



**2040**  
COMPREHENSIVE  
PLAN

Charlotte Mecklenburg Planning Commission  
June 3, 2019

# Presentation Outline

About the Plan

Existing Conditions – Key Findings

**Discussion #1**

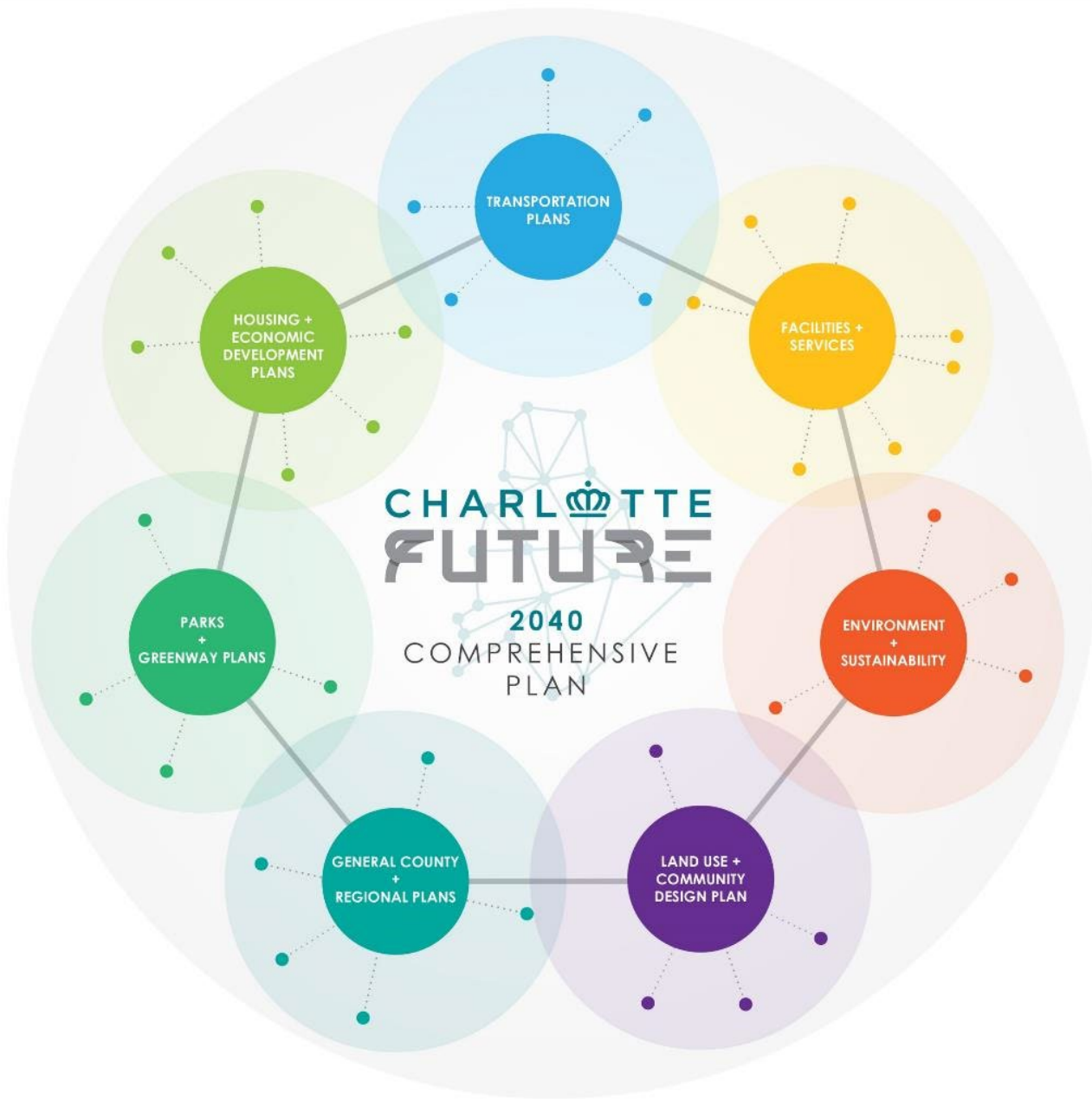
Vision + Values - Outcomes

**Discussion #2**

Next Steps – Getting to Growth Scenarios

Process/Schedule Map

# About the Plan

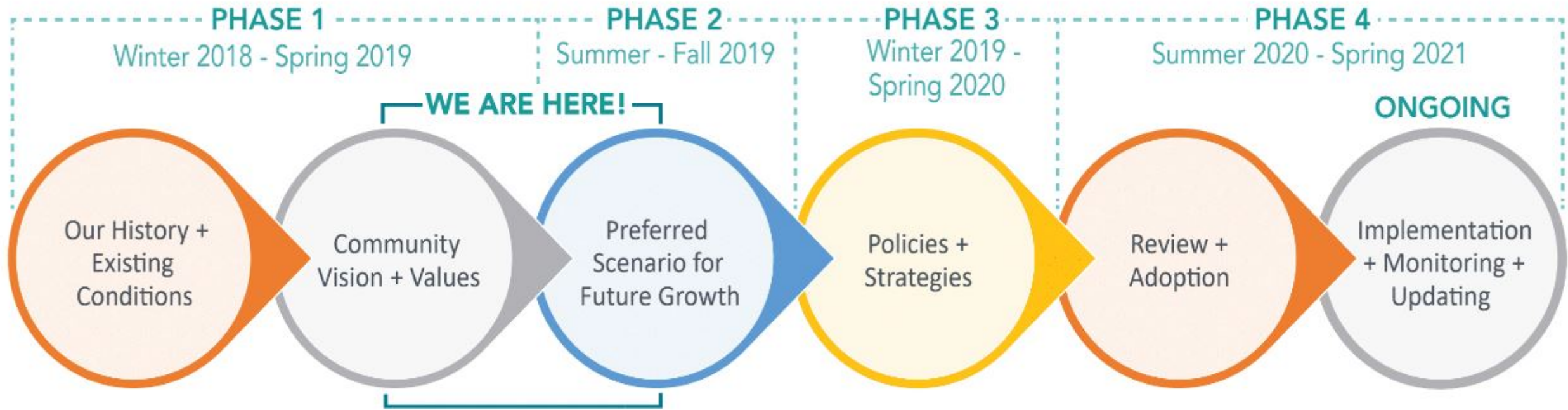


A Comprehensive Plan **guides our growth** to achieve the physical structure we want for Charlotte in 20 years.

A **shared vision** of our growth, development and capital investments

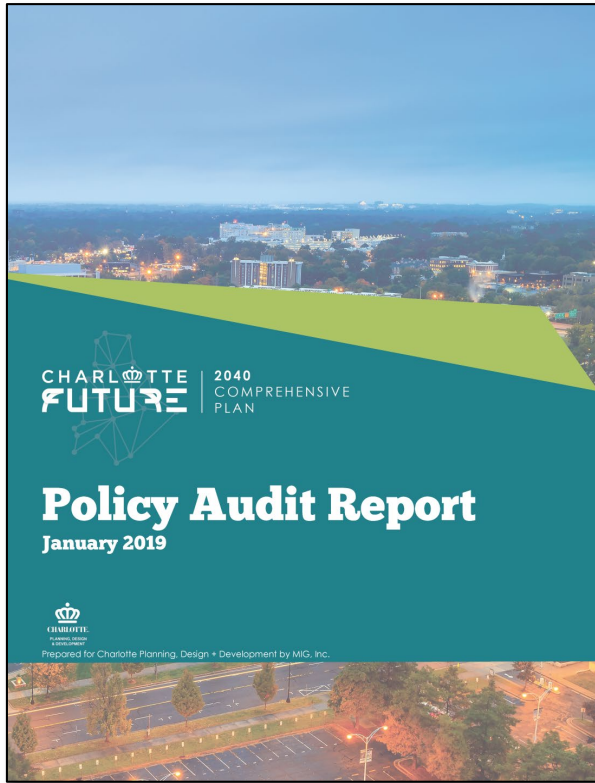


# Schedule and Process Steps



# Existing Conditions Key Findings

Policy Audit  
Growth Factors Report  
Equity Atlas



Lack overarching vision

Many Area Plan policies  
applicable community-  
wide

Appetite for sustainability

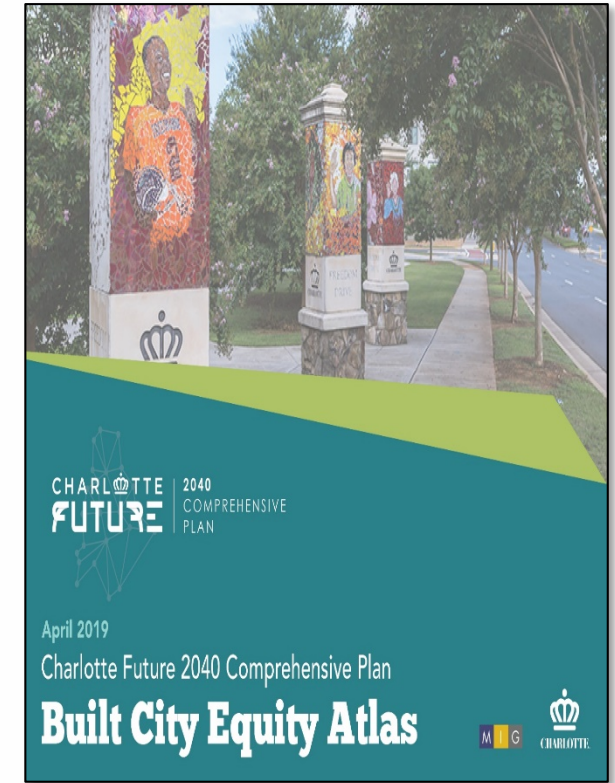


Strong growth, unequal benefits

Increasing diversity

Affordability – residents &  
businesses

Need to distribute growth  
opportunities & pressures



Arc & Wedge Differences

Need more nuanced  
approach

Need to improve access  
to services & amenities

# Vision + Values

Who we reached  
What they said  
Outcomes



# Phase 1 Community Engagement Summary



# What We Did

We invited input at in-person events in several locations and through online surveys seeking many diverse voices.

**over 1,500\***  
**people**



**gave input**



**community  
workshops**

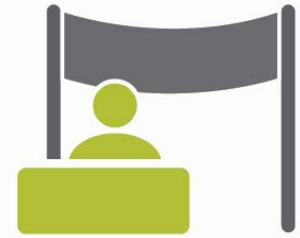
↳ **240+**



**survey**

↳ **650+**

**16 events**



**pop-ups**

↳ **700+**

**\*data collected at community workshops, online surveys, and pop-up events**

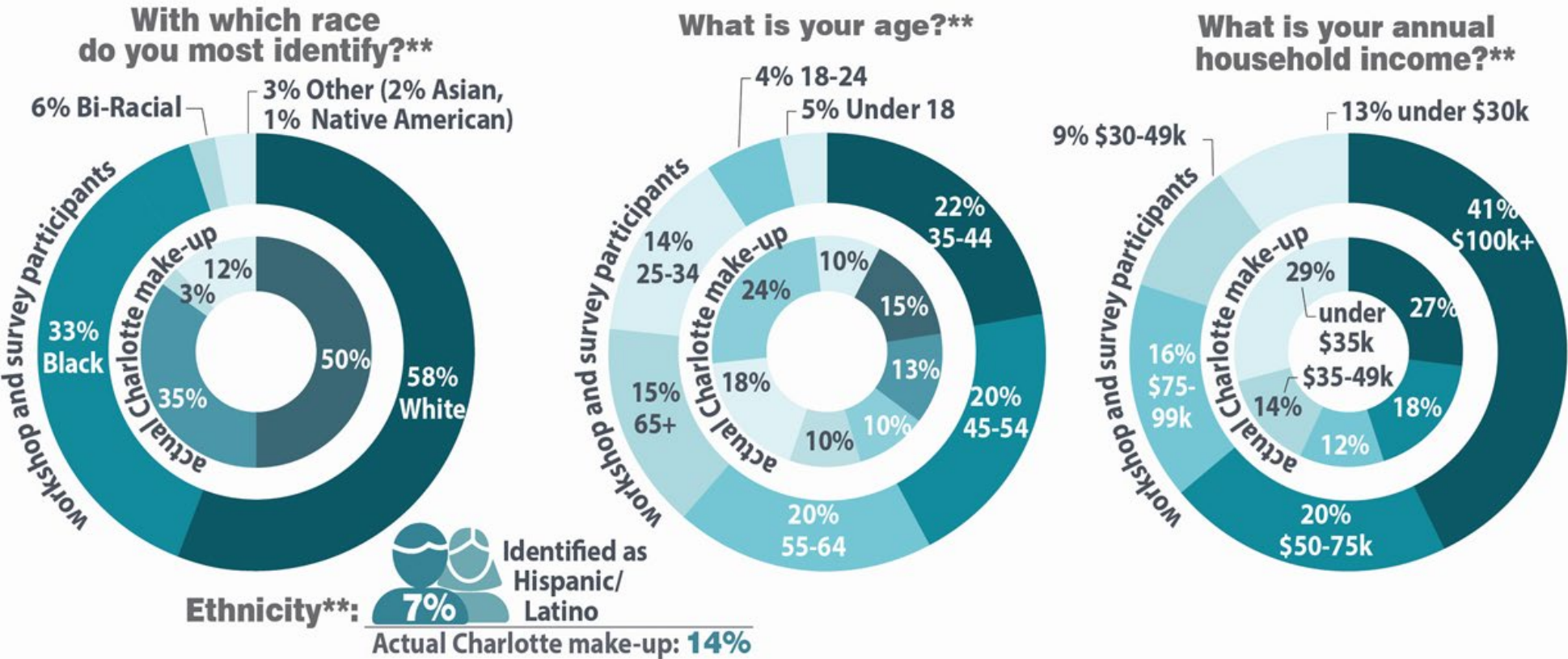
**256,000+**

**views of Charlotte Future related content  
including flyers, Instagram posts, and emails**



# Who Attended

We listened to ideas from groups representing all segments of Charlotte's population, including those that we don't hear from often enough - people of color, non-English speaking residents, and those with lower incomes.



“Charlotte is America’s Queen City,  
opening her arms to a **diverse** and  
**inclusive** community of residents,  
businesses, and visitors alike; a **safe** family-  
oriented city where people **work together**  
to help **everyone thrive.**”

*Source: January 2018, City Council Retreat*

# Vision Themes to Build On

- Existing plans
- Prior Engagement
- Consultant Reports
- Resident Survey



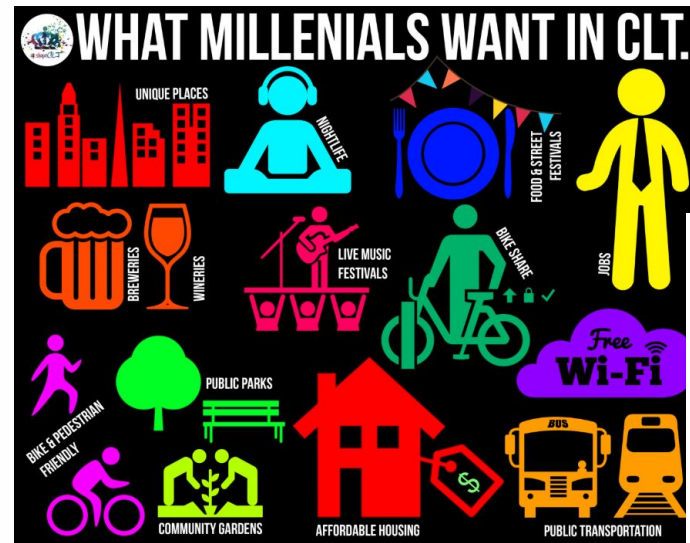
- Diverse and Inclusive Community
- Equitable Access and Development
- Strong Neighborhoods
- Thriving Economy
- Affordability and Housing Choice
- Transportation Choices
- Distinctive Character
- Walkable Neighborhoods
- Build Community Capital
- Inviting Spaces
- Outdoor Recreation
- Healthy Environment and Tree Canopy
- Combat Displacement



# Vision Themes to Build On: *An Example from the Millennial Plan*

## In Phase 1: Vision & Goals

1. Provided insight about what key segment of our population wants/expects
2. Narrative + survey results helped inform vision themes & goals
3. Reinforced the tie of the Comprehensive Plan to the 10 traits of winning cities



## THE 10 TRAITS OF WINNING CITIES TOMORROW

- 1 **BEYOND BORDERS**  
Advancing collaboration across and outside the region
- 2 **AFFORDABLE SPACES**  
Meeting the rising demand for affordable housing
- 3 **OPEN MIND**  
Being creative, innovative, and accepting of new ideas
- 4 **WORKFORCE DYNAMICS**  
Advancing large-scale training and re-skilling
- 5 **BIG TENT**  
Being a welcoming and inclusive community
- 6 **POSITIVE BUZZ**  
Inspiring and scaling positive word of mouth
- 7 **15-MINUTE LIVABLE COMMUNITIES**  
Investing in diverse neighborhoods
- 8 **MILLENNIAL MAGNET**  
Being a hot spot for young professionals
- 9 **SHARED STORY**  
Advancing a seamless narrative; Why we're unique
- 10 **OPEN BOOK**  
Being hyper-transparent and a proactive communicator

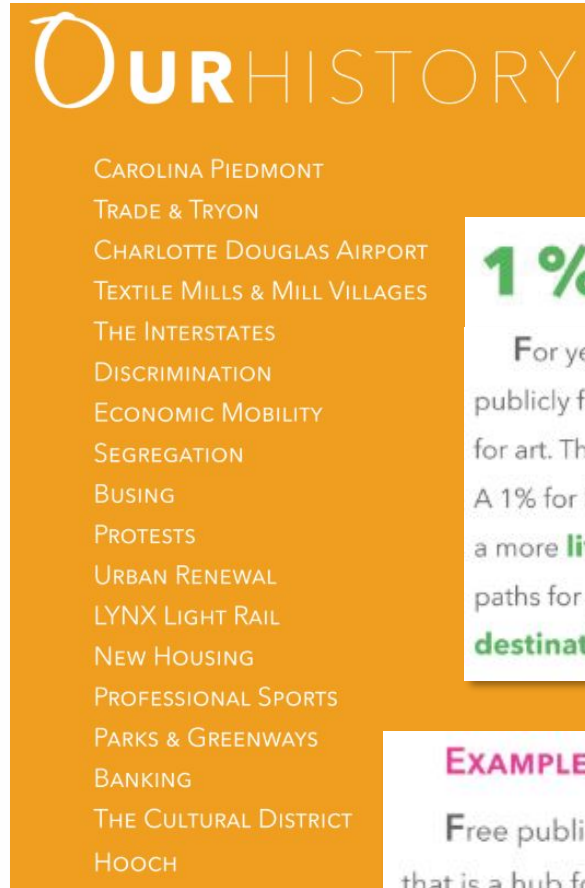


Include the **EXISTING COMMUNITIES**! IT'S TERRIBLE THAT OLDER, BLACK NEIGHBORHOODS ARE BEING TURNED OVER INTO A **CRAPPY CRAFTSMEN COPY CAT** NODA NEIGHBORHOODS. DON'T LET EVERYONE WHO'S BEEN A PART OF CHARLOTTE FOR GENERATIONS BE **REPLACED** BY NEW YORKERS AND TECH COMPANIES.

# Moving Forward: *An Example from the Millennial Plan*

In Phase 2 & 3:

1. Resource to help with messaging of education and outreach materials (The history piece is one example)
2. Resource when developing policies and implementation strategies in Phase 2 & 3
3. Case studies/examples from other cities will be useful in explaining some of the recommendations that the Comprehensive Plan may put forward



## 1% FOR PEDESTRIANS

For years, Charlotte has had a set aside program for public art , where all publicly funded buildings must use **1% of their total construction budget** for art. The goal was to enhance new buildings and ultimately the public realm. A 1% for Pedestrians program would **expand** on that initiative and build a more **lively** and **safe streetscape** in the city. By creating spaces along paths for people to gather and engage in activities, streets then becomes **destinations** and places for gathering.

## EXAMPLES FROM OTHER CITIES:

Free public wifi is part of the city's strategic plan to create a city that is a hub for innovation. Alon Solar, a city council member in **Tel Aviv**, has expressed that free access to internet is vital to fostering

<http://ui.uncc.edu/story/charlotte-vision-plan-millennials>



# What They Said

## CHARLOTTE FUTURE 2040 COMPREHENSIVE PLAN COMMUNITY WORKSHOP - 3.5.19

### Vision

- ▶ EDUCATION & SCHOOLS
- ▶ INDIVIDUAL ECONOMIC MOBILITY
- ▶ ACCESS TO HEALTHY FOOD
- ▶ COMBATING HOMELESSNESS
- ▶ COMMUNITY SAFETY
- ▶ ARCHITECTURE & DESIGN
- ▶ HISTORIC PRESERVATION
- ▶ EFFECTIVE TRANSPORTATION CHOICES
- ▶ POLITICAL INFLUENCE FOR RESIDENTS / EMPOWERMENT
- ▶ CAPACITY BUILDING
- ▶ AIR QUALITY → AIRPORT  
→ TRANSPORTATION  
→ LARGE DISTRIBUTION
- ▶ ACCOUNTABILITY FOR ENVIRON. QUALITY

▶ TREE CANOPY  
PROTECT & ENHANCE



▶ FARMING & AGRICULTURE  
→ PUSHED FURTHER & FURTHER OUT



▶ WILDLIFE HABITAT & ECOSYSTEM

▶ COMMUNITY INVESTMENT

▶ MANAGE/SHAPE GROWTH

▶ RECREATION CENTERS  
→ YOUTH  
→ SENIORS  
→ FAMILIES

▶ AFFORDABLE HEALTHCARE  
→ EQUITABLE DISTRIBUTION  
→ WESTSIDE LOCATIONS

▶ STOP HUMAN TRAFFICKING

▶ OUTSIDE INVESTMENT NEEDS TO BENEFIT CURRENT RESIDENTS

▶ TRANSIT SAFETY

▶ SMALL BUSINESS SUPPORT

▶ ACCESS TO TECHNOLOGY FOR ALL

▶ STREAM QUALITY & INTEGRITY

▶ INCLUSIVE & COOPERATIVE POLITICAL PROCESS & ENGAGEMENT  
STATE OVERSIGHT

▶ BETTER COLLABORATION OF CITY & STATE (ESPECIALLY ROADS)

▶ INVOLVE YOUNG PEOPLE



▶ ENVIRONMENTAL CONNECTIVITY & EQUITY (TRAILS, GREENWAYS, ETC)

▶ MIXED INCOME HOUSING

▶ ENSURE

COMMUNITY IMPACTS / BENEFITS OF INVESTMENT

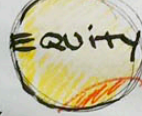
▶ NEIGHBORHOOD LIGHTING



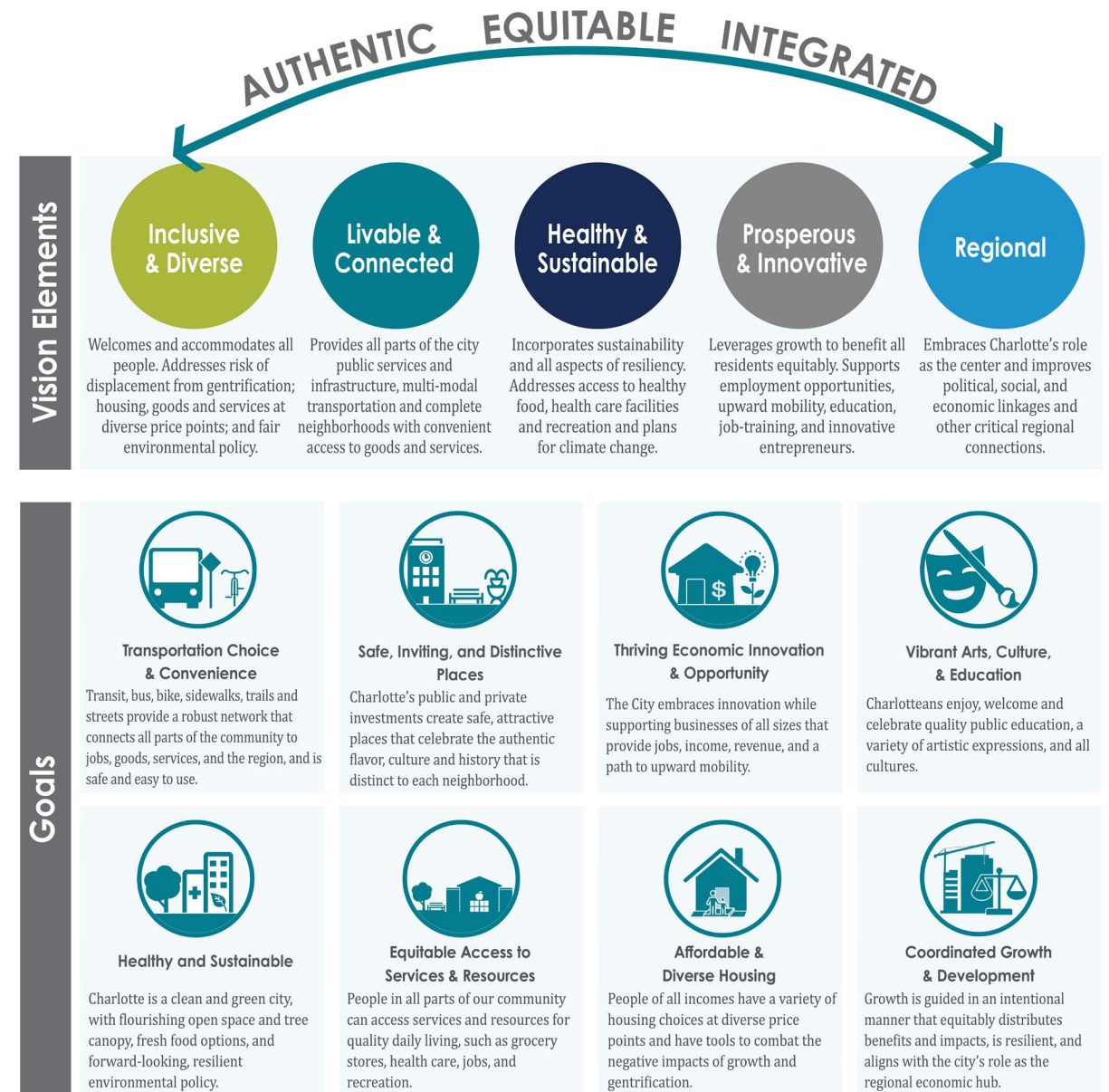
▶ THRIVING MUSIC & ARTS CULTURE

▶ WORKFORCE & AFFORDABLE HOUSING

▶ RENTAL DISPLACEMENT



# Outcome: Preliminary Vision and Goals Framework





# BIG QUESTIONS MOVING FORWARD

## Inclusive & Diverse

How can we make Charlotte more affordable and minimize the negative impacts of gentrification, while also making it a better, fairer place to live for everyone?

## Liveable & Connected

How do we retain the identity of our diverse existing neighborhoods, manage traffic congestion and provide convenient mobility options as the city grows?

## Healthy & Sustainable

How do we help existing neighborhoods to be clean, healthy, and inviting, and guide new growth to be sustainable?

## Prosperous & Innovative

How do we support small and local businesses and help all businesses thrive in a way that also increases upward mobility? How can we support art and education to enhance existing culture?

## Regional

How can we ensure enough services and infrastructure so new growth doesn't lead to too much growth in the wrong places? How do we work across jurisdictions to best manage growth at our center and edges?



Preliminary  
Elements  
Address  
Hot Topics  
Such As:

# Vision + Values

Inclusive + Diverse City	Livable + Connected City	Healthy + Sustainable City	Prosperous + Innovative City	Regional City
 Displacement	 Land Use & Design	 Food Deserts & Food Systems	 Jobs & Training Programs	 CLT Airport
 Affordable Housing	 Parks & "Public" Space	 Tree Canopy Preservation	 Business Friendly Community	 Regional Bus & Light Rail Connections
 \$50 million Housing Bonds	 Transportation	 Strategic Energy Action Plan	 Vision Zero	 Passenger Rail Hub
	 Complete Neighborhoods		 Opportunity Zones	 Highway Linkages

# Implementation + Monitoring

# Discussion #1

Element Hot Topics

Big Questions Going Forward

# Next Steps

Confirm Vision + Goals

Getting to Growth Scenarios

- Research – Examples from other cities
- Education + Engagement
- Data gathering

# Confirming What We Heard

[www.charlottefuture.com/2040](http://www.charlottefuture.com/2040)



## VISION & GOALS CONFIRMATION SURVEY

*Your City. Your Plan. Your Future.*

Over the past few months, Charlotteans shared their passion, ideas, and values for our city. We grouped many ideas into the top five Vision Elements and the top eight Goals for the 2040 Comprehensive Plan.

All the input — and the Vision Elements and Goals — are helping to create the framework for the Comprehensive Plan. This framework will be our measuring stick. When scenarios are created for our city's future growth and how land is used, they will be measured against the framework to make sure they move the community's vision for the city forward.

### PRELIMINARY VISION ELEMENTS



### PRELIMINARY GOALS

Please review the eight goals that follow and tell us what you think! How well do the following goals reflect YOUR aspirations for the future of Charlotte?

#### My goal for Charlotte is...

- a) ...Equitable Access to Services and Resources**  
People in all parts of our community will be able to access services and resources for quality daily living, such as grocery stores, health care, jobs, and recreation.
- b) ...Transportation Choice and Convenience**  
Transit, bus, bike, sidewalks, trails and streets will provide a robust network that connects all parts of the community to jobs, goods, services, and the region, and will be safe and easy to use.
- c) ...Safe, Inviting, and Distinctive Places**  
Charlotte's public and private investments will create safe, attractive places that celebrate the authentic flavor, culture and history that is distinct to each neighborhood.
- d) ...Thriving Economic Innovation and Opportunity**  
The city will embrace innovation while supporting businesses of all sizes that provide jobs, income, revenue and a path to upward mobility.
- e) ...Vibrant Arts, Culture, and Education**  
Charlotteans will enjoy, welcome and celebrate quality public education, a variety of artistic expressions, and all cultures.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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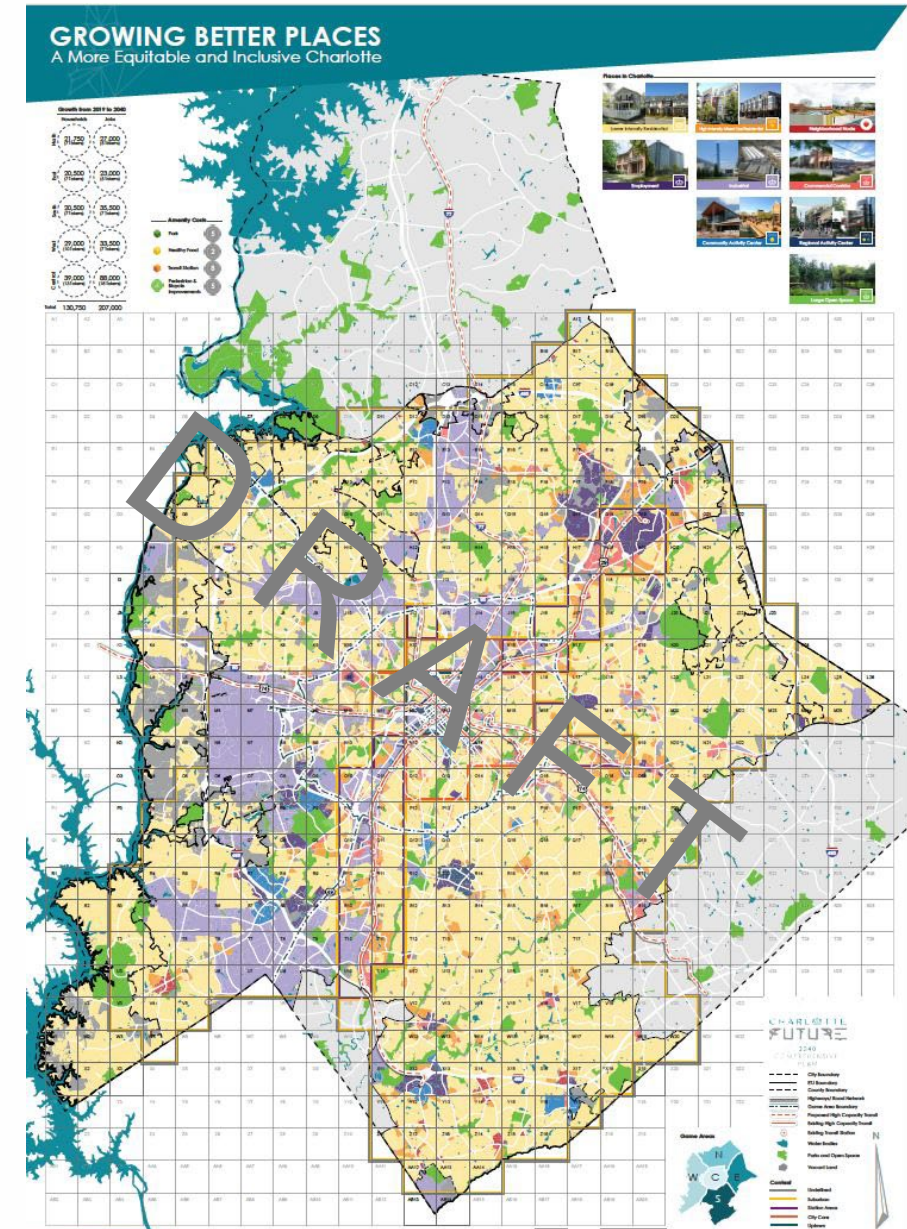


# Getting to Growth Scenarios

## Growth Game Purpose:

- Educate and inform – growth, trade-offs, complete neighborhoods/Place Types, equity
- Influence – development of alternative scenarios for Charlotte
- Outcome – better input + decision making

## Example – New Castle County







## Multiple Ways to Play!

- At a City Sponsored Game Nights
- Invite friends over & host your own game night
- Online

## Short on time?

You can just play the first round in person or online!



## Interested in how your neighborhood will grow?

After the first round, you can focus on one or all of the 5 geographies!

# Growth Game Outreach

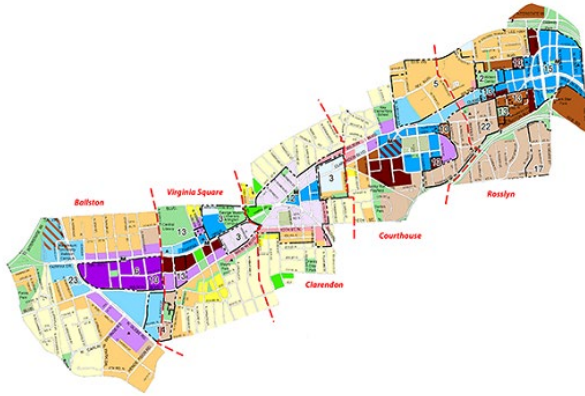
- Ambassadors
- Advisors
- Interest Groups
- Staff
- Planning Commission
- General Public – pop-ups
- On-line





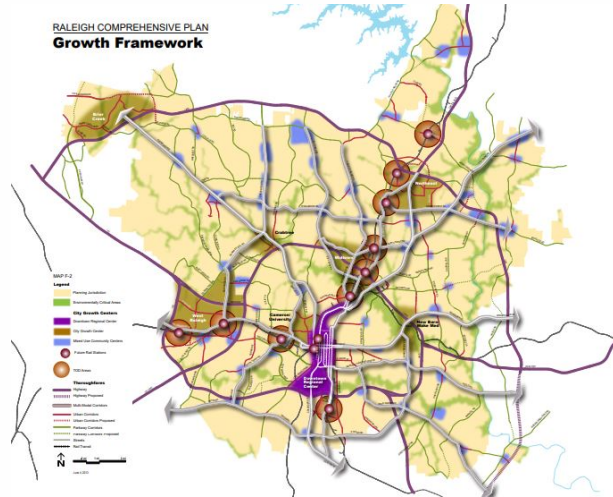
# Getting to Growth Scenarios

## Examples Inform Game Play



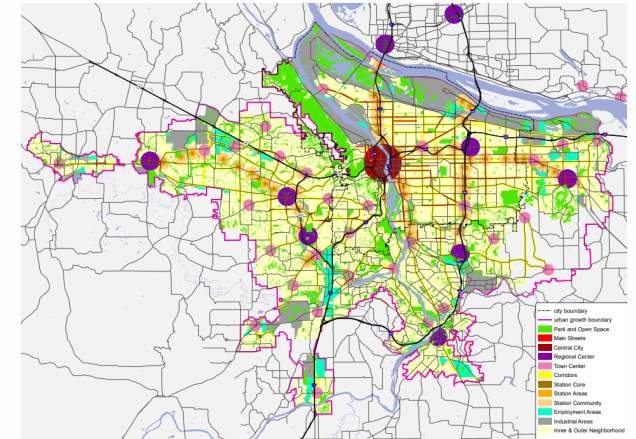
Arlington, Virginia:  
Transit Oriented Development  
Strategy

- Connects people and jobs with less congestion than an auto-oriented strategy
- Multiple development nodes along the transit lines, rather than concentrated in fewer areas
- Requires heavy investment in transit and most successful along fixed routes



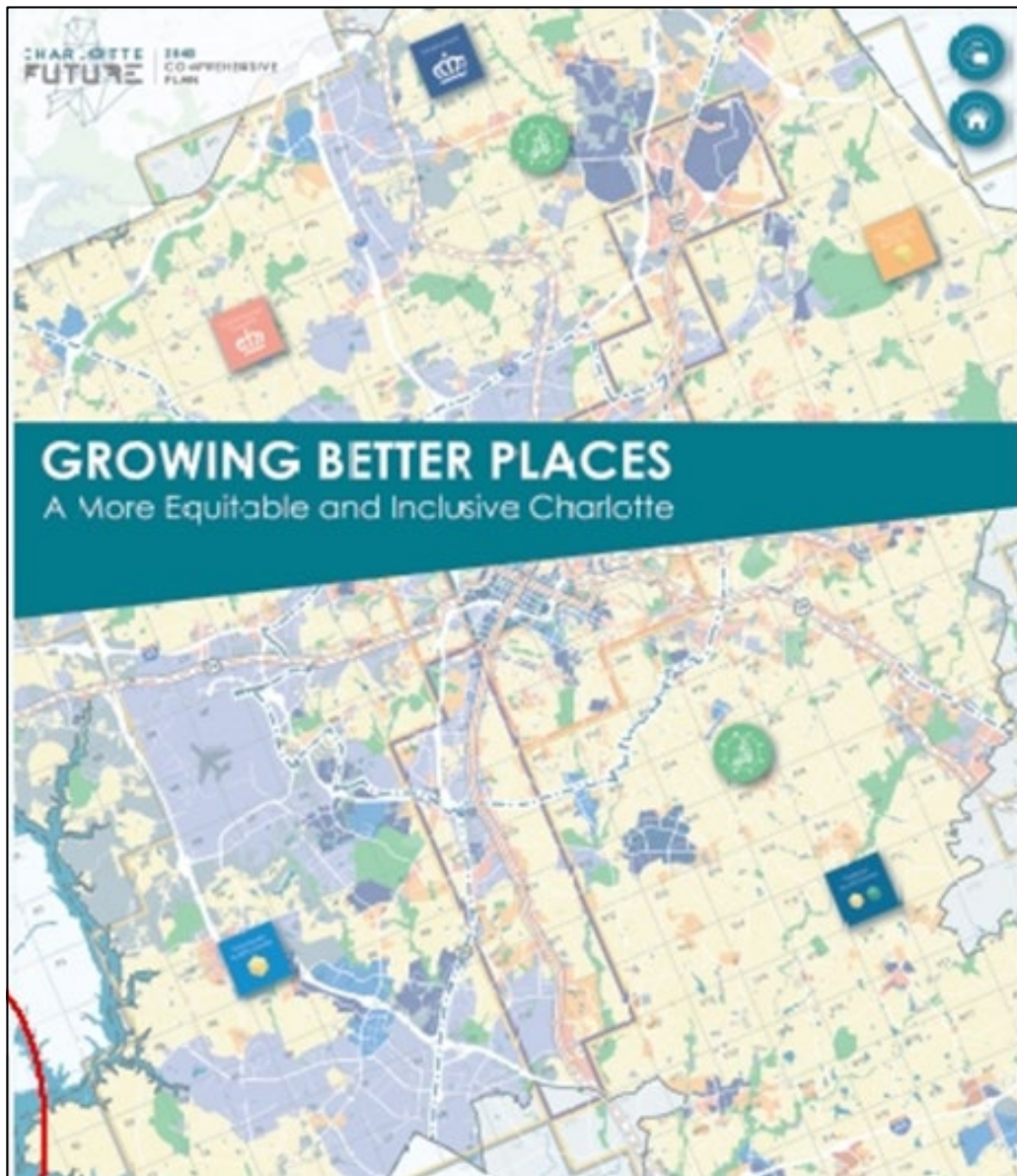
Raleigh, North Carolina:  
Downtown & Corridors  
Development Strategy

- Provides businesses and services near many neighborhoods, while leaving the areas between mostly residential
- Growth creates traffic congestion
- Shops and restaurants orient to the road so private development rarely creates enjoyable public gathering spaces or parks



Portland:  
Multi-Center Development Strategy

- Multiple, smaller centers
- Reduces intensity of commuter congestion and fosters distinct character in each center
- Centers surrounded by diverse housing choices, so multifamily is less concentrated in a few areas.
- Distributes challenges and benefits of growth to more neighborhoods.
- Difficult to efficiently link all the centers with transit.



West

**GROWTH AND EQUITY**

The West area of the city makes up 27% of Charlotte's land area, but only 14% of the households and 17% of the city's jobs. Current projections show this area slightly increasing its percent of households to 16% and maintaining its percent of jobs (17%) by 2040. This area is projected to make up 22% of the city's total growth. Data shows that this area has the least dense and diverse housing options, and relatively low access to transit and bicycle facilities. It also has low commercial density, which indicates most jobs are in service or manufacturing.

**Using the growth information and the housing and jobs chips set up on the board, do you think the projected growth for this area is high or low? How would you adjust or distribute the projected growth in a way that is equitable for this area and the city as a whole?**

**PLACES**

This area is mostly made up of Lower Intensity Residential with large areas portions of Industrial intermixed. Most of the jobs in this area are along the major roadways in the northern most and southern most portions and around the airport. There are few Activity Centers in the West.

**Using the Place tokens and thinking about the current distribution of uses in the area, what types of Places should be prioritized in the West geography? Choose your top 2-4.**

Game Play Informs Scenarios



# Scenario Planning



Purpose:

Help us make more informed decisions about our future

Consider future issues and challenges

Estimate likely effects of different growth and development patterns

Better understand the impacts/trade-offs of our choices



# How will the Scenarios be Different?

Inputs from Game Play,  
Vision + Goals



Development Types



Development Locations



Development Patterns



Development Intensities

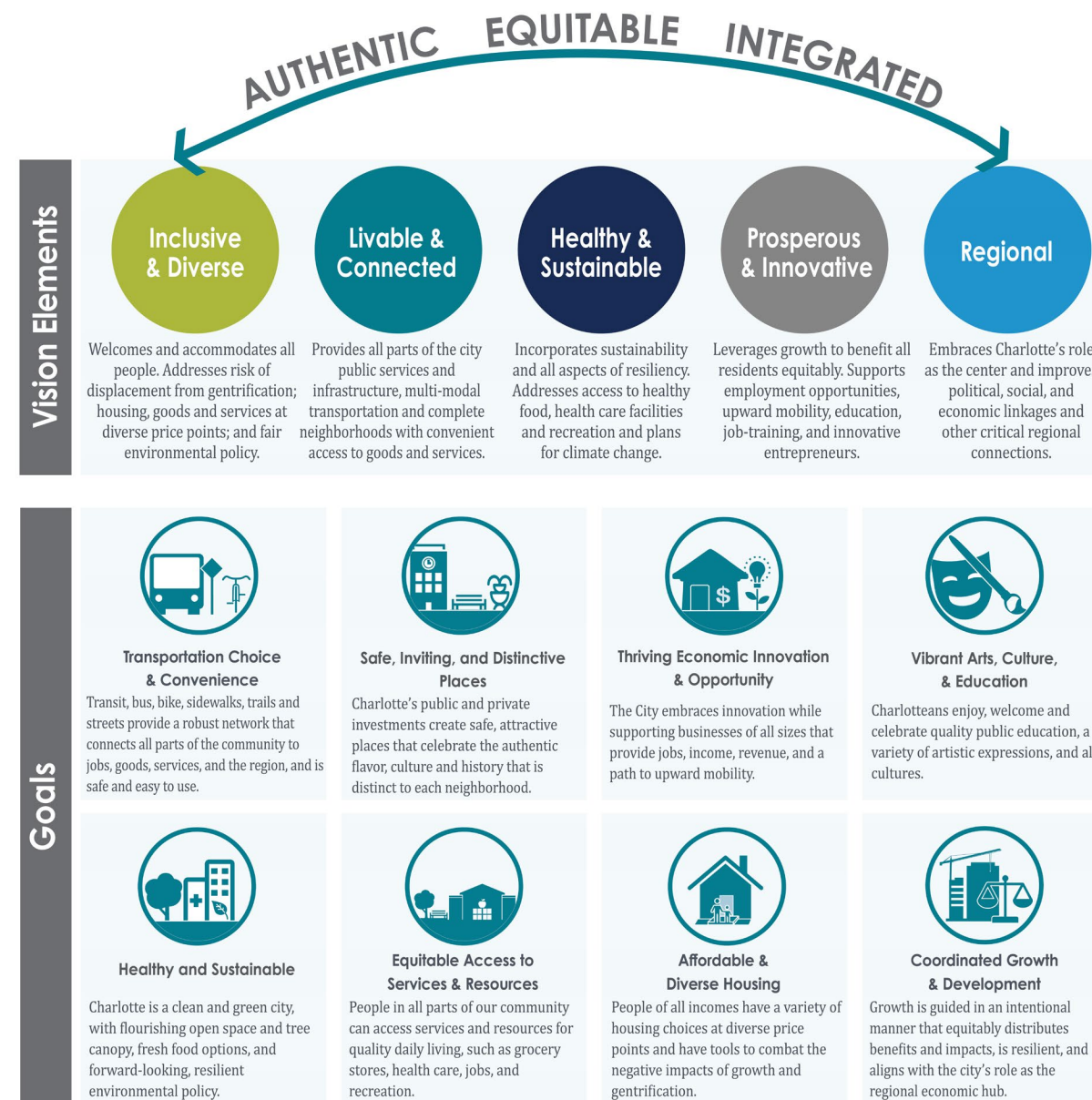


Supporting Infrastructure












































Conservation Measures

# Does the Scenario Further Our Vision and Goals?



# Process Map



		April	May	June	July	August	September	October	November	December
theme:		Vision and Values; Complete Neighborhoods	Vision and Goals; Contexts; Trade-offs	Community Needs; Scenario Inputs	Community Needs	Community Needs	Fall Outreach Prep	Alternative Scenarios	Alternative Scenarios	Preferred Scenario
OUTREACH	objectives	Ph. 2 Engagement Strategy Input on: • Vision & Values • Complete Neighborhoods	Confirm Vision and Values Continue input on Complete Neighborhoods Introduce Contexts and Places	Scenario Input focused on: 1. Applying Vision Themes and Goals 2. Considering context and place changes for: • City • 5 Major subareas (Central, N, S, E, W) 3. Addressing community needs			Summarize results from summer outreach	Feedback on Alternative Scenarios: 1. Pros and cons of each 2. Specific concerns 3. Favorite aspects 4. Overall ranking 5. Outstanding questions		Prepare for Phase 3 Outreach
	communications	 Promote Website & Survey #1a: Vision and Values	 Promote Website & Survey #1b & #2: Complete Neighborhoods Vision Framework	 Promote Website & Online Activity Scenario Inputs  Promote Growth Game			 Promote Workshops	 Promote Workshops & Online Equivalent  Promote Online Activity Alternative Scenarios		
	activities	 Pop-ups & Community Presentations   Survey #1a: Vision and Values	 Pop-ups & Community Presentations   Survey #1b & #2: Vision Framework Complete Neighborhoods   Council Committee & Planning Commission: Update	 Pop-ups & Community Presentations   Online Activity: Scenario Inputs/Growth Game   Growth Game   Ambassadors Meeting: Growth Game   Council Committee & Planning Commission: Vision & Goals, Pre-Scenario Planning			 Planning Commission: Growth Game / Scenario Inputs   Strategic Advisor Group: Orientation and Scenario Inputs	 Distribute Summer Outreach Summary   Council Committee: Summary of Outreach & Preview of Alternative Scenarios   Strategic Advisor Group Meeting: Alternative Scenario Evaluation	 Community Workshops   Pop-ups & Community Presentations   Online Activity: Alternative Scenarios   Council Committee & Planning Commission: Summer Engagement and Alternative Scenarios   Strategic Advisor Group Meeting: Preferred Scenario Input	
TECHNICAL	analysis	Vision synthesis Existing place types Committed development layer	Vision synthesis Case Study scenarios (to inform public input) Development Yield Place Type context	Finalize game and online equivalent	Market testing Digitize and analyze inputs Calibrate model outputs	Build alternative scenarios	Digitize and analyze inputs	Begin framing Preferred Scenario	Finalize draft Preferred Scenario	
	deliverables	 Place Types Review & Contexts   Vision Framework Outline   Ph. 2 Engagement Strategy & Key Messages	 Existing Contexts Map   Vision Framework Documents   Ph. 2 Process Graphic	 Existing Place Types and Categories Map   Growing Better Places Game & Online Activity		 Place-Based Scenarios	 Workshop Materials   Summer Outreach Summary	 Online Activity	 Ph. 3 Key Messages & Process Graphic   Preferred Place-Based Scenario	

# Discussion #2

Getting to Growth Scenarios  
Process & Schedule

# Call to Action

Sign up for updates:

[www.charlottefuture.com/2040](http://www.charlottefuture.com/2040)

Follow on Facebook & Instagram:  
**@cltplanning**

## Invite Others To:

Attend Community Workshops

Complete online questionnaire

Join the Strategic Advisor Group

Be an Ambassador

Attend Educational Speaker Series

Host a game night

Invite us to their events





**2040**  
COMPREHENSIVE  
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**Thank You!**

More information and to sign up for updates: [www.charlottefuture.com/2040](http://www.charlottefuture.com/2040)

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