpose
- Phase 2 Engagement Themes
- How Inputs Will Be Used
- Engagement Purposes

COMPREHENSIVE PLAN PURPOSE

The Charlotte Future 2040 Comprehensive Plan is guided by a vision of equitable growth, development and local government investments in our city over the next two decades. The Comprehensive Plan will address topics that affect how people experience the built environment. The Plan will also look at how our built city can better reflect and advance our community values around topics like equity, transportation, quality of life, economic development, affordable housing, health and safety, and energy and sustainability.

"We need to work on growing all areas Charlotte."

-Community member, Growth Scenarios Online Survey

Throughout the planning process, the City has been actively collecting and incorporating community input on how people want Charlotte to grow over the next 20 years. The Plan aims to understand what residents feel is important to preserve in their community and where investments should be guided to help make Charlotte an even more vibrant and unique city through a process of equitable and inclusive engagement.

PHASE 2 ENGAGEMENT THEMES

The second phase of Comprehensive Plan community engagement was designed to get important input on how Charlotte residents would like to see the city grow and change from now until 2040. A variety of outreach tools helped the Plan team receive input on the specific areas and types of development Charlotteans want to see, as well as on policies and strategies to achieve their vision.

During this phase we invited input at in-person events, both formal and informal, in several locations; through online surveys; and through the interactive *Growing Better Places* board game. These varied styles of outreach allowed the City to hear from many diverse voices in new and creative ways. We listened to input from groups representing all segments of Charlotte's population, including those we don't hear from too often – people of color, youth, non-English speaking residents, those who don't typically attend City meeting, and those with lower incomes.

There were over 300,000 views of Charlotte Future related content, including flyers, social media promotions, Nextdoor posts, and e-mails. Over 3,000 Charlotteans gave their input through community meetings, online surveys, pop-up events, and through the *Growing Better Places* board Game.

Summary of Key Takeaways and Major Themes

Through a wide variety of inputs several major takeaways were compiled. We analyzed how people placed development types in the *Growing Better Places* board game and their top strategies for improving and growing the city, see page 7 for more information. We learned Charlotteans opinions of their neighborhood and the amenities they can access, see page 15 for more information. The Plan team gained significant feedback by examining the impacts and trade-offs of different patterns of growth, which the community weighed-in on, see page 19 for more information. Finally, by compiling all of the inputs listed above, the City created a framework for future growth policies and goals, which will continue to be refined and vetted in Phase 3, see page 29 for initial information. For a summary of the process and who we reached, see the sidebar at right.

HOW INPUTS WILL BE USED

***Growing Better Places* Mapping:** While playing the *Growing Better Places* game, participants placed development tiles that reflected the type of growth they wanted to see in Charlotte's future and where they wanted to see it. This input will be used as one of the main drivers of how the Plan team creates the Preferred Scenario - a map-based strategy for how land will be used and where new development will go.

***Growing Better Places* Strategies:** While playing the game people also selected Strategy cards that provide different, not necessarily map-based, ways for the city to improve and grow. These strategies were incorporated into the Policy Framework and eventually will be used in city-wide policies, plans, zoning, capital improvements, and other tools used to implement the Charlotte Future 2040 Plan.

Growth Scenarios: Alternative Growth Scenarios were created to allow the City to test the trade-offs associated with different patterns of growth, as crucial step to creating the Preferred Scenario. The community viewed and commented on these Growth Scenarios, telling the Plan team which trade-offs were more or less preferred for the future growth pattern.

Policy Framework: The Policy Framework, which combines the policy and strategy feedback received throughout Phase 2 into ten key policies, will accompany the Preferred Scenario as a guide to future growth, including ways to implement the desired development patterns and policies to advance city-wide equity.

WHO WE REACHED (PHASE 2)

The Comprehensive Plan process aims to hear as many voices and perspectives as possible. People heard about the community meetings in the following ways:

- E-mail - 54% of attendees
- Social Media - 16%
- Word of Mouth - 10%

We asked participants to tell us a little bit about themselves. Here's the demographic makeup of who we heard from:

- Race: 58% identified as white, 33% as African American, 3% as Asian, and 5% as Other
- Ethnicity: 7% Hispanic
- Age: 27% 35-44, 24% 25-34, 18% 45-54, 14% 55-64, 7% 19-24, 6% over 65, 3% under 19.
- Household Income: 45% over 100k, 17% 50-75k, 17% 75-99k, 12% 25-49k, 8% under 25k
- Gender: 46% identified as male, 51% as female, 48% were homeowners.

WHAT'S BEEN DONE SO FAR

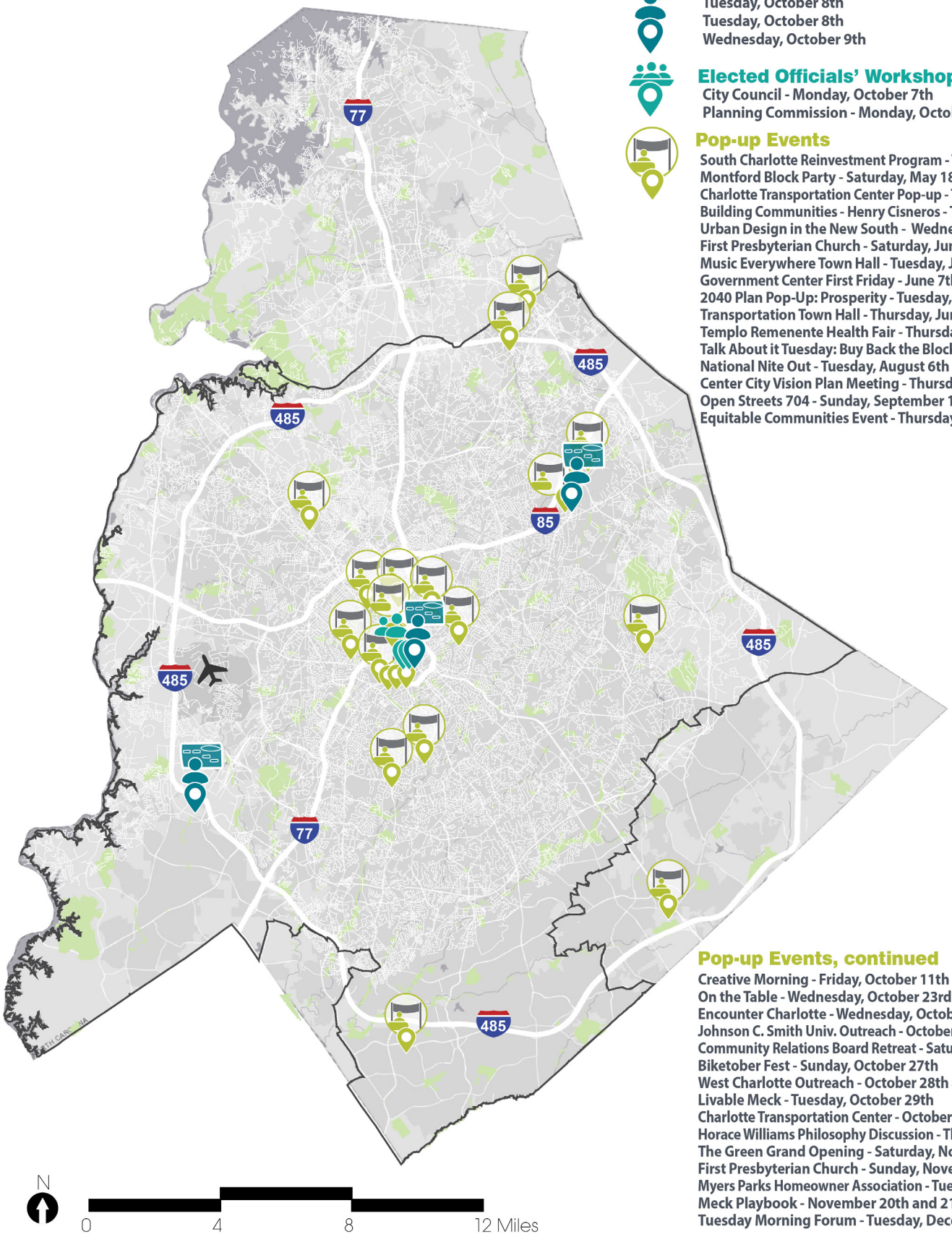
Over 3,000 people participated:

- Pop-ups and workshops - 600+
- Online surveys - 600+
- Game plays- 1,800+

Overall, responses to the workshops were positive and productive:

- 62% of participants agree or strongly agree that the presentation was easy to understand
- 76% agreed that the meetings were convenient to attend
- 92% agreed that the meetings had relevant information
- 98% agreed that the meetings are welcoming

Community Engagement Locations



Community Workshops
Tuesday, October 8th
Tuesday, October 8th
Wednesday, October 9th

Elected Officials' Workshop
City Council - Monday, October 7th
Planning Commission - Monday, October 7th

Pop-up Events
South Charlotte Reinvestment Program - Thursday, May 16th
Montford Block Party - Saturday, May 18th
Charlotte Transportation Center Pop-up - Thursday, May 23rd
Building Communities - Henry Cisneros - Thursday, May 23rd
Urban Design in the New South - Wednesday, May 29th
First Presbyterian Church - Saturday, June 1st
Music Everywhere Town Hall - Tuesday, June 4th
Government Center First Friday - June 7th and November 1st
2040 Plan Pop-Up: Prosperity - Tuesday, June 25th
Transportation Town Hall - Thursday, June 27th
Templo Remenente Health Fair - Thursday, June 27th
Talk About it Tuesday: Buy Back the Block - Tuesday, July 9th
National Nite Out - Tuesday, August 6th
Center City Vision Plan Meeting - Thursday, August 8th
Open Streets 704 - Sunday, September 15th
Equitable Communities Event - Thursday, September 26th

Pop-up Events, continued
Creative Morning - Friday, October 11th
On the Table - Wednesday, October 23rd
Encounter Charlotte - Wednesday, October 23rd
Johnson C. Smith Univ. Outreach - October 25th, 26th, and 31st
Community Relations Board Retreat - Saturday, October 26th
Biketober Fest - Sunday, October 27th
West Charlotte Outreach - October 28th and 29th
Livable Meck - Tuesday, October 29th
Charlotte Transportation Center - October 28th, 29th, and 30th
Horace Williams Philosophy Discussion - Thursday, October 31st
The Green Grand Opening - Saturday, November 2nd
First Presbyterian Church - Sunday, November 3rd
Myers Parks Homeowner Association - Tuesday, November 19th
Meck Playbook - November 20th and 21st
Tuesday Morning Forum - Tuesday, December 3rd

See page 14 for the locations of Game Play sessions.

"[We] learned about areas with the most need, it was nice to put a location to the "big topic problems" like food deserts"

-Community member, Growing Better Places Player

Images from Community Workshops, see appendix for full collection of input.

ENGAGEMENT PURPOSES:

Community Engagement is an integral part of the Charlotte Future 2040 Comprehensive Plan process. During this Phase of the Comprehensive Plan there were several major objectives that were addressed:

To enhance awareness of the Comprehensive Plan project and purposes: During Phase 2, a key ongoing initiative was to ensure that the community was continually brought along with and updated on the planning process. Presentations to the public included background information on the purpose and intent for the Comprehensive Plan; the outcomes from the Phase 1 Vision and Goals work; and an introduction to the *Growing Better Places* game and Scenario Planning. The community's continued understanding of how and why we plan and how it will improve their future is an essential piece of the process. This educational component is ongoing and each step of the engagement process will ensure than all participants have the same awareness of the Plan's overall purpose and past and current steps.

To describe how the Comprehensive Plan can influence patterns of growth: During this second phase of the plan process the main focus was on gaining input for and developing towards a future Place-Based Growth Scenario. This is, most simply, a pattern of mapping types of development in the future that will impact the City's policies and the Unified Development Ordinance (UDO). To reach this future preferred Scenario, or pattern of growth, extensive work must be done to understand how and where the community wants to grow. People's understanding of how the Comprehensive Plan will work towards this preferred pattern of growth is essential to their providing meaningful feedback. Education about the interrelated nature of planning, scenarios, and future growth, through the *Growing Better Places* game and Growth Scenarios outreach, has been the building block for the rest of the Phase 2 input and the work to be done for the Preferred Scenario in future phases.

"[Charlotte] has been developed around the car. We need to work even harder than other cities to understand this and overcome the results of this."

-Community member, Growth Scenarios Online Survey

To attract diverse participation: A key goal of the entire Charlotte Future 2040 Plan is authentic engagement, that listens to and takes into account all voices from across the city of Charlotte. This includes engaging historically under-represented groups. Diverse participation ensures that the percent of different demographics reached during the process matches the percent of those demographics living in Charlotte today. Tracking this information allows the City to identify which groups are still not being reached at the rate desired and helps the process correct this deficiency in the next phase of engagement.

To gather input on Place Types, Growth Scenarios, and development trade-offs: During the sessions of the *Growing Better Places* game, during the October Community Meetings, and in the subsequent online surveys, participants were given information about Place Types, Growth Scenarios, and what we can learn from these planning tools. Through these venues people provided feedback about a variety of growth mapping related topics, including which measurements of the Scenarios' performance were most important to Charlotte's future and which trade-offs best met the community's goals. This information will directly inform the Preferred Scenario as it is developed in the following Phase.

To communicate how inputs received will influence the Comprehensive Plan: Just as important as the community providing input is the community knowing that their input is being heard, taken into consideration, and shaping the future of their city. This clear communication helps ensure that Charlotteans continue to engage in the Comprehensive Plan process and create a Plan that reflects their vision for Charlotte's future.

Images from Community Workshops; see appendix for full collection of input.

Growing Better Places Game

Subtopics

- Game Purpose
- Game Outreach and Demographics
- Game Results - Mapping
- Game Results - Strategies

GAME PURPOSE

One of the most important inputs into the growth scenarios and computer model is public input - what kind of growth does the community want to see in the future, and where?

In order to better understand this community vision, a board game was designed in which players make decisions about where to add new growth, and work to add community benefits – like parks and transit - where they think they are most needed. The game aims to educate and inform people about growth and the impacts or trade-offs of different ways of growing.

The results the game were then mapped and strategies were compiled to inform the development of three growth scenarios for Charlotte.

Who We Reached

In an effort to reach the largest portion of the Charlotte community possible, over 35 game play sessions were scheduled for groups in locations throughout the City (see the game engagement locations map on page 14 for more exact locations). For those who could not attend an in-person session, a simplified version of the game was created for online participation.

KEY TAKEAWAYS

A Charlotte-specific growth game, "Growing Better Places: A More Equitable and Inclusive Charlotte" was designed. The game's primary purpose was:

- Explore impacts and trade-offs of growth
- Gather valuable community input using a fun, non-traditional activity
- Understand which strategies the community would like to see implemented as policies
- Use the locations of Place Types tiles to inform the Growth Scenarios

Over 1,800 people played the game over a roughly eight-week period. About 840 people played the board game in person, while almost 1,000 played a simplified online version.

Images from in-person game play sessions, see appendix for full collection of input.

GAME OUTREACH AND DEMOGRAPHICS

The City of Charlotte has been tracking demographic information throughout the Plan process to ensure that all segments of the Charlotte population are being heard from. The infographics on the following page show the demographics results for race, age, and income for people who played the game (outside circle) as compared to Charlotte's overall demographic make-up (inside circle), for both the in-person and online game sessions.

This information was reviewed during the engagement and steps were taken to reach groups that were being under represented. The City is working with a group of over 80 volunteers that are helping to reach out to the community and ensure every segment of Charlotte's diverse population is being represented.

In reaching out to the community and setting up game sessions there was a major focus on reaching those residents that are typically under represented in the planning process. The largest number of players were from Westside, East Charlotte, the Beatties Ford Road Corridor, and North Charlotte, all areas that are typically identified as undeserved and underrepresented.

Input from these diverse communities was particularly important in using the game results to help develop the growth scenarios. One of the primary intents of the growth scenarios is to distribute growth and resources equitably, which can best be achieved by understanding the community's input and knowledge of where growth and amenities would be best suited. These results can be found in more detail on the following pages.

In-Person Game Sessions

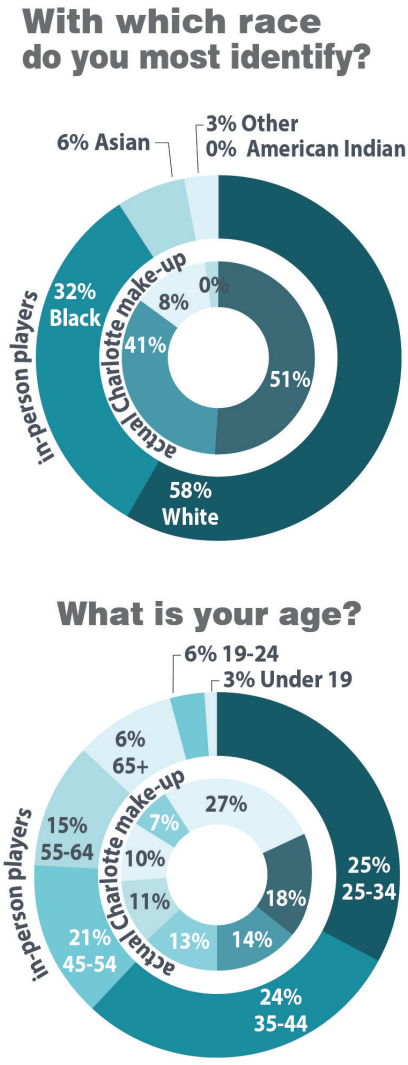
Each in-person game play session began with a brief presentation to help participants understand the high-level objectives and rules of the *Growing Better Places* game. After that participants in their individual groups played the first round of the game, which had them give input on strategies for growth and household and job allocation citywide. In Round 2 players picked a specific geography and gave more detailed input on how and where growth should be placed in that geography.

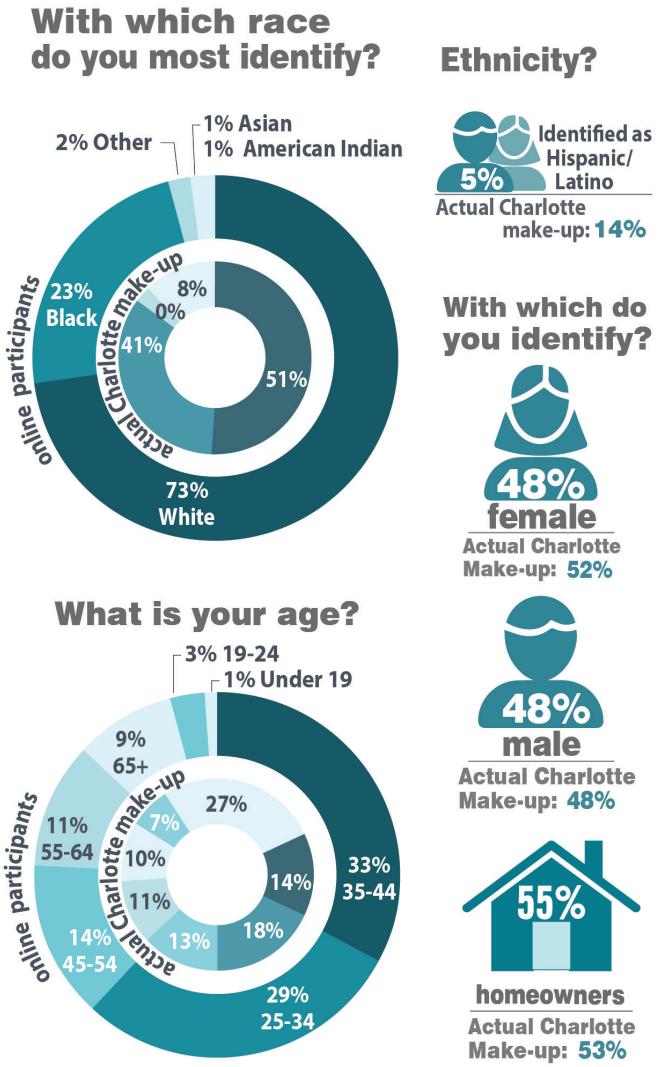
Generally, workshop attendees were more diverse and older in age than those who played online. Those in both the in-person and online game had higher household incomes than the city average ($53,000), with around 67% having incomes of $75,000 or higher.

Online Game Play

The online version of the *Growing Better Places* game also included some background information about the game objectives and how their input would be used. Due to time and technological constraints, though, the online version of the game had questions that were equivalent to only the first round of the in-person game. This still provided a significant amount of valuable input but did not include as much detail as the in-person game sessions.

Online participants, on average, were less racially diverse than in-person participants, with 73% identifying as Caucasian or white. They were overall younger than workshop attendees with similar incomes (again, being overall higher than the Charlotte average).





GAME RESULTS - MAPPING

A map of the composite results of all the game plays (see bottom left) could suggest a variety of growth and development patterns. A sampling of map results from different groups can be found on the following page. The mapping generally appears to reinforce exiting development patterns. The composite results show growth on every square that players chose and is not reflective of the expected total growth.

Comments left on the Final Thoughts Form, a sheet given to each team to record their decisions throughout and at the end of the game, indicated that many who live in the South feel development pressure and want to see some of their growth distributed elsewhere. At the same time, people that live in the West and East think the South is receiving a disproportionate amount of growth and benefits and want to direct more of it to their areas. Game play suggested that growth in the East and North should follow transit corridors and Activity Centers. Many people were in favor of the idea of distributing Neighborhood Nodes (see definition below) across the city so more people would have access to goods, services, and amenities.

The main differences in how groups mapped the growth were the tiles they placed around the boundary of the West and Central Area, and where they preferred Activity Centers and Neighborhood Nodes. There was possibly confusion from some players as to the extents of the Central area and Uptown, prompting them to place denser growth in the less dense area at the boundary of the West and Central areas. In addition, people's preference for Activity Centers or Neighborhood Nodes was largely dependent on whether they lived in the area they were being place. In areas where players lived they most often opted for the smaller, less dense Neighborhood Nodes.

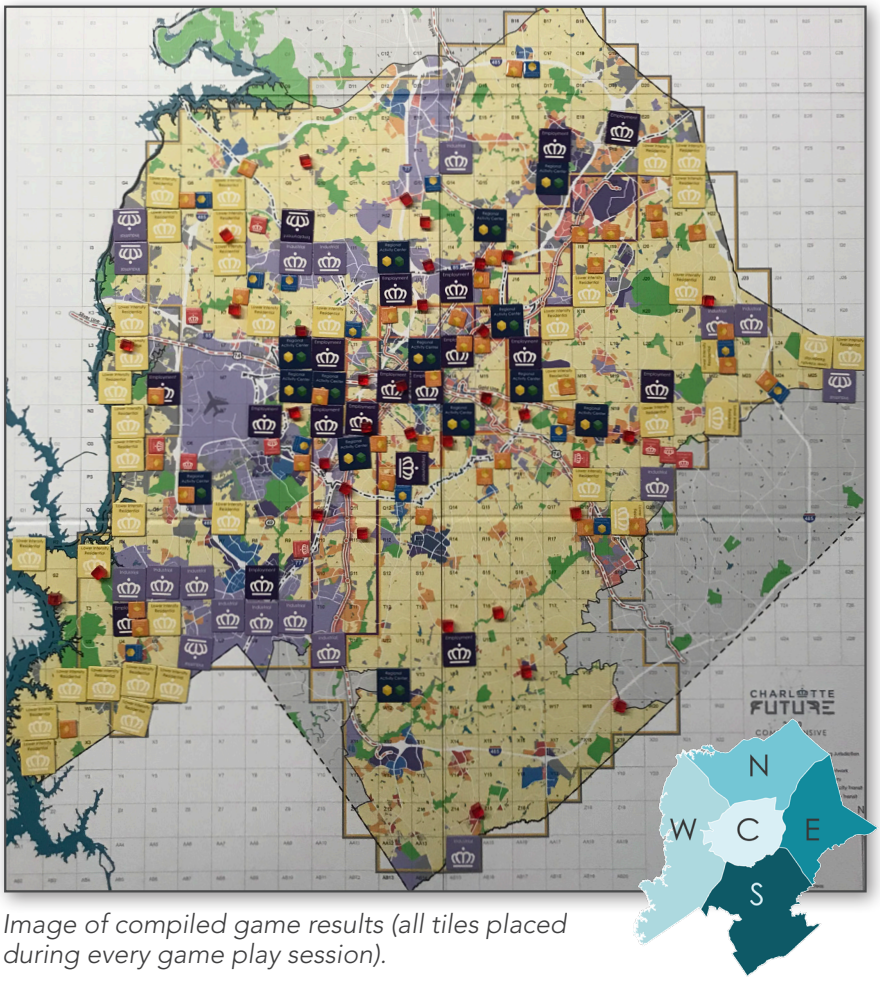
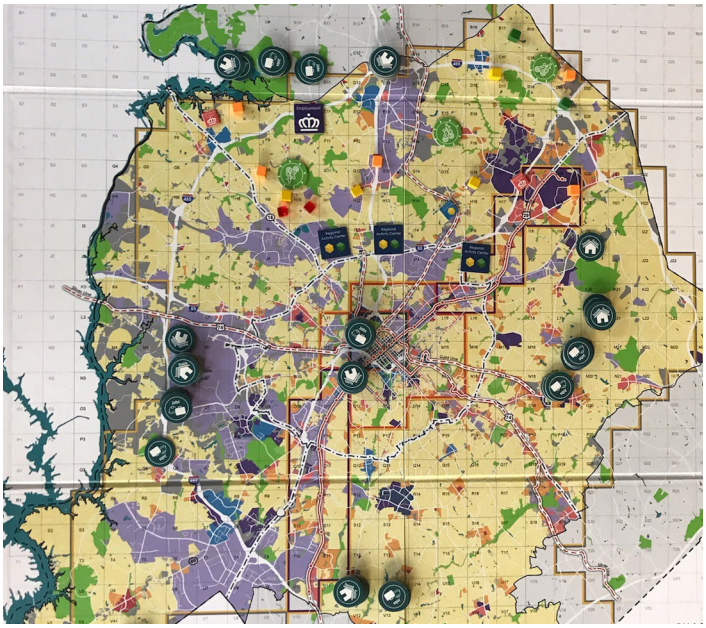


Image of compiled game results (all tiles placed during every game play session).

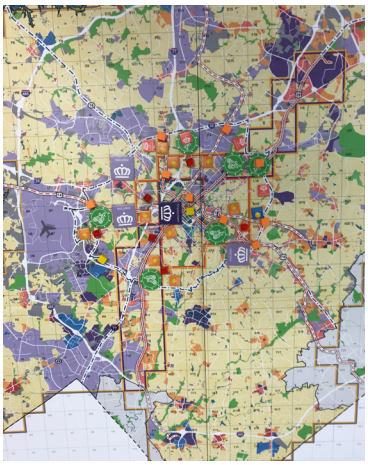
Neighborhood Nodes: *Smaller-scale centers that are more walkable; they are meant to serve a smaller area and may have retail or offices.*

Image from in-person game play sessions, see appendix for full collection of input.

Growing Better Places Example Game Results

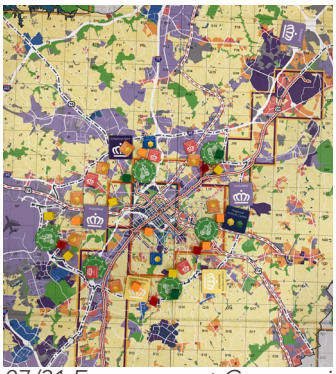


07/18 CDOT Staff

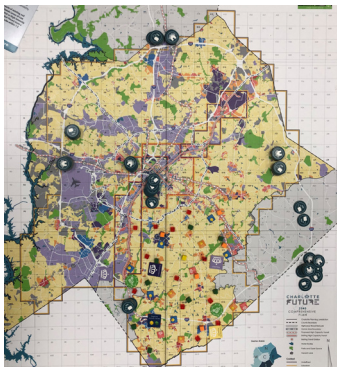


08/16 Price-Waterhouse-Coopers

07/14 Resident Culture Brew.



07/31 Engagement Community of Practice



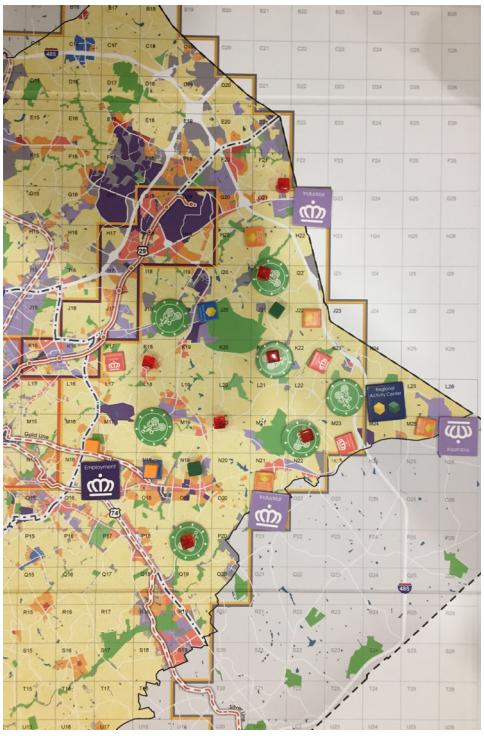
08/19 CM Connect

07/18 CDOT Staff

08/01 Potions and Pixels

07/16 Ambassador Session

08/16 Price-Waterhouse-Coopers



08/15 Latin American Chamber

GAME RESULTS - STRATEGIES

The *Growing Better Places* game included 15 strategies to accommodate future growth. The results from the community input on these strategies was synthesized and used in developing the Growth Scenarios.

Those strategies that were favored most, both when people played online and in-person were:

- Investing in another transit corridor; adding goods and services in neighborhoods; focusing higher intensity residential in Activity Centers to reduce pressure on existing neighborhoods and lessen the risk of involuntary displacement; and providing transportation choices by making improvements to bike and pedestrian facilities.

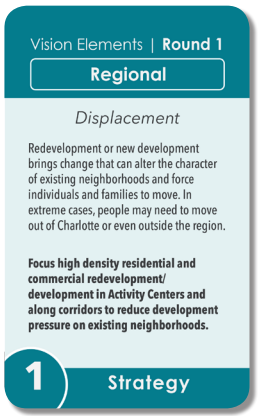
Those strategies that were favored in-person and balanced online were:

- Providing multiple strong Activity Centers outside Uptown and allowing Duplexes and Triplexes on adequately sized lots in existing neighborhoods.

Those strategies that were not favored online or in-person were:

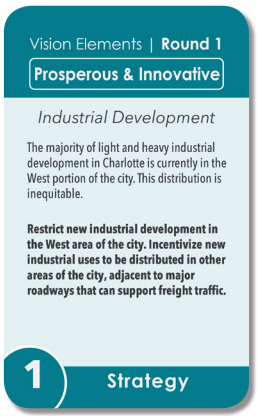
- Relaxing the strict development standards required for Accessory Dwelling Units (ADUS) to reduce barriers to their construction and encouraging new industrial areas in other areas of the city, adjacent to major roadways that can support freight traffic.

Strong Support Online and In-Person



- Transit Corridors: Invest in another high capacity transit corridor
- Neighborhood Mixed Use: Add goods and services in more neighborhoods
- Displacement: Reduce pressure on neighborhoods with high intensity residential in activity centers
- Transportation Choices: Invest in bike and pedestrian improvements

Weak Support Online and In-person

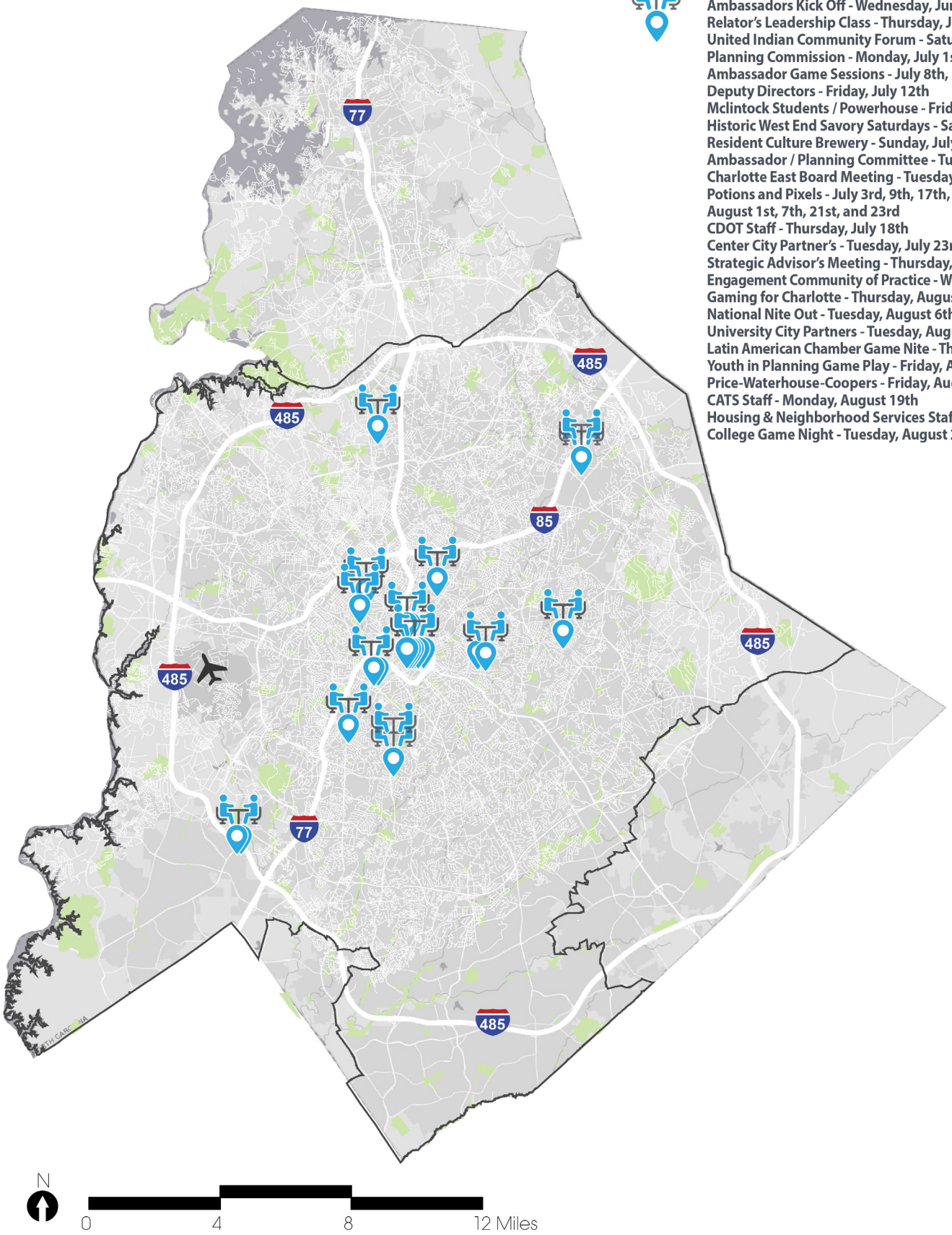


- Accessory Dwelling Units: Relax the strict development standards required for ADUs to reduce the barriers to their constructions
- Industrial Development: Encourage new industrial uses in other areas of the city, adjacent to major roadways that can support freight traffic

Note: Not all strategies relate to the overall growth pattern. Those that do not, will inform Plan Policies.

See appendix for full summary of game play strategy selections.

Growing Better Places Engagement Locations



Game Play Sessions

Ambassadors Kick Off - Wednesday, June 19th
Relator's Leadership Class - Thursday, June 20th
United Indian Community Forum - Saturday, June 22nd
Planning Commission - Monday, July 1st
Ambassador Game Sessions - July 8th, 15th, and 16th
Deputy Directors - Friday, July 12th
Mclintock Students / Powerhouse - Friday, July 12th
Historic West End Savory Saturdays - Saturday, July 13th
Resident Culture Brewery - Sunday, July 14th
Ambassador / Planning Committee - Tuesday, July 16th
Charlotte East Board Meeting - Tuesday, July 16th
Potions and Pixels - July 3rd, 9th, 17th, and 23rd, and August 1st, 7th, 21st, and 23rd
CDOT Staff - Thursday, July 18th
Center City Partner's - Tuesday, July 23rd
Strategic Advisor's Meeting - Thursday, July 25th
Engagement Community of Practice - Wednesday, July 31st
Gaming for Charlotte - Thursday, August 1st
National Nite Out - Tuesday, August 6th
University City Partners - Tuesday, August 13th
Latin American Chamber Game Nite - Thursday, August 15th
Youth in Planning Game Play - Friday, August 16th
Price-Waterhouse-Coopers - Friday, August 16th
CATS Staff - Monday, August 19th
Housing & Neighborhood Services Staff- August 20th
College Game Night - Tuesday, August 27th

Pop-Up Activities

Subtopics

- Pop-Up Activities
- Neighborhood Amenities Feedback
- Growing Better Places Pop-Ups
- Scenario Pop-Ups

POP-UP ACTIVITIES

Several fast, fun, and tactile exercises were created to engage Charlotte residents, often outside of the formal structure of a workshop or meeting, throughout Phase 2. The activities were designed with eye-catching graphics and a simple, hands-on approach, to help attract participants, particularly for those pop-up events that asked Charlottean's in their day-to-day tasks to take the time to weigh-in. Pop-up activities were held at 30+ locations around the City and over 1,000 people provided feedback. The various activities and their input are described in more detail in this Chapter.

NEIGHBORHOOD AMENITIES FEEDBACK

The first pop-up exercise of Phase 2 asked residents about their neighborhoods: what is already great and what is needed or lacking? Participants were given the option of placing a smiling "already great" emoji, a neutral "okay" emoji, and a frowning "insufficient/needed" emoji with their zip code on the back into each of 10 amenity buckets. The neighborhood amenities the City asked for input on included: shops, jobs, housing, walkable, bikeable, parks/open space, grocery stores, medical services, banks, and food and drink. The use of emojis put the activity into familiar terms and icons for the neighborhood amenities limited the amount of words needed to understand the exercise. Representatives from the City were available to answer questions or gather more detailed input from residents who had time for further discussion. See the following page for the compiled, map-based results.

Each zip code area was assigned a color based on the percentage of people who thought the amenities in their neighborhood were already great, okay, or insufficient. The results showed a close correlation to the "Arc" and "Wedge" geographies, historic areas of affluence and inequity, that were investigated more closely in the Charlotte Equity Atlas.

Already Great | Okay | Insufficient/ Needed

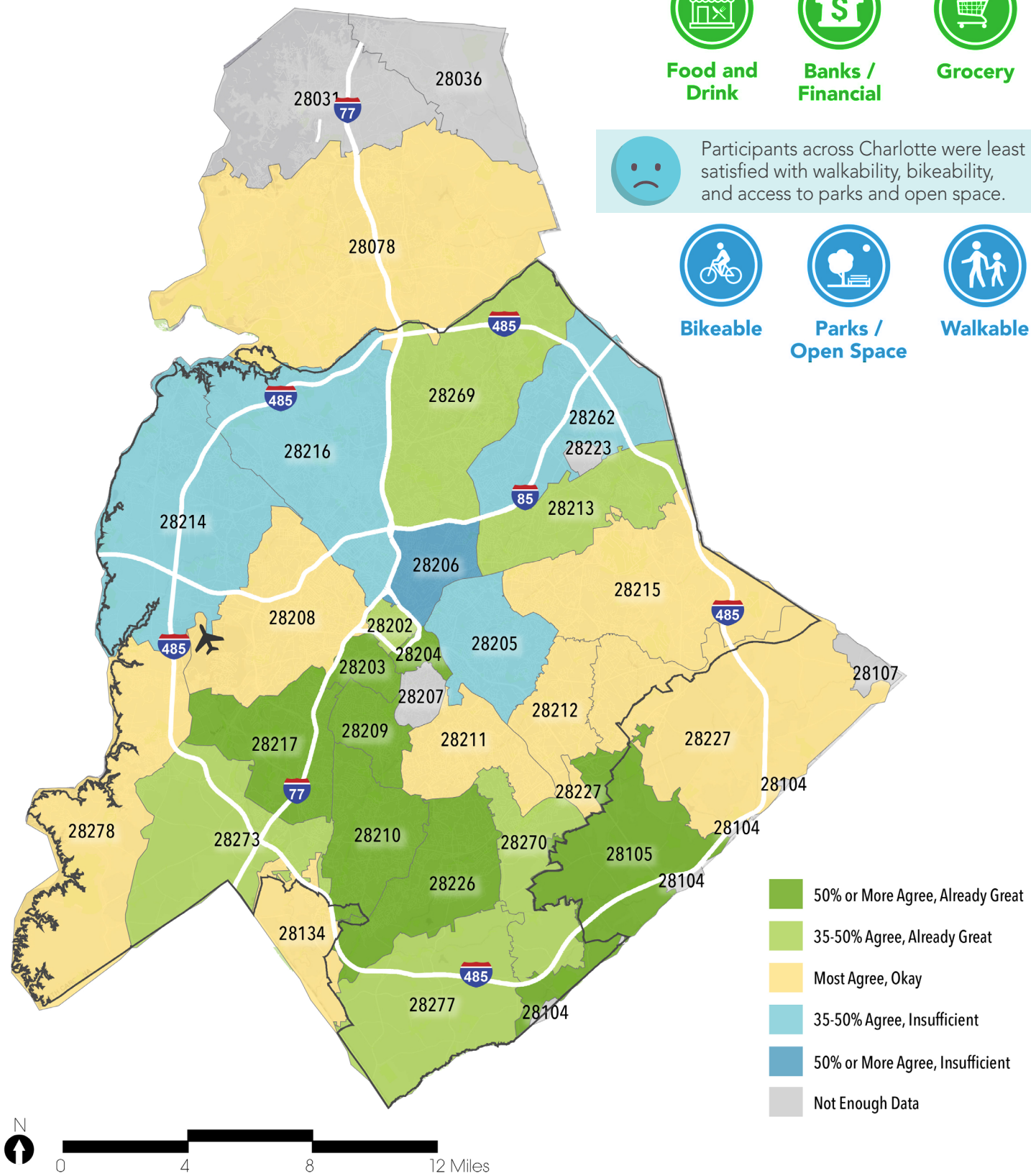
Neighborhood Amenities Results

Participants across Charlotte were most satisfied with their access to grocery stores, banks, and food and drink.

Food and Drink | **Banks / Financial** | **Grocery**

Participants across Charlotte were least satisfied with walkability, bikeability, and access to parks and open space.

Bikeable | **Parks / Open Space** | **Walkable**



GROWING BETTER PLACES POP-UPS

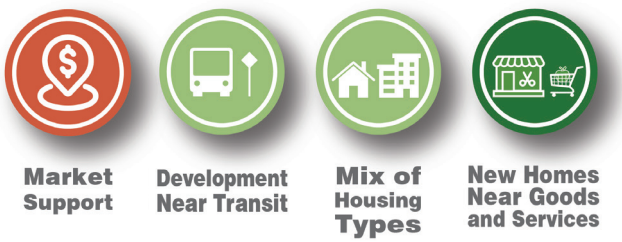
In order to foster more awareness of the *Growing Better Places* game, and get supplemental input from those who couldn't commit to a full, sit-down game session, a fast and fun pop-up version was designed. People were given a low-pressure educational quiz about which areas of the City had the most households and jobs, the most single family homes, the least access to transit, and the lowest anticipated growth. This was intended to help get participants thinking about growth and equity as they considered strategies for improving Charlotte in the future. In some pop-ups, later in the process, participants reviewed the future growth Strategies and placed sticker dots next to their top three choices. The most frequently selected policies are listed below. To see the complete results of the strategy selections, see page 13.

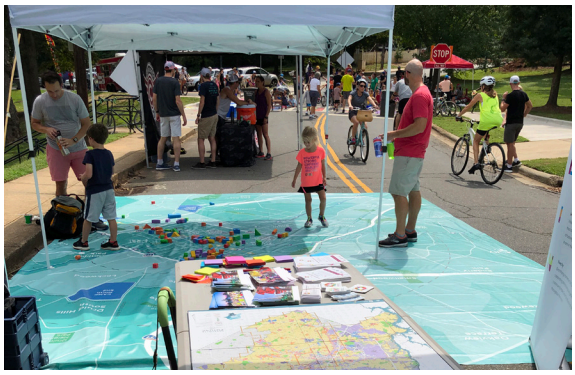
- Transit Corridors: Invest in another high capacity transit corridor
- Neighborhood Mixed Use: Add goods and services in more neighborhoods
- Displacement: Reduce pressure on neighborhoods with high intensity residential in activity centers
- Transportation Choices: Invest in bike and pedestrian improvements

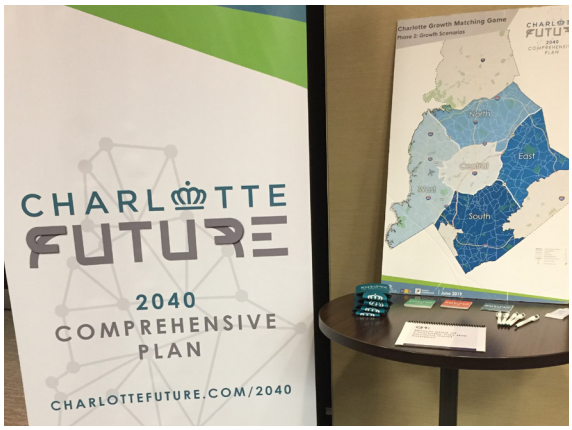
SCENARIO POP-UPS

A brief version of the Growth Scenarios information was presented at several pop-up events around the City. These were intended to quickly inform people who were unable to attend the longer, more in-depth October Workshops. While the shortened format did not allow full time for people to learn the details of each scenario, they did engage in quick conversations about the purpose and intent of the Scenario Planning and an explanation of the Performance Measures. People then placed colored dots next to the Performance Measure that they believed was most important to Charlotte's Future. The most and least selected Measures can be seen below. To view the full results of this activity and the full Growth Scenarios input, see pages 19-28 in the following Chapter.

In addition to the Pop-up activity, many events also had the complete online Scenarios survey, a more close equivalent of the Workshop information and input, available on tablets for those who had more time to provide feedback.







Growth Scenarios

Subtopics

- Scenario Planning
- Growth Scenario Workshops
- Elected and Appointed Officials' Workshops
- Scenario Mapping
- Growth Scenario Results

SCENARIO PLANNING

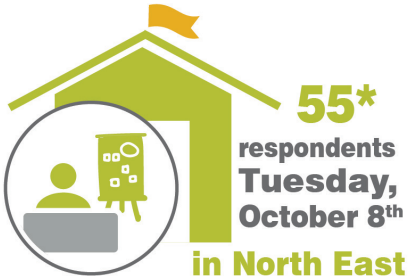
The most simple purpose of scenario planning is to better understand the impacts or trade-offs associated with decisions about how the city of Charlotte should grow in order to make more informed decisions about our future. The computer model for the scenario includes a lot of information, particularly about existing development and what is in the pipeline – meaning development that has been approved but not yet built. This data helps simulate the likely effects of different growth and development patterns.

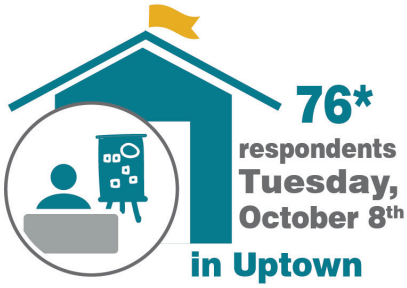
A key piece of planning for the future growth of Charlotte in an equitable and inclusive way is the creation of Growth Scenarios. Starting with community input from the *Growing Better Places* game, a carefully calibrated, Charlotte-specific computer model is used to map and to analyze the likely impacts of different growth and development patterns. Four distinct scenarios, explained in the following pages, were created to better understand the trade-offs of our choices. The results were compiled and presented to the community during Phase 2 to gain insight into which impacts and trade-offs are most important to the community. Over 1,200 people gave input on the scenarios, through workshops, and online survey, and pop-ups. The results of this input are summarized in this chapter.

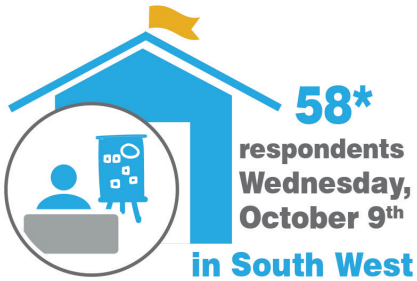
GROWTH SCENARIOS PURPOSE

Scenario planning is key to understanding the impacts of future growth. Charlotte's Growth Scenarios were created and modeled in order to:

- Help us make more informed decisions about our future;
- Consider future issues and challenges;
- Estimate likely effects of different growth and development patterns; and
- Better understand the impacts/ trade-offs of our choices.







*Number of workshop participants was higher, numbers above only reflect filled out Input Forms.

KEY TAKEAWAYS

Common themes expressed during the community workshops included the following:

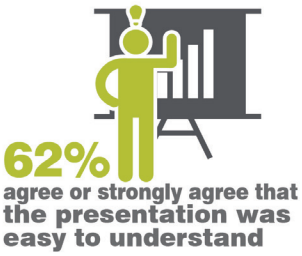
- Aspects of the scenarios should be combined to better address equity
- East Charlotte needs more jobs growth
- Transit access is key
- The BAU Scenario does not meet residents' needs

GROWTH SCENARIO WORKSHOPS

Charlotte residents were invited to participate in three community workshops around the city. Two of the workshops began with a presentation from City of Charlotte representatives, informing participants about the purpose of scenario planning; the input collected from the Growing Better Places Game; how the Growth Scenarios were created; and the key takeaways of each scenario. The workshop that took place in Uptown was an informal drop-in where visitors could view the information on boards and discuss their feedback with City Staff and through written input forms.

During all three workshops participants viewed detailed information about each of the four Growth Scenarios laid out on boards. City Staff were available at each set of boards to answer questions and listen to the community's input. Participants were also given input forms, that asked specific questions about each scenario and also gave the community space to write in additional comments as well. The feedback received on these input forms can be found on the following pages. At the end of the workshops (excepting the drop-in workshop), the participants re-gathered to discuss the scenarios and provide additional feedback. The team recordered people's feedback on a wall graphic as it was communicated. The City also presented information about the next steps of the Plan and ways for residents to stay updated on the process and results.

To maximize participation and account for a variety of community needs, all three workshops included refreshments, childcare, and a gallery of boards in English and Spanish presenting important plan information and staffed by City representatives. Venues were ADA accessible and interpretation services were offered.



Community Workshops

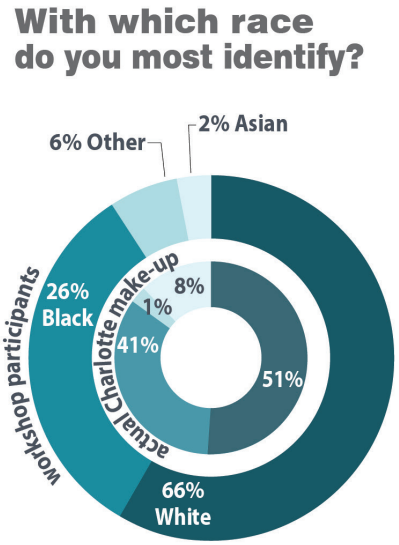
At the Community Workshops, participants viewed a gallery of boards presenting information about the Growth Scenarios. The boards were staffed by City representatives and discussion and questions were encouraged. Input was received in the form of printed booklets that asked community members about each Growth Scenario and the Plan Goals. The meeting ended with a facilitated discussion about the results to help City staff better understand the implications of people's choices.

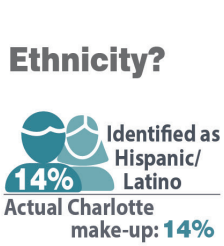
Generally, workshop attendees were less racially diverse and older in age than those who took the online survey. Participants in the workshop had higher household incomes than the Charlotte average ($53,000), with more than 66% having incomes of $75,000 or higher.

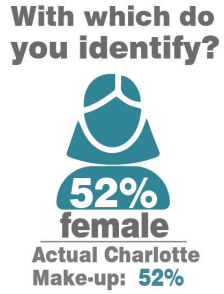
Online Survey, Pop-ups, and Kiosk Participation

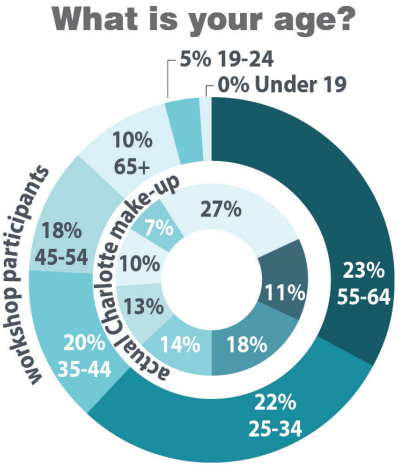
An online version of the Workshop content was advertised across Charlotte. There were also several events that presented a shortened version of the Workshop boards or had the online version available on tablets. This allowed those unable to attend the workshops the opportunity to still provide valuable feedback. The online format was not able to provide as much background information about the scenarios, their purpose, and how they were created, but still collected important information form Charlotteans.

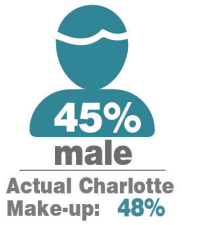
Survey participants, on average, were more racially diverse and younger than workshop participants. Online participants also had higher household incomes than the Charlotte average ($53,000), with 54% having incomes of $75,000 or higher.

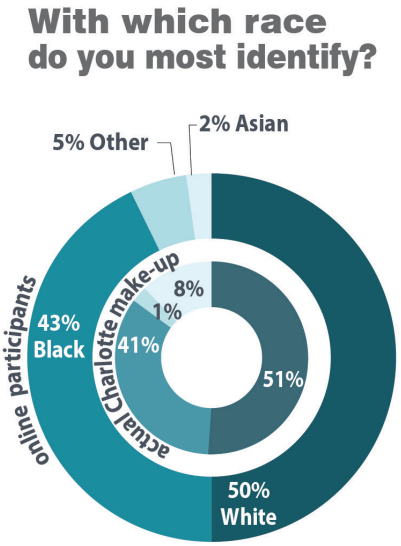


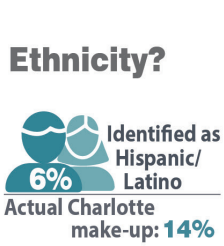


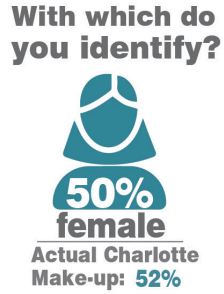


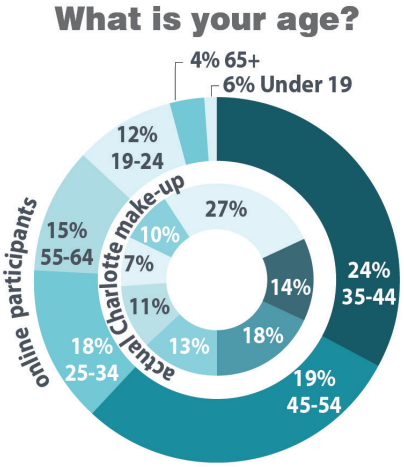


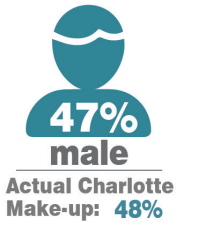








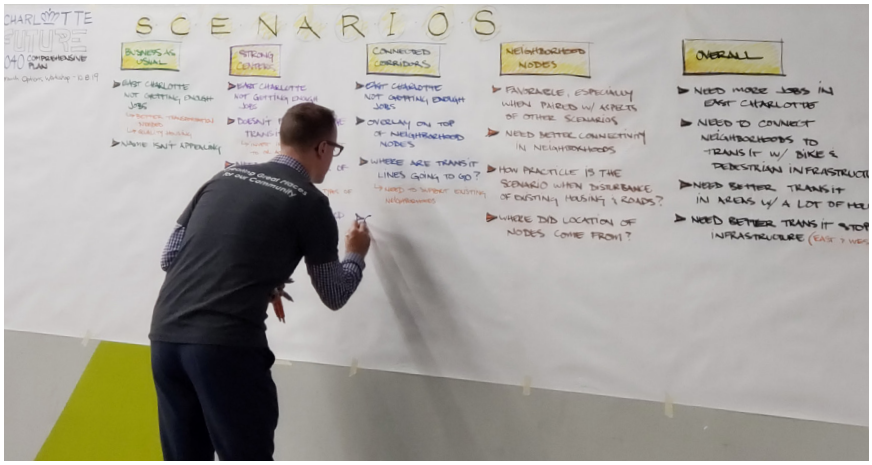


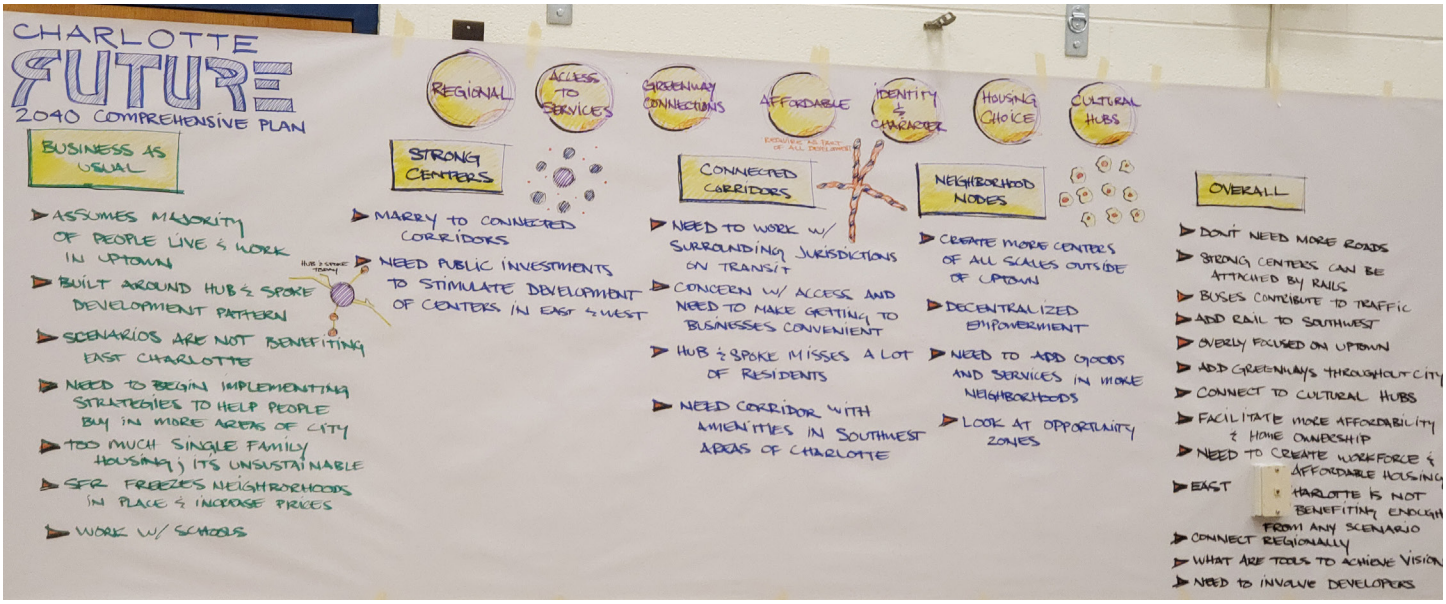


"Create more centers of all scales outside of Uptown."

-Community member, Public Workshop

Images from Community Workshops, see appendix for full collection of input.





For full sized image of wall graphics and typed text, see Appendix.

ELECTED AND APPOINTED OFFICIALS' WORKSHOPS

A key aspect of Plan engagement during Phase 2 included working with elected and appointed officials'. Having Charlotte's City Council and Planning Commission involved in the process means the Plan can benefit from their unique perspectives and also helps to ensure their ownership of the Plan. During this phase of engagement the elected and appointed officials' reviewed the results of previous engagement, particularly for the *Growing Better Places* game, and the alternative Growth Scenarios.

Members of Charlotte's City Council met for a work session on October 7th. This meeting sought to update Council on the development of the Growth Scenarios, including the community input that informed them, and receive preliminary input on this progress. Key highlights from the session include:

- Interest in seeing more of the data and feedback received from the community, including where participation occurred, raw data from the game, and the diversity of the participants
- Need to be clear about the "Place Types" and ensure people understand the development implications of each
- Want more information and investigation of the fiscal and development impacts of the Preferred Scenario

Charlotte-Mecklenburg Planning Commissioners engaged in a work session during the October 7th Planning Commission meeting. This session included a presentation of past engagement, including the *Growing Better Places* game, and the initial Growth Scenarios, with the opportunity for commissioners to comment. They also provided input on how best to present this information to the community Major takeaways from the meeting include:

- Need to ensure that the engagement is statistically representative of the community and equitable
- Need to communicate clearly to the public the significance of the game results and how they are being used
- Make sure people know they aren't picking one Scenario, but rather weighing in on the trade-offs associated with each
- Ensure data is presented in an easy-to-understand way

For Elected and Appointed Officials' workshop notes and meeting minutes, see Appendix.

"To what extent are we putting development outside where the market is driving it? Need to understand how the private market will respond and if we are proscribing an outcome that is not aligned to investors interests."

-Ed Driggs, Dist. 7 Representative

"[This process] needs to engage underrepresented groups and geographies; meet them where they are and engage them through social media so they do not have to come to a specific time and place."

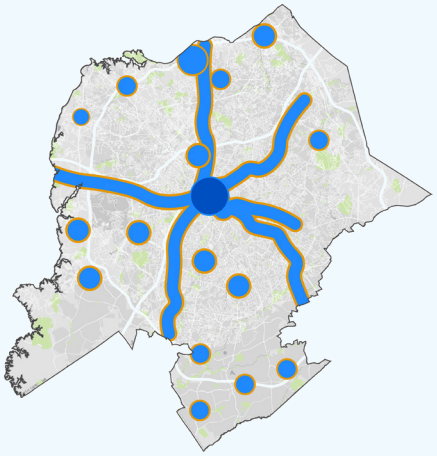
-Erin Barbee, Planning Commissioner

Note: Quotes taken from meeting notes and minutes, may not be verbatim

SCENARIO MAPPING

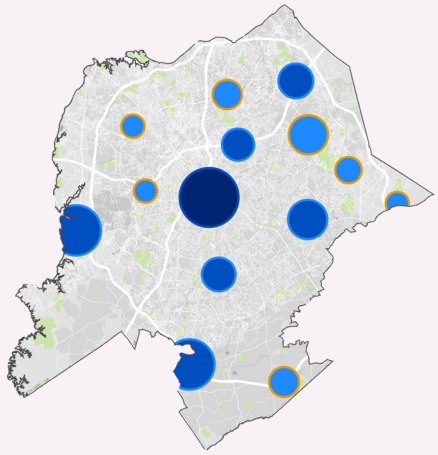
The Preliminary Growth Scenarios were created using input from the Growing Better Places Game and four high-level concepts for how and where the city can grow: growth concentrated in centers, along major corridors, in neighborhood scale nodes; and continuing current patterns. Each explores how that growth pattern would impact a variety of indicators, based on calculations from the CommunityViz computer model. The four Preliminary Growth Scenarios are shown in more detail below. The "Concept Maps" below and at right show the main idea for each scenario, but not the detailed Place Type changes. An example Place Type change map for Connected Corridors can be seen on the following page, as well as an explanation of each type of map shown to the community.

Business as Usual



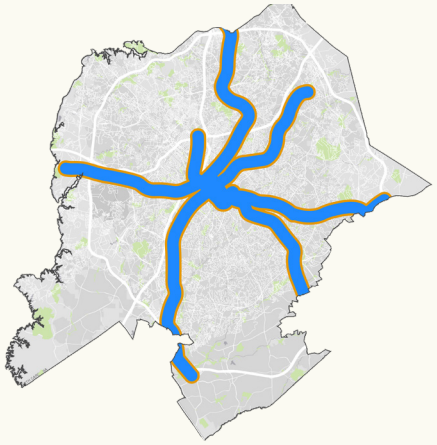
Continues current growth patterns with strong growth in Center City and along key transit and transportation corridors. Growth is based primarily on current market conditions and investments.

Strong Centers



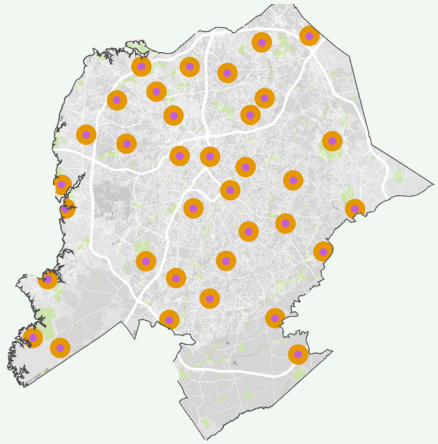
Most development is in Regional Activity Centers, with at least one center in each of the six geographies to provide jobs, goods, services and community gathering spaces.

Connected Corridors



Development creates strong corridors with an emphasis on transit station areas, neighborhood connections, and trail systems. Community activity centers along the corridors provide jobs, goods, and services.

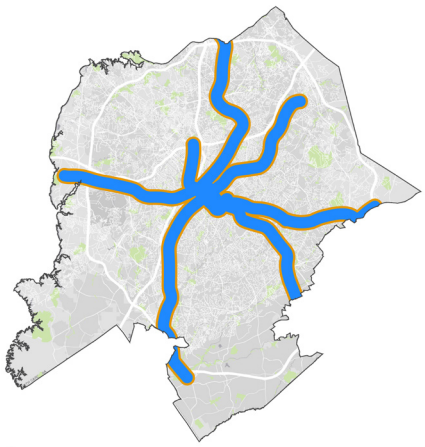
Neighborhood Nodes



Numerous mixed use small scale centers offer goods and services close to neighborhoods. Additional residential intensity takes place near these smaller centers with less emphasis on transit stations and larger centers.

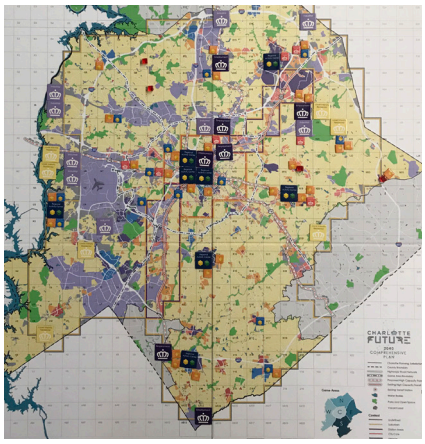
Scenario Maps and Indicators (as seen for Connected Corridors)

The images and explanations below, describing the mapping and approach for the Connected Corridors Scenario, show a sample of the information presented to the public for each of the four Growth Scenarios. The boards at the bottom of the page indicate the level of detail displayed for the policies and indicators of each Scenario. After considering this information, participants were asked to rate and review the Scenarios with a variety of questions, the results of which can be found on the following page.



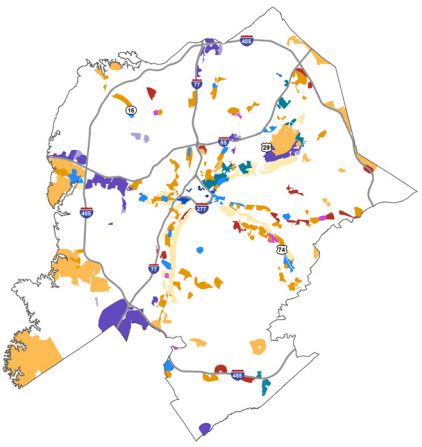
Concept Map

This map shows the main approach for the Connected Corridors Scenario. The concept is to focus growth along major transit and auto corridors, threading change through Charlotte along these lines.



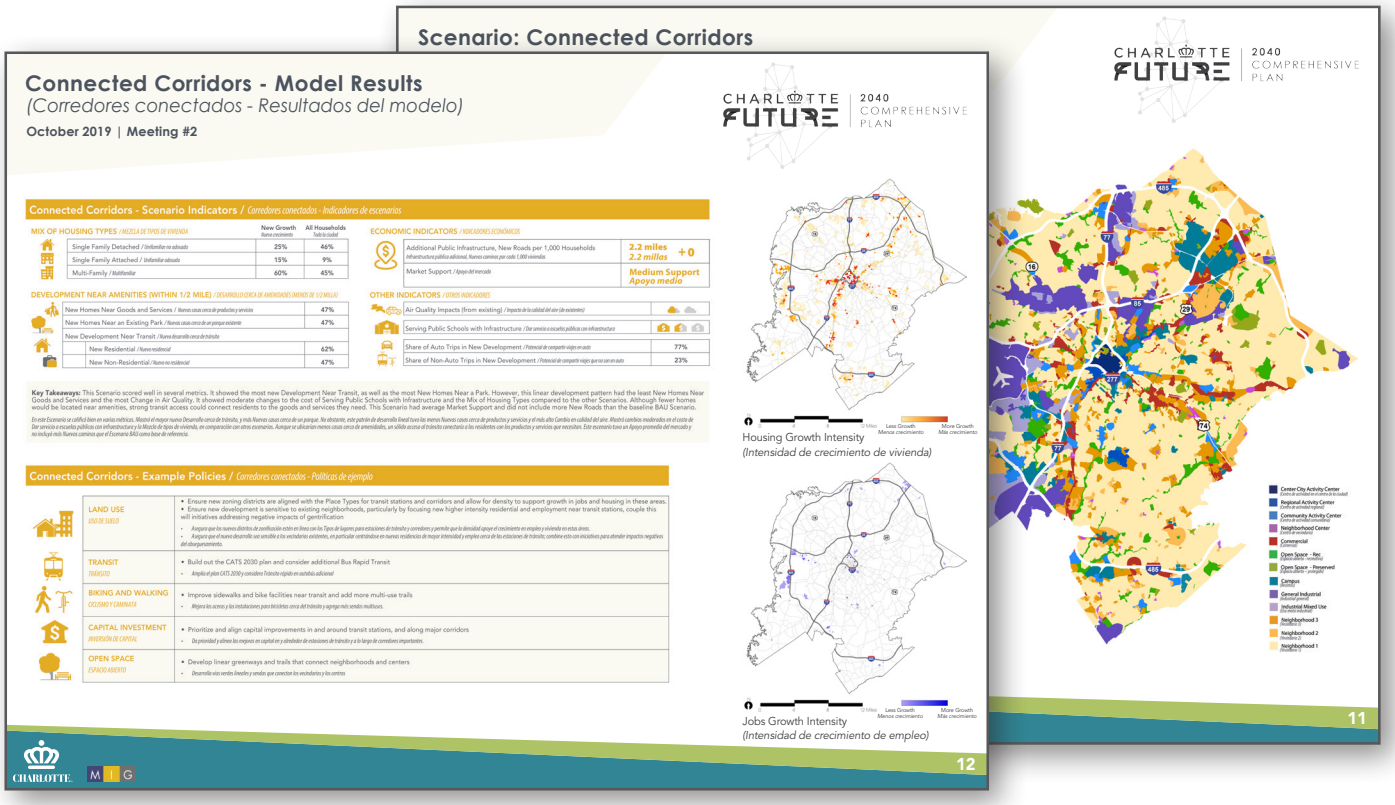
Growth Game Input

Community input from the Growth Game - the strategies selected and where place types were added - shows support for adding higher intensity development along transit corridors, taking advantage of these major public investments.



Place Type Change Map

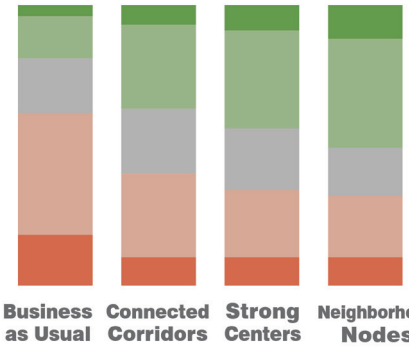
The concept was modeled using changes to existing Place Types. The map above shows just the changes. The map at right shows the full results.



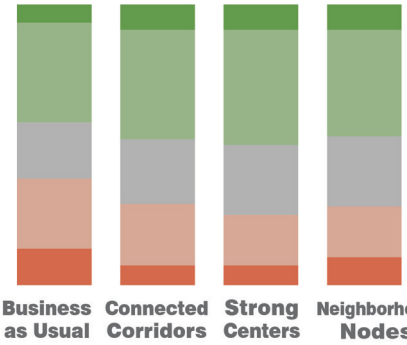
GROWTH SCENARIO RESULTS

While in-person and on-line participants were told not to choose between specific Growth Scenarios, as the Scenarios were intended to be a means of learning about trade-off between different patterns of development, people were encouraged to weigh-in on aspects of each, including whether growth was distributed fairly, whether changes seemed reasonable for their area, and if the growth would improve Charlotte. These results can be found below. People were also asked to choose which Scenario would best meet each of the specific Plan Goals. This input can be found in the graphics on the following page. This feedback showed that people believed the Neighborhood Nodes scenario had the most fair growth, while Connected Corridors had the most reasonable growth, that would most improve Charlotte and meet the most Plan Goals.

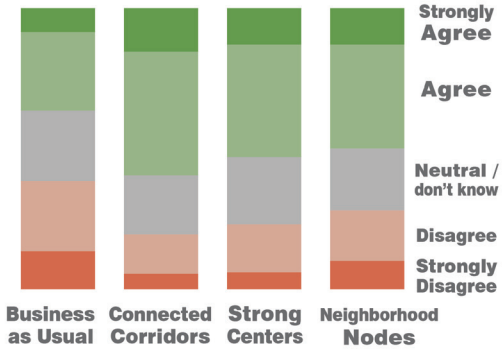
The way growth is distributed across Charlotte is fair



Growth and change shown where I live is reasonable

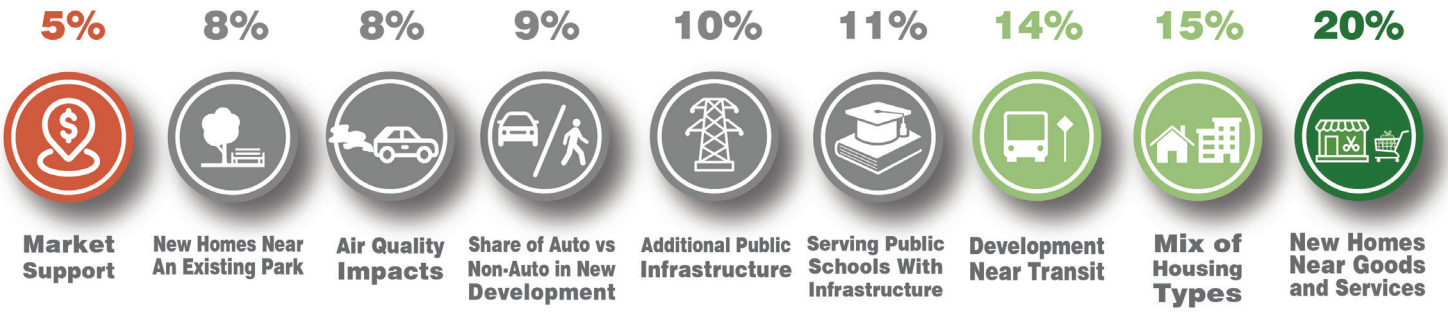


Development could help improve Charlotte

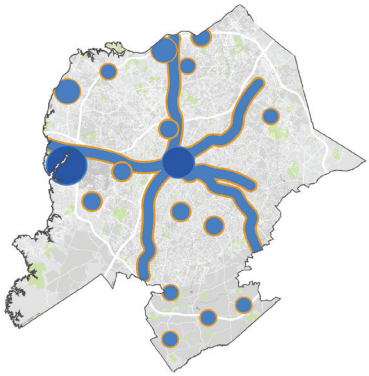


Performance Measures Priority

Each Growth Scenario was also assessed based on a series of Performance Measures that were coded, specifically for Charlotte, into the CommunityViz model. To understand which of these were most important to the community, the input form and survey asked people to choose their top Performance Measures. The Percent of New Homes Near Goods and Services was identified as the clear favorite (20%), with Mix of Housing Types and Development Near Transit picked second and third (15% and 14%, respectively), while Market Support received the least support of the Measures, with only 5%. It appears from these results that Charlotteans would prefer equitable access to amenities, even if it were to require some additional policies and incentives, beyond what the market demands, to achieve this goal. This priority will also be taken into account when assessing the final Preferred Scenario. The specific results of this feedback can be seen below.

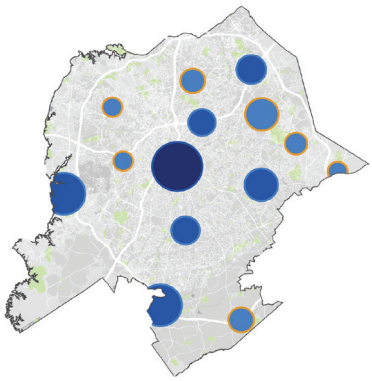


See appendix for full data summary of Growth Scenario workshops.



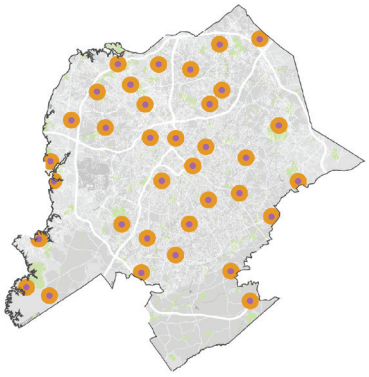
Business as Usual

The Business as Usual scenario wasn't identified as the best for advancing any plan goals. Likely, the other scenarios provided strong enough alternatives that people focused on those options and how to make them even better.



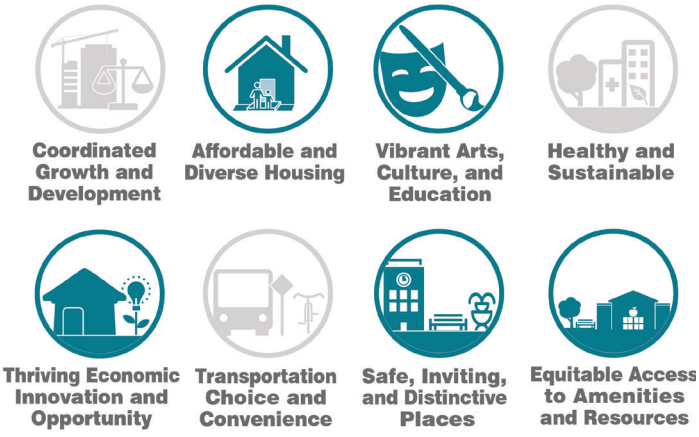
Strong Centers

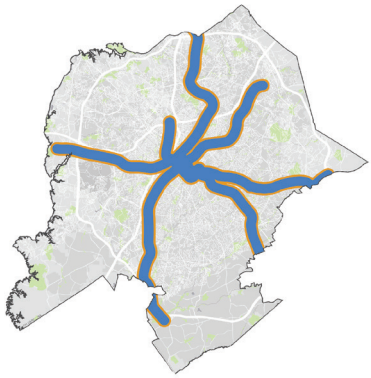
Identified as the best for meeting some Plan goals, likely because of the focus on urbanized places with a concentration of housing, jobs, arts, culture and education, as well as the ability to have centers with distinct identities.



Neighborhood Nodes

Identified as the best for meeting several Plan goals, comments suggested residents believe it would help neighborhoods become more distinct, vibrant, and better served. There were concerns about efficiency and congestion.





Connected Corridors

Identified as the best for advancing almost all goals. The Scenario did well in the performance indicators, but comments showed there was concern that the neighborhoods would be left out by the dispersed transit corridors.

See appendix for full data summary of Growth Scenario workshops.

Policy Framework

Subtopics

- Policy Framework Inputs
- Strategic Advisors Meeting Results

POLICY FRAMEWORK INPUTS

In order to create a Policy Framework to help guide Charlotte's Future, the Comprehensive Plan team worked to ensure that public input was the primary driver of the policies and objectives. During Phase 2 a significant amount of feedback was received about Plan policies and strategies, as well as how participants would like to see development mapped for future growth. These inputs were compiled and synthesized to create 10 overarching Framework Policies.

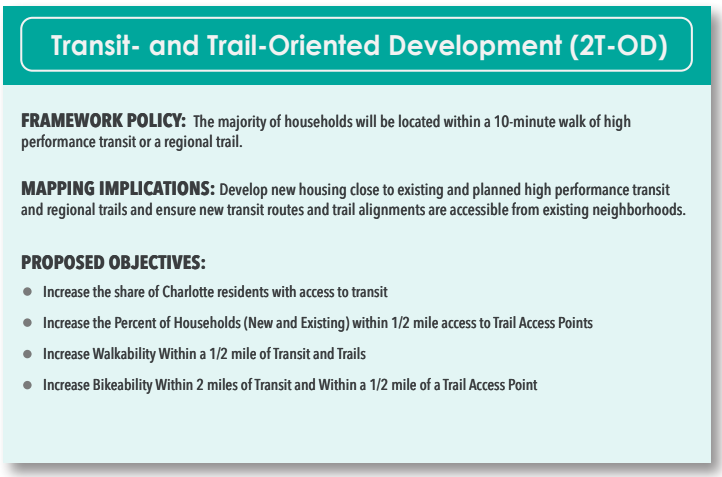
The development and refinement of this Policy Framework will continue into Phase 3 of the Plan, providing the baseline for how the Preferred Scenario will be mapped and the Plan will be written and organized. The community, Charlotte's elected and appointed officials, City of Charlotte partner agencies, and the Comprehensive Plan's strategic advisors will have the chance to provide additional feedback as the Framework and Preferred Scenario continue to progress.

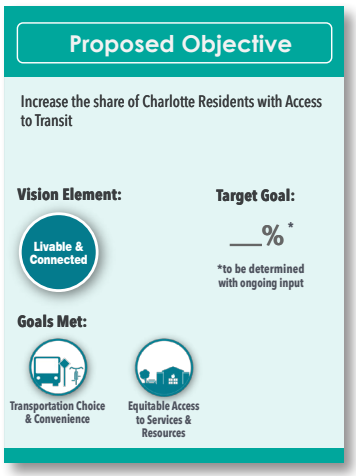
POLICY FRAMEWORK PURPOSE

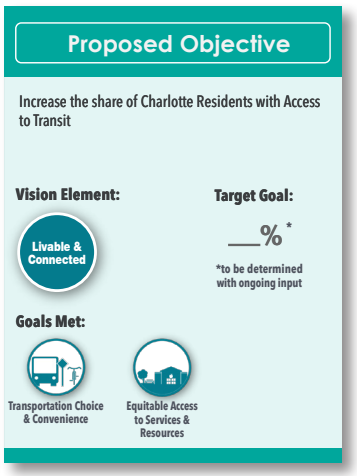
The Policy Framework will play an important role as the Comprehensive Plan process moves forward. The primary purpose of this framework is:

- To guide development of the preferred Scenario;
- To guide development of policies to support the Preferred Scenario; and
- To develop performance measures, metrics, and targets to track the Plan's success.

The 10 Framework Policies represent ways to achieve the Plan Vision Elements and Goals and provide a guide for future growth. Each Policy has 4-7 Proposed Objectives that provide more detail on ways to implement the Policy and set specific targets for the Plan to hit by 2040. To easily visualize each Policy and its associated Objectives a set of large colored-coded cards were made for each, see examples below. These cards were presented to the Strategic Advisors to receive an initial round of feedback on whether the Policies are appropriate for Charlotte and should be pursued further. Results of this feedback can be found on the following pages. Next steps for the process include incorporating the input from the Strategic Advisors, updating and refining the Policy Framework, and presenting these results to the public, City Council, and the Transportation and Planning Commission.





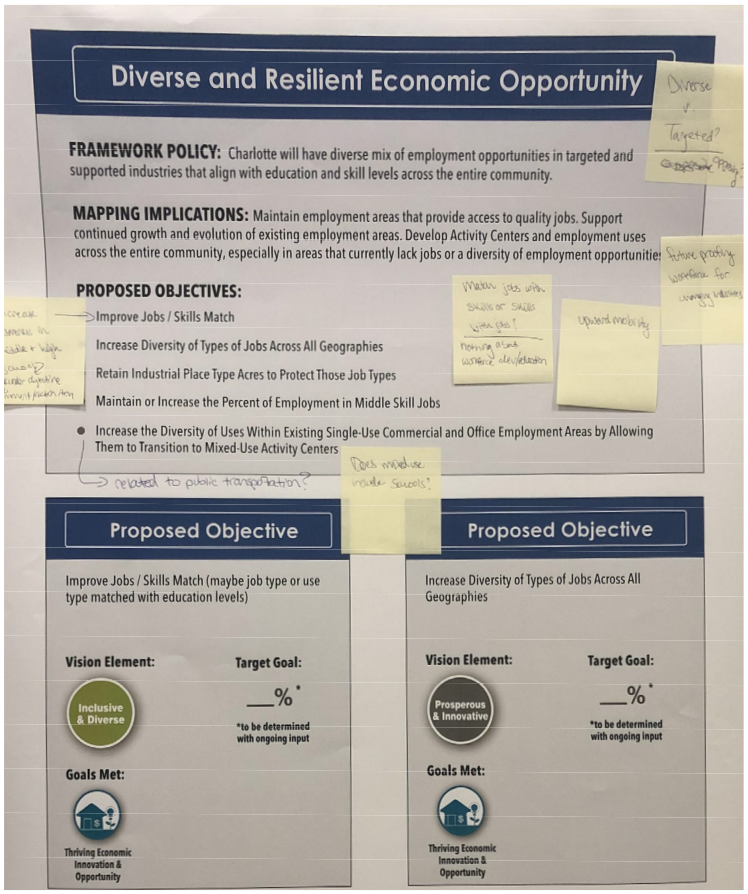


STRATEGIC ADVISORS MEETING RESULTS

After the first draft of the Policy Framework was created, a meeting with the Charlotte Future 2040 Comprehensive Plan Strategic Advisors, a group of 143+ volunteers who have experience or interest in the five vision elements of the Plan, gathered and reviewed the preliminary Framework.

The Advisors viewed a presentation that summarized the Plan efforts and input to-date to help orient them to the community's preferences and then broke into their 5, assigned Vision Element groups. Each Vision Element group reviewed the two Framework Policies most relevant to their Vision Element, and any others that they have time and interest in reviewing. Input was collected in three ways: Advisors could edit Policies and Objectives directly on the printed Cards; they could use Blank Cards to add new Policies and Objectives they thought were missing for their Vision Element; or they could provide sticky note comments on printed boards with the Policy and Objectives text in a larger format.

A summary of the comments received on each Policy by the corresponding Vision Element Group, as well as the proposed changes to the Policy Framework as a result of this input, are shown on the following page. Due to the preference of one of the Strategic Advisors groups the Balanced Mobility Policy was not reviewed during this meeting.



For full set of comments from Strategic Advisors session, see Appendix.

Inclusive & Diverse

Inclusive and Diverse Advisor's Input

- Modest and Missing Middle Housing Policy: Disliked title and unclear how missing middle housing impacts affordability.
- Retain Our Identify and Charm Policy: Disliked "Healthy" Home Sales Rate objective

Policy Framework Updates

- Modest and Missing Middle Housing Policy: Split into two policies for clarity and updated names to "Housing Diversity" and "Affordable and Workforce Housing"
- Retain Our Identify and Charm Policy: Removed Home Sales Rate, replaced with a Restoration and Adaptive Reuse objective

Prosperous & Innovative

Prosperous and Innovative Advisor's Input

- Fiscally Responsible Policy: The "Increase Revenue Generated per Acre" objective for new development is not clear or desirable as written, needs clarification
- Diverse and Resilient Economic Opportunity: Education should be a part of this policy

Policy Framework Updates

- Fiscally Responsible Policy: Increase Revenue per Acre objective language updated, added "in compatible areas" to help ensure new development is appropriate
- Diverse and Resilient Economic Opportunity: Added workforce education to objective

Healthy & Sustainable

Healthy and Sustainable Advisor's Input

- Integrated Natural and Built Environment Policy: In addition to discussion of expanding open space, also focus on preserving current natural assets.
- Healthy and Active Communities Policy: Add objective about healthy food choices.

Policy Framework Updates

- Integrated Natural and Built Environment Policy: Added additional language emphasizing preserving open space and tree canopy.
- Healthy and Active Communities Policy: Added objective for healthy food choices.

Livable & Connected

Livable and Connected Advisor's Input

- 10-Minutes Neighborhoods Policy: Unsure about transit trips as part of 10-min access
- Transit- and Trail-Oriented Development Policy (2T-OD): Want to ensure that safety is integrated into this Policy as a clear priority

Policy Framework Updates

- 10-Minutes Neighborhoods Policy: Will focus 10-minute access on walk or bike trips
- Transit- and Trail-Oriented Development Policy (2T-OD): Added the requirement of safety to all pedestrian and bicycle improvement objectives

Regional

Regional Advisor's Input

- 2T-OD Policy: Ensure access is measured to high-capacity transit, better access for all
- Fiscally Responsible: This Policy should reflect that the costs are to the City and public

Policy Framework Updates

- 2T-OD Policy: Changed wording to reflect goal of high-capacity transit access
- Fiscally Responsible: Updated language to indicate public and private costs of growth

CHARLOTTE℠

Appendix: Compiled Inputs and Results

The following documents include the complete results from the Phase 2 input activities and events. The compiled results include:

1. Public input report for the *Growing Better Places* game Final Thoughts - In-person, June through August, 2019
2. Public input report for the *Growing Better Places* game Demographics - In-person, June through August, 2019
3. Public input report for the *Growing Better Places* game Final Thoughts - Online Survey, June through September, 2019
4. Public input report for the *Growing Better Places* game Demographics - Online Survey, June through September, 2019
5. Compiled spreadsheet of online and in-person *Growing Better Places* results
6. Compiled spreadsheet of Neighborhood Amenities Pop-up results
7. Compiled spreadsheet of Growth Scenarios Pop-up results
8. Typed list of Phase 2 Pop-up Locations
9. Public input report for the Growth Scenarios Workshop - Online Survey, October, 2019
10. Compiled spreadsheet of Growth Scenario Workshop and survey results
11. Typed notes and images of the Growth Scenario Workshop Wall Graphics, October 8th and 9th 2019
12. Minutes from the Charlotte-Mecklenburg Planning Commission Meeting, October 7th, 2019
13. Typed notes from the Charlotte City Council Meeting, October 7th, 2019
14. Comments from Strategic Advisors Policy Framework Meeting, November 21, 2019