



**2040**  
COMPREHENSIVE  
PLAN

**Community Workshops: Vision & Values**  
**March 2019**



## Timelapses show 50 years of development, change in Charlotte

A time lapse tour of Charlotte locations.

By John D. Simmons

# Charlotte is in the midst of a growth spurt. These are 5 of the fastest-changing areas.



BY ELY PORTILLO

[eportillo@charlotteobserver.com](mailto:eportillo@charlotteobserver.com)



August 03, 2018 08:36 AM

Updated August 04, 2018 05:44 PM



If Charlotte were a human, the city would likely be a teenager, getting taller and busting out the seams of its clothes in the midst of a huge growth spurt.

The city's building boom shows no signs of stopping, with dozens of people a day moving



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Actionable guidance.



DEVELOPMENT

August 8, 2018 1:00 PM

# As Charlotte grows, here are the four biggest questions about the city's development



## Development

What's new in commercial and residential real estate in the Charlotte

More



M I G

# Charlotte falls off business magazine's list of metros with most economic growth potential

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# Charlotte Fast Facts

47% Tree Canopy

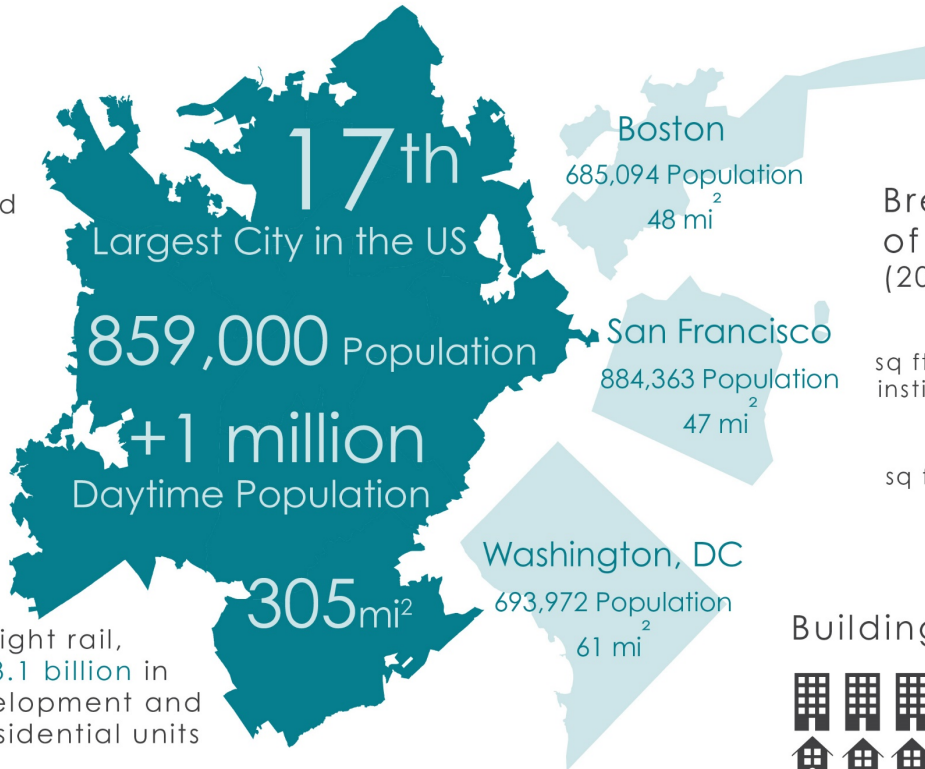
840 Miles of Creek and Streams

2,250 Miles of Sidewalk

2,450 Miles of Streets

19 Miles of Light rail, driving \$3.1 billion in new development and 13,000 residential units

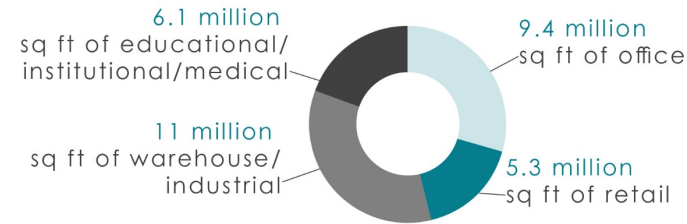
10 Miles of streetcar at completion, driving \$400 million in investment along the corridor



Breakdown of **56,802** New Residential Units (2010-2018)



Breakdown of **32 million** sq ft of New Non-Residential Buildings (2010-2018)



Building Permits (2016 - July 2018)



With a Strong Economy and Workforce

**688,000** Jobs in Mecklenburg County (31% employment growth since 2010)

**492,000** Labor Force and unemployment rate of 3.8%

**322,000** Employees commute to Charlotte everyday

**6<sup>th</sup>** Busiest airport in terms of operations, 10<sup>th</sup> in passenger travel

**128** Freight train trips in Charlotte Region daily

**38,000** Transportation and Warehouse employees in Mecklenburg County

**#1** Place to live and work for tech professionals, according to CompTIA's 2018 Tech Town Index

We are Diverse, and Well Educated

**58.1%** People of Color

**45.0%** Bachelor's Degree or Higher

**34.4** Median Age

**17.1%** Foreign Born

**53.2%** Homeownership

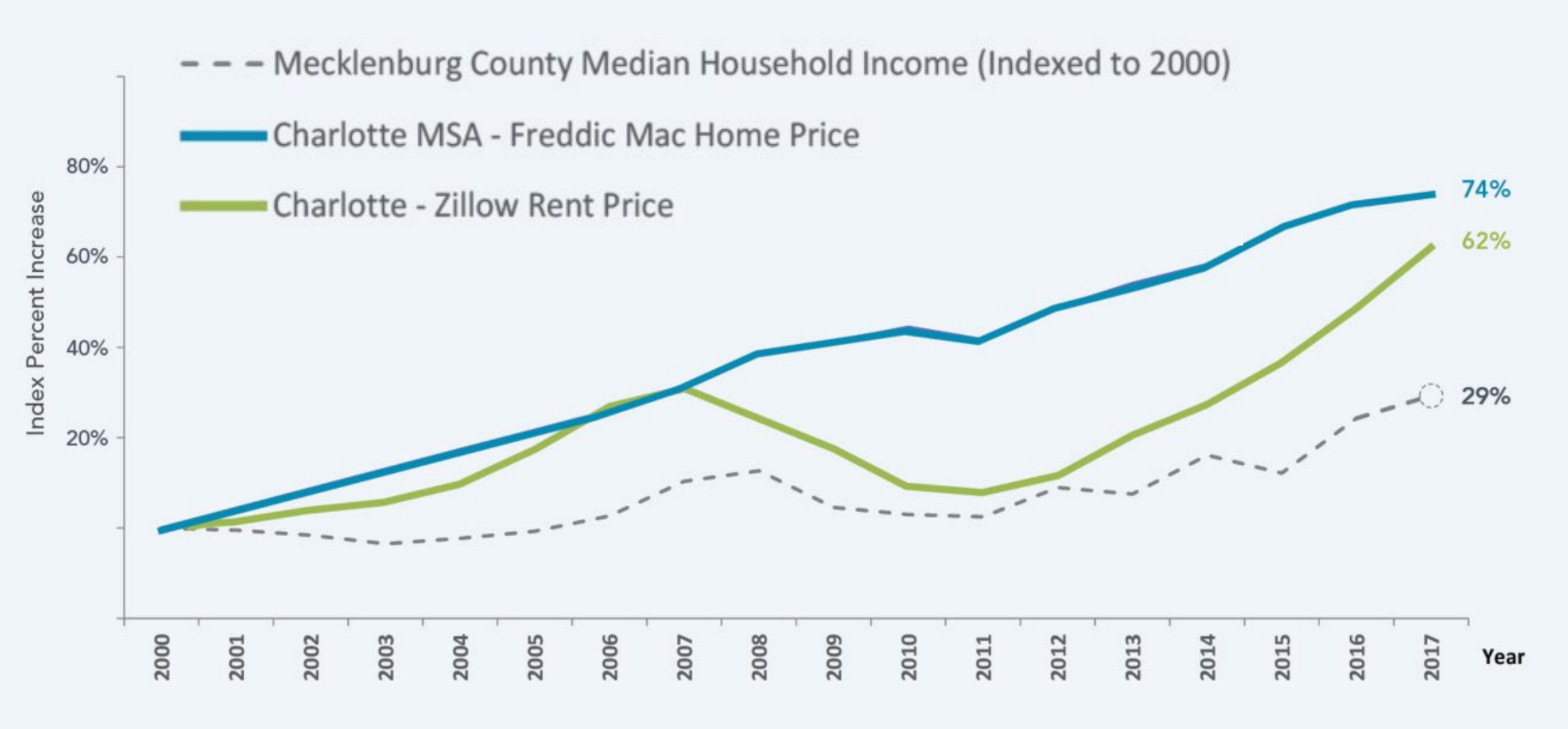
# Charlotte Growth



METROPOLITAN STATISTICAL AREA (MSA)		
JOBS AND HOUSEHOLDS		
CHANGE IN JOBS (2010 TO 2015)	CHANGE IN HOUSEHOLDS (2010 TO 2015)	RATIO OF NEW JOBS TO NEW HOUSEHOLDS
225,400	53,365	4.22

CITY OF CHARLOTTE AND MECKLENBURG COUNTY	
POPULATION GROWTH	
CHANGE IN CITY POPULATION (2010 TO 2017)	CHANGE IN COUNTY POPULATION (2010 TO 2017)
120,552	157,209

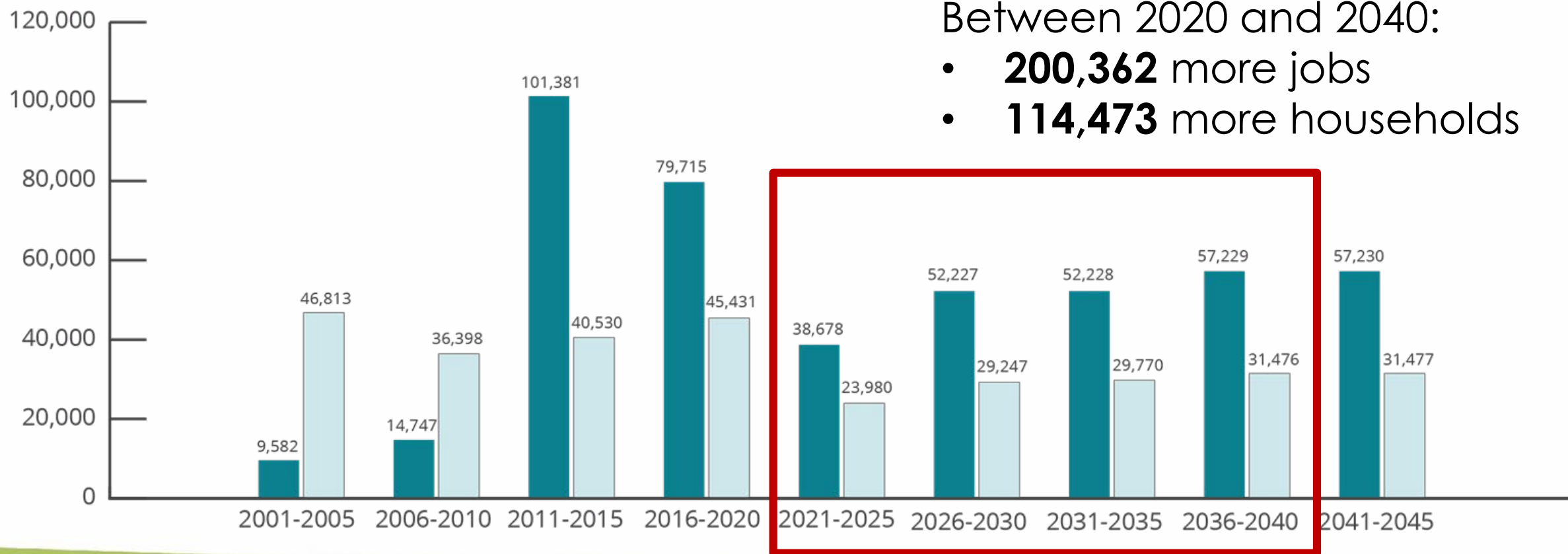
# Charlotte Housing Cost Increase



# Mecklenburg County Job & Household Growth Assumptions

■ Jobs  
■ Households

2001 - 2045







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





A shared vision paired with strong **policy**, strategic **regulation** and targeted **investment** in infrastructure.

**Tools** include the new Unified Development Ordinance (**UDO**) and public spending priorities.



# Comprehensive Plan: Overarching Principles



# Schedule and Process Steps

## Phase 1

Winter 2018 – Spring 2019

Our History  
+ Existing  
Conditions

**Asset and Gap  
Identification** –  
Housing, Jobs,  
Amenities and  
Infrastructure

Community  
Vision +  
Values

**Set Overall  
Goals and  
Strategy** for  
Charlotte  
Through 2040

## Phase 2

Summer –  
Fall 2019

Preferred  
Scenario for  
Future  
Growth

**Map the Types of  
Places** to Retain  
and Create –  
Understand Costs  
and Trade-Offs

## Phase 3

Winter 2019 –  
Spring 2020

Policies +  
Strategies

**Draft  
Recommendations**  
Create Places &  
Realize Vision

## Phase 4 . . .

Summer 2020 –  
Spring 2021

Review +  
Adoption

**Test and Adjust  
the Plan** to  
Ensure it Reflects  
the Charlotte  
Community

Ongoing

Implement +  
Monitor +  
Update

**Complete draft  
UDO, Guide**  
Public  
Investment, and  
**Measure  
Success**



# Schedule and Process Steps

## Phase 1

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Success**



**One size does not fit all!**  
**Effective, meaningful participation**  
**Removing barriers and make accessible**

**Integrated Inclusive Community Engagement**



# Equitable Engagement Strategy





People with Mobility Challenges



Busy Families



Youth



Communities of Color



Immigrant Community

To start our process, we asked over 250 people to tell us who is not at the table and how do we best engage them. Seven guidelines emerged for our process.

Make Information accessible



Make meetings convenient



Work as partners



Provide choices for engagement



Make It relevant



Make It useful



Focus on action & tangible solutions



# Preliminary Elements

## Vision + Values

### Inclusive City

- Affordability
- Healthy + Safety
- Education
- Historic Resources



### Livable + Connected City

- Land Use + Design (Place Types)
- Transportation
- Public Facilities + Services



### Healthy + Sustainable City

- Environmental Quality
- Energy + Sustainability
- Food Systems



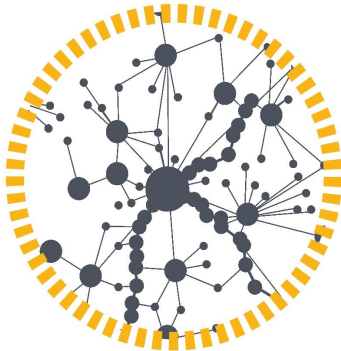
### Prosperous + Innovative City

- Diverse + Resilient Economy
- Jobs & Access



### Regional City

- Center City
- Activity Centers
- Regionalism



## Implementation + Monitoring



# Preliminary Elements Address Hot Topics Such As:

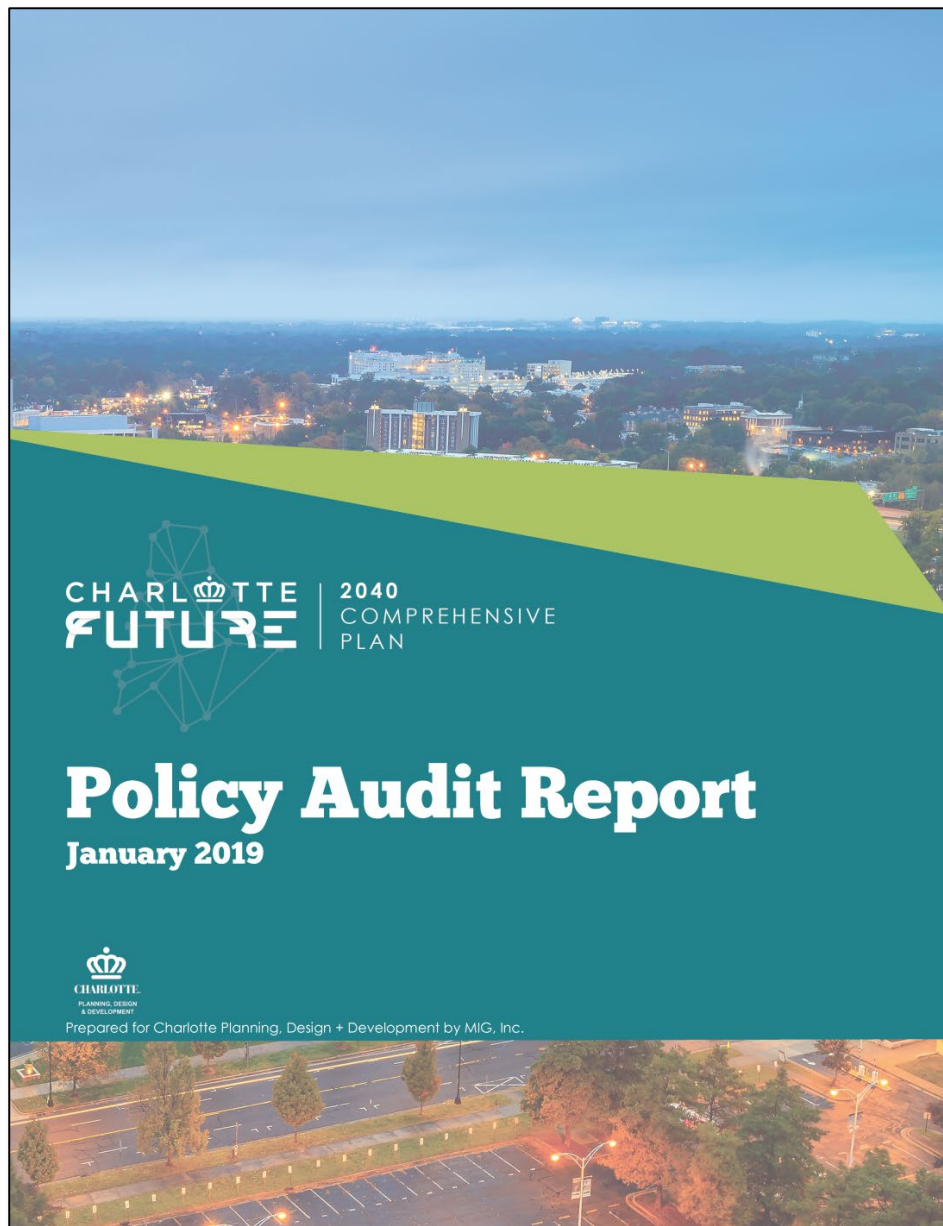
## Vision + Values

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

## Implementation + Monitoring

# Comprehensively incorporating plans such as...

- 55+ Area/District Vision Plans
- Centers, Corridors and Wedges Growth Framework
- General Development Policies
- Transportation Action Plan/Vision Zero Action Plan
- 2030 Transit System Plan & Updates
- Comprehensive Transportation Plan (CRTPO)
- 2045 Metropolitan Transportation Plan
- Regional Freight Mobility Plan
- Regional Transit Plan
- Charlotte Water System Master Plan 2050
- Greenway Master Plan
- Mecklenburg County Park & Recreation 10-Year Master Plan & Updates
- County Library & School Facilities Plans
- Housing Charlotte Framework
- Strategic Energy Action Plan (SEAP)
- CONNECT Our Future
- Charlotte WALKS
- Charlotte BIKES
- Airport Area Strategic Development Plan
- Urban Forestry Master Plan
- Mecklenburg Livable Communities Plan & Updates

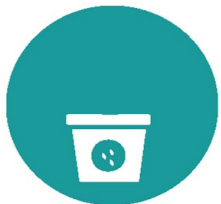


## Policy Audit Objectives:

- **Synthesize community-wide policies** from numerous city and county plans
- **Rank policy maturity and identify policy gaps** for exploration during Charlotte Future process
- **Capture staff's input on policy effectiveness** and relationship to implementation (for future reference)

### Organizational Framework

- Community Values & Vision
- Livable & Connected
- Inclusive
- Healthy & Sustainable
- Prosperous & Innovative
- Regional



## Policy Seeds Planted

- Jobs-Housing Balance
- Curb Lane Management
- Autonomous Vehicles
- Anti-Displacement
- Environmental Justice
- Climate Adaption



## Policy Seeds Taken Root

- Traffic Calming and Complete Streets
- Historic Preservation
- Redevelopment, Infill and Neighborhood Protection
- Complete Neighborhoods
- Housing Affordability
- Growth Patterns



## Well-Established Policies

- Vision and Values
- Future Land Use and Community Character
- Development and Infrastructure
- Active Living Environment and Public Spaces
- Green Building and Sustainable Site Design
- Renewable Energy and Air Quality



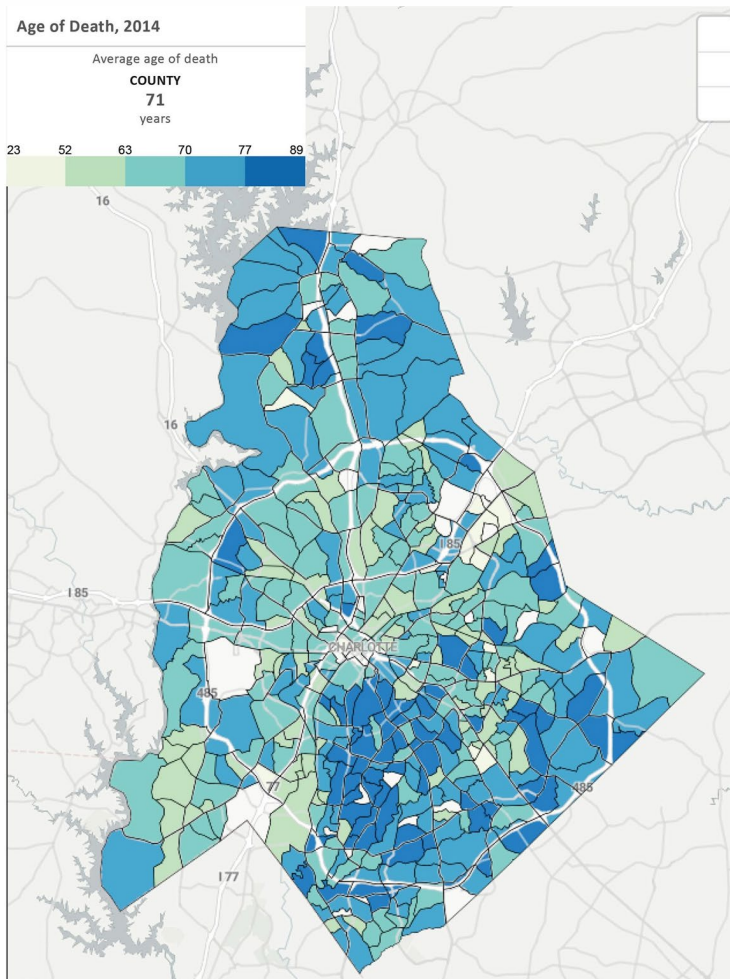
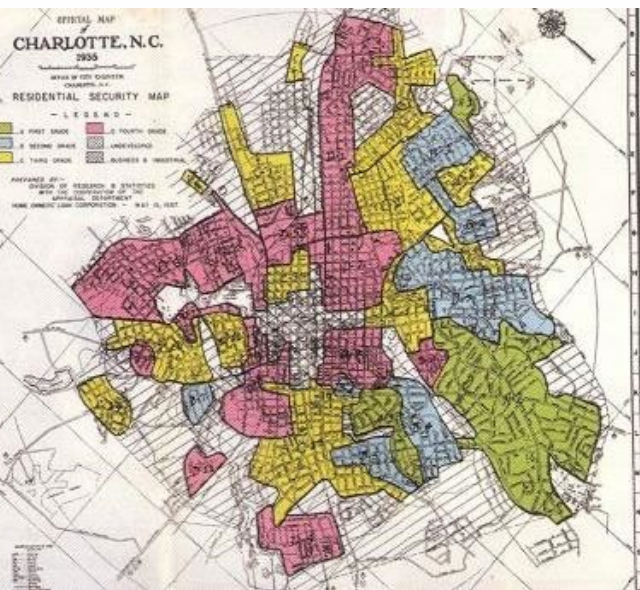
# Key Findings:

- Need for **overarching vision framework** to connect area plans to community-wide policy guidance
- Many neighborhood / area plan policies should be **considered for community- wide application**
- Development **policies in the neighborhood/area plans are very prescriptive**; place types and plan are opportunity to identify needed UDO changes to put regulatory guidance in the right place
- Community has an **interest in advancing sustainability objectives**

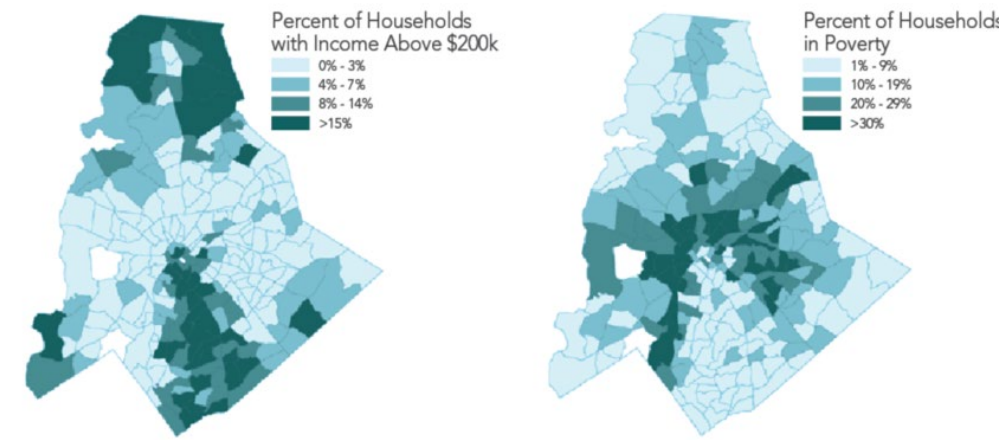
## Key Findings:

- Place Types can help with **unclear policy guidance on development related issues** (infill, complete neighborhoods, urban design)
- Many policy gaps are **opportunities for policy coordination with partner organizations** and agencies
- Some policy subtopics are **emerging issues and an opportunity for Charlotte to lead the nation** in setting policy direction

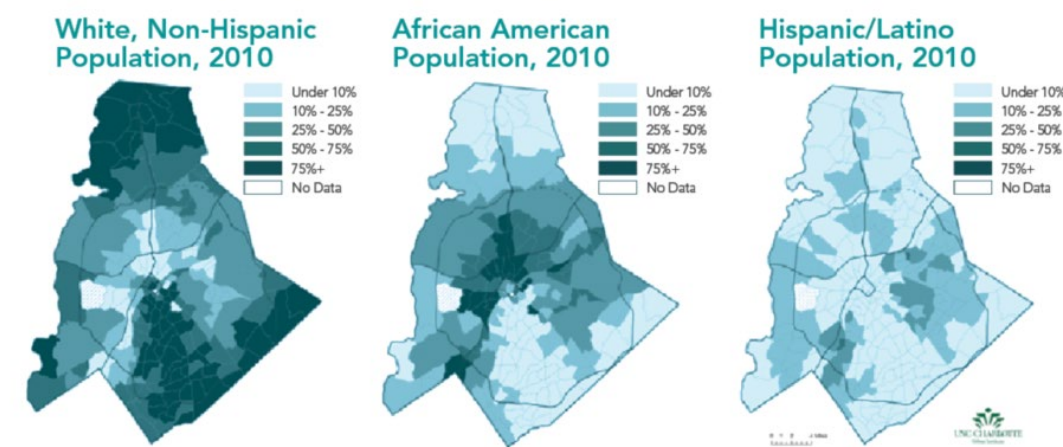
# Impact of Past Growth Policies



## Segregation by Wealth      Segregation by Poverty



## Segregation by Race and Ethnicity





# Equitable Development

## Equality



## Equity

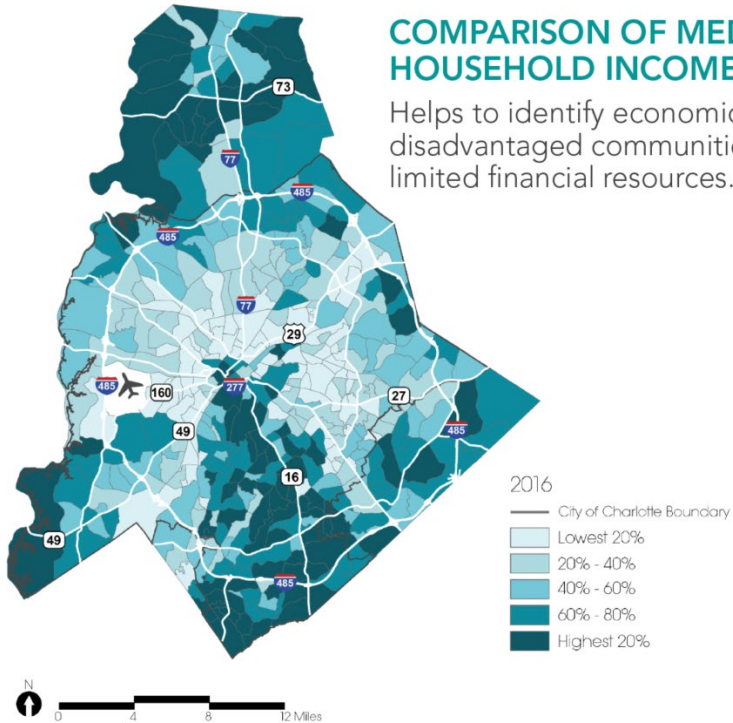


Being **fair**  
about  
investments  
in our City

# Equity Atlas

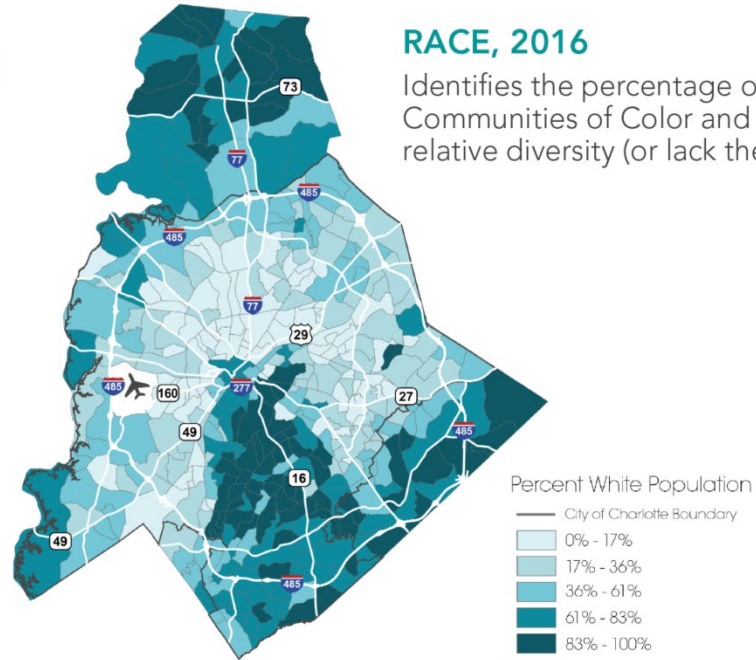
## COMPARISON OF MEDIAN HOUSEHOLD INCOME, 2016

Helps to identify economically-disadvantaged communities with limited financial resources.



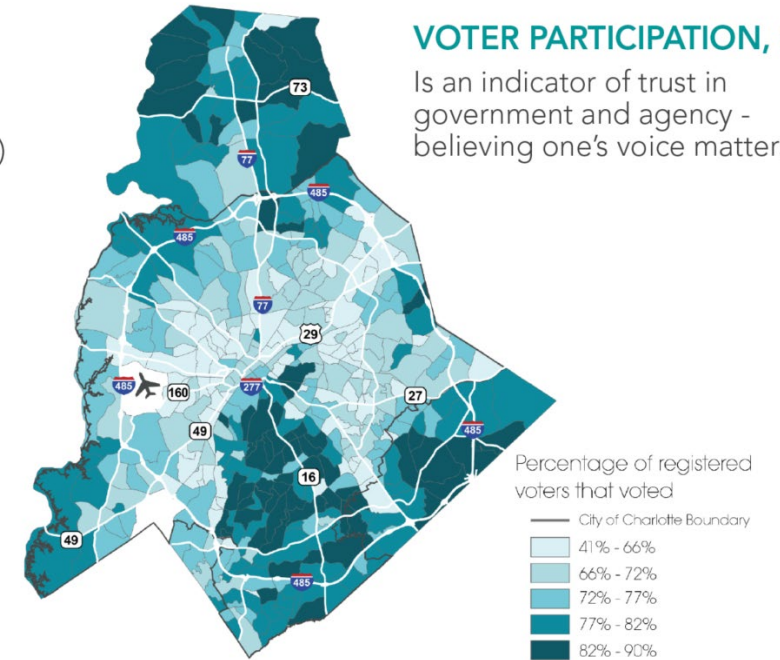
## RACE, 2016

Identifies the percentage of Communities of Color and relative diversity (or lack thereof)



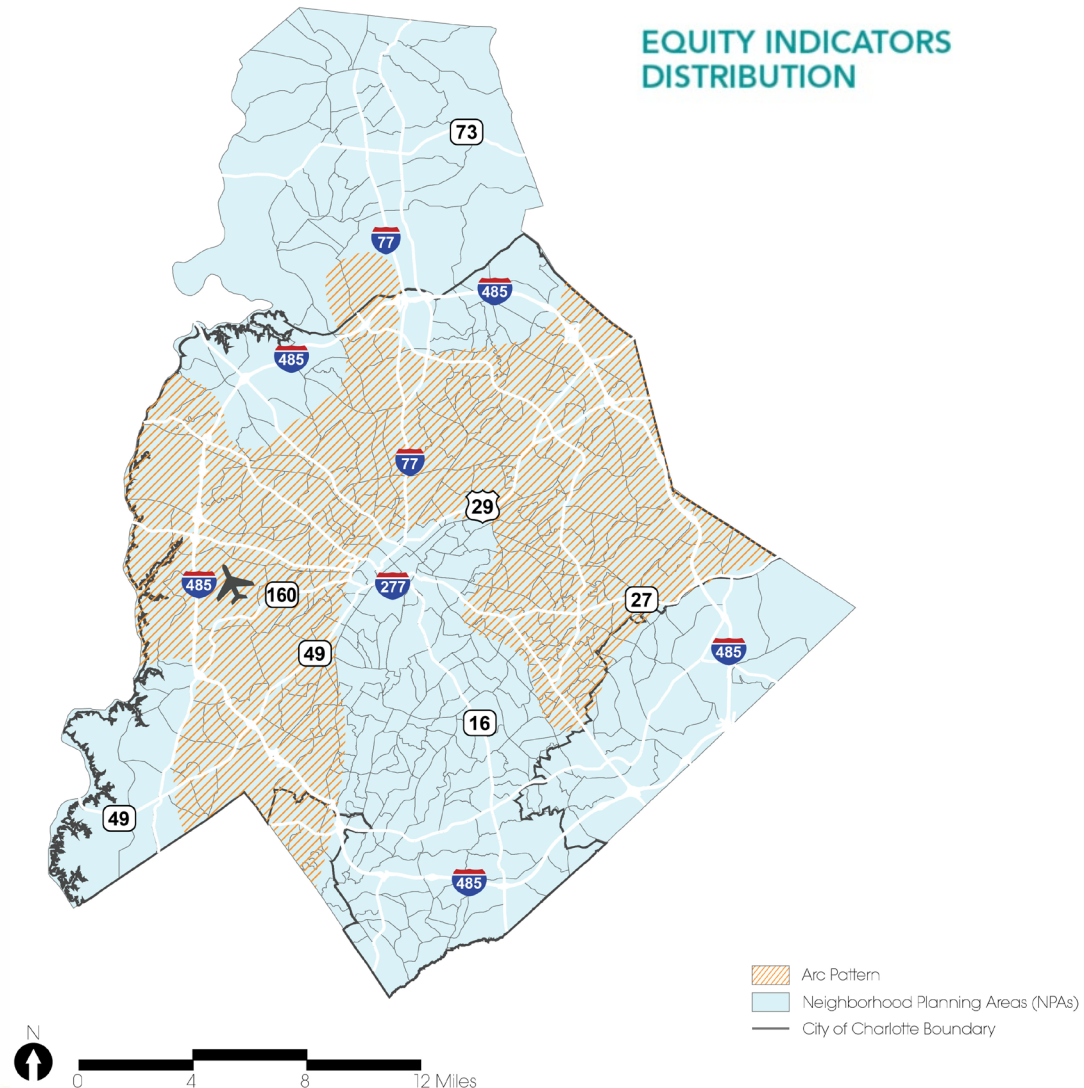
## VOTER PARTICIPATION, 2016

Is an indicator of trust in government and agency - believing one's voice matters.



# Equity Atlas

- **Spatial pattern**, derived from the Household Income, Race, and Voter Participation Rate maps (previous slide)
- Described as an “**arc**” of **Communities of Color and concentrated areas of poverty**
- Contrasting “wedge” from Uptown and the Center City down contains NPAs with higher incomes, percentage of White residents, and voter participation

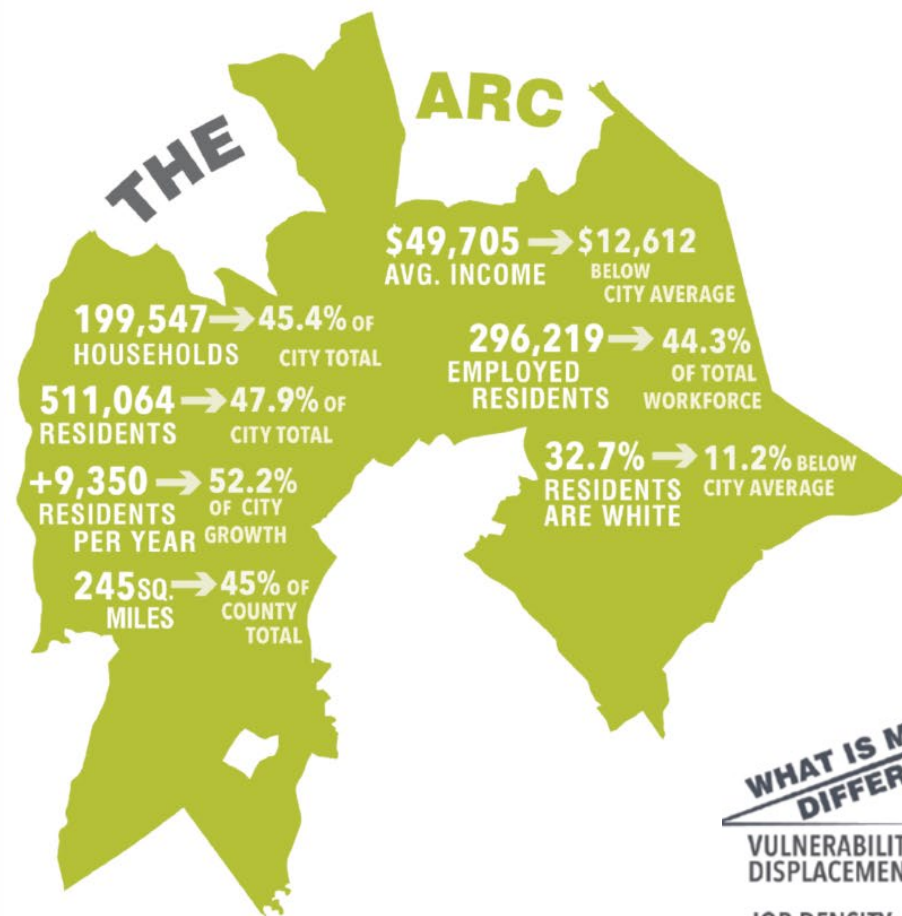




# Equity Atlas

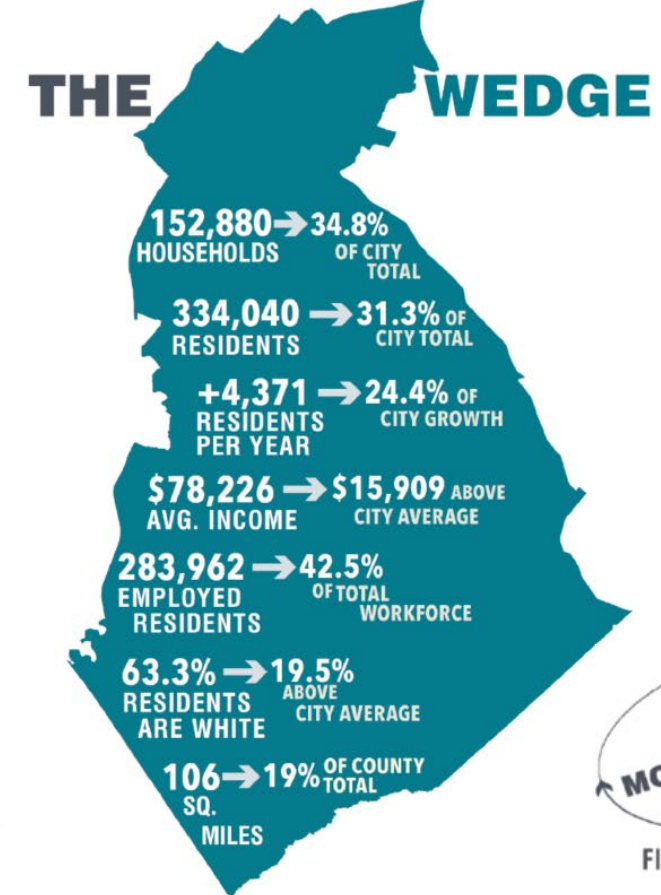
The Comprehensive Plan process should attempt to identify ways to:

1. Meet neighborhood needs and
2. Improve access to existing amenities



**WHAT IS MOST DIFFERENT?**

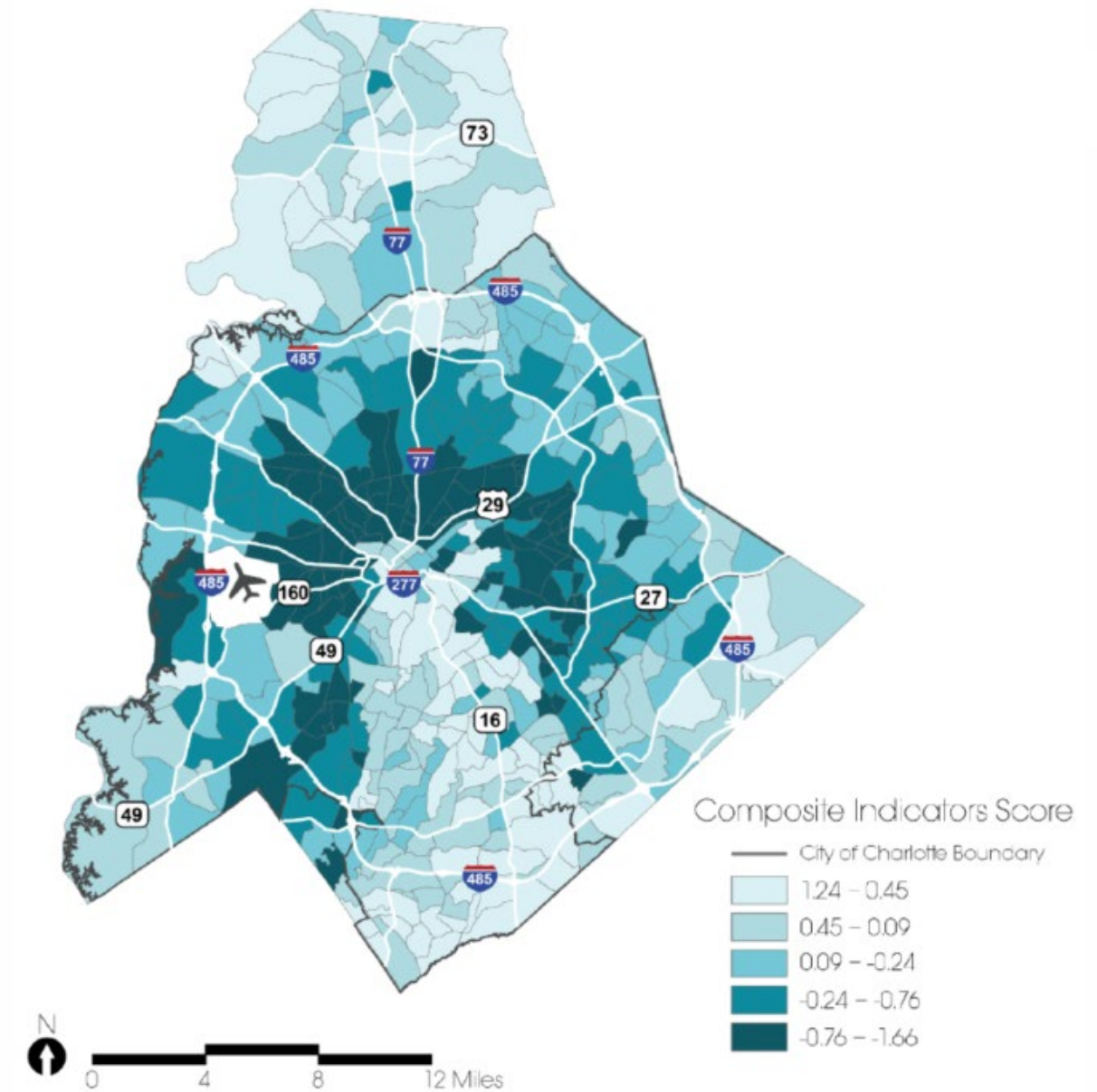
- VULNERABILITY TO DISPLACEMENT
- JOB DENSITY
- JOB-SKILL MATCH
- RESIDENTIAL RENOVATION
- SIZE OF COMMERCIAL



**WHAT IS MOST SIMILAR?**

- FIRE RESPONSE
- STREET CONNECTIVITY
- PROXIMITY TO TRANSIT
- SIDEWALK AVAILABILITY
- PROXIMITY TO OUTDOOR RECREATION

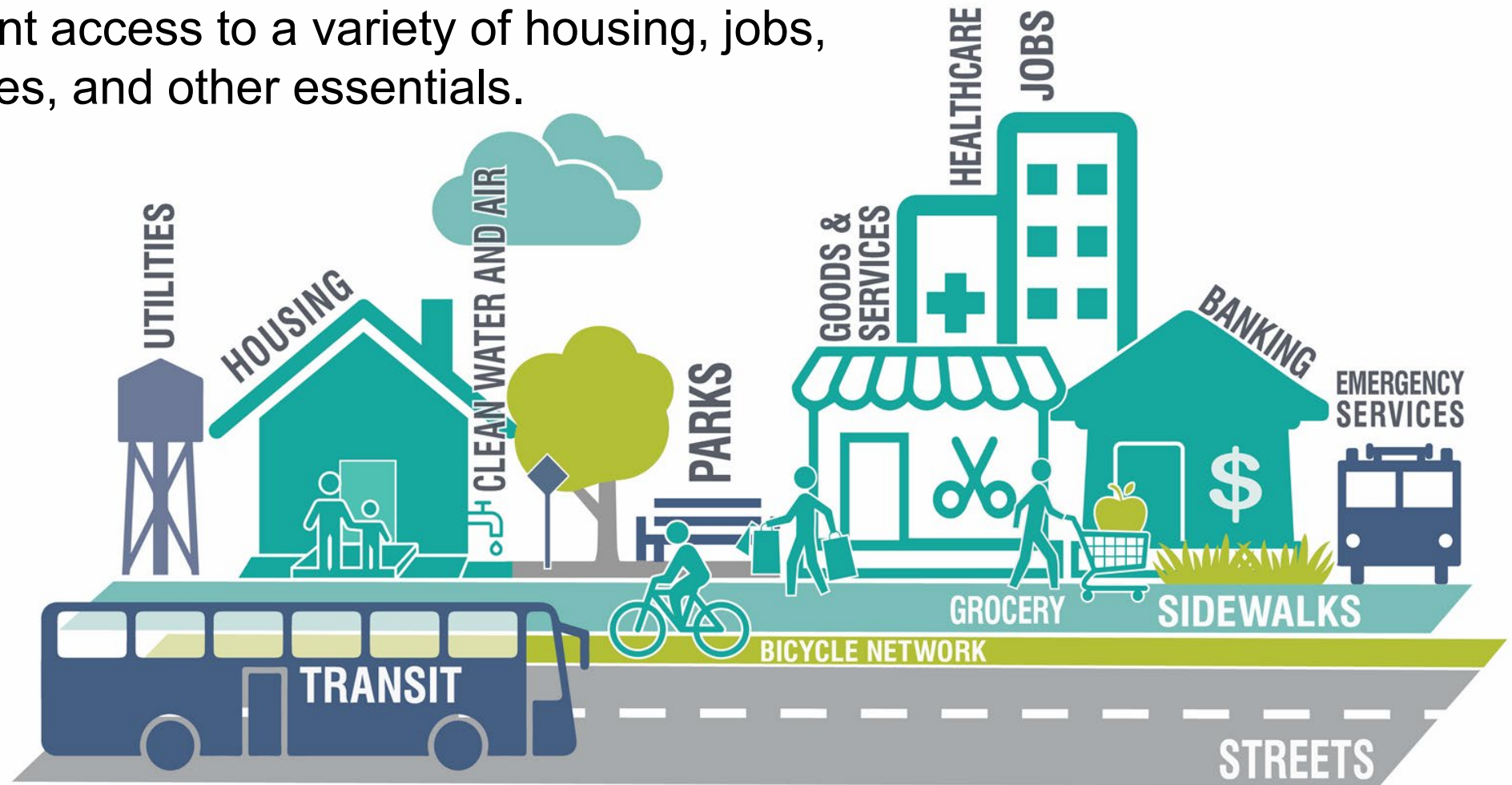
# Vulnerability to Displacement Index



*Note: Negative numbers indicate a higher probability of displacement, while positive numbers suggest a low probability.*

# Complete Neighborhoods

- A complete neighborhood provides residents safe and convenient access to a variety of housing, jobs, goods, services, and other essentials.





# Complete Neighborhoods – Private Investment

## PRIVATE INVESTMENT



*Note: Private sector development also provides transportation infrastructure (e.g., streets, sidewalks, bike facilities)*

# Complete Neighborhoods – Public Services

## PUBLIC SERVICES



# Complete Neighborhoods – Public Infrastructure

## PUBLIC INFRASTRUCTURE

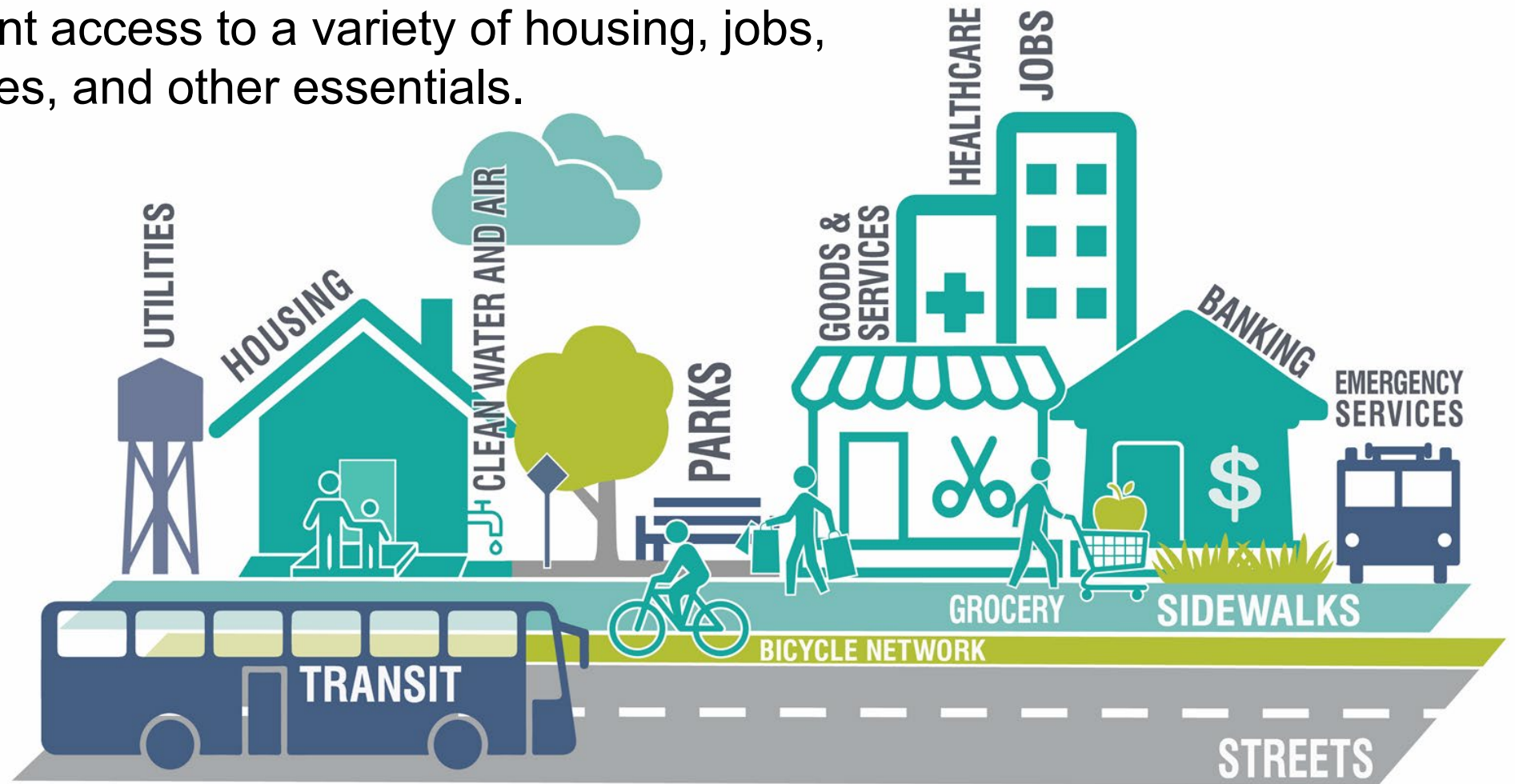


*Note: Private sector development also provides transportation infrastructure (e.g., streets, sidewalks, bike facilities)*








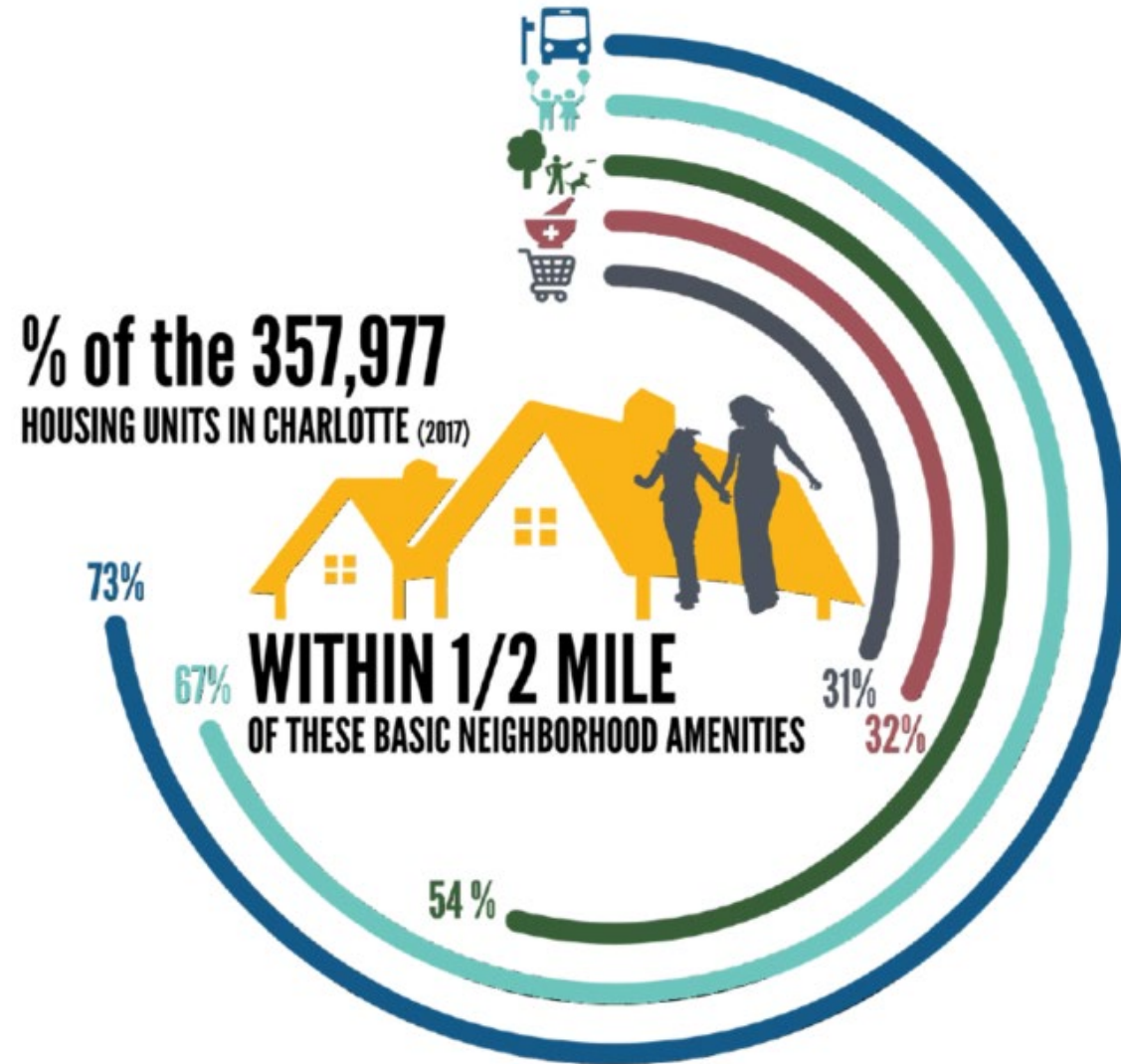
# Complete Neighborhoods

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# Complete Neighborhoods

-  Full-service, chain grocery store
-  Pharmacy
-  Outdoor public recreation area
-  Licensed early care and education program for children birth to age 5
-  Transit stop





**2040**  
COMPREHENSIVE  
PLAN

# Plan Visions Realized: Success Factors



# How Do Plans Work?





# STATION AREA PLANNING

**South End Transit  
Station Area Plan  
2005**



**University City Transit  
Station Area Plan  
2015**



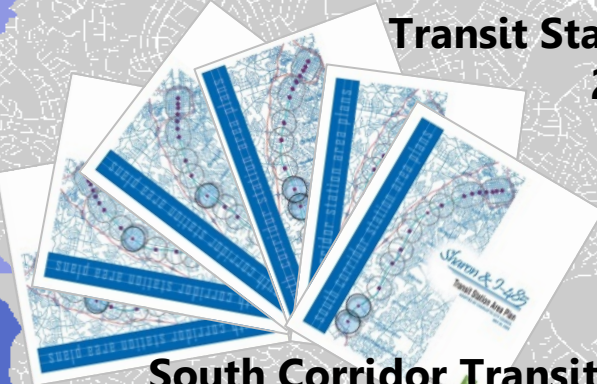
**South End Vision Plan  
2018**



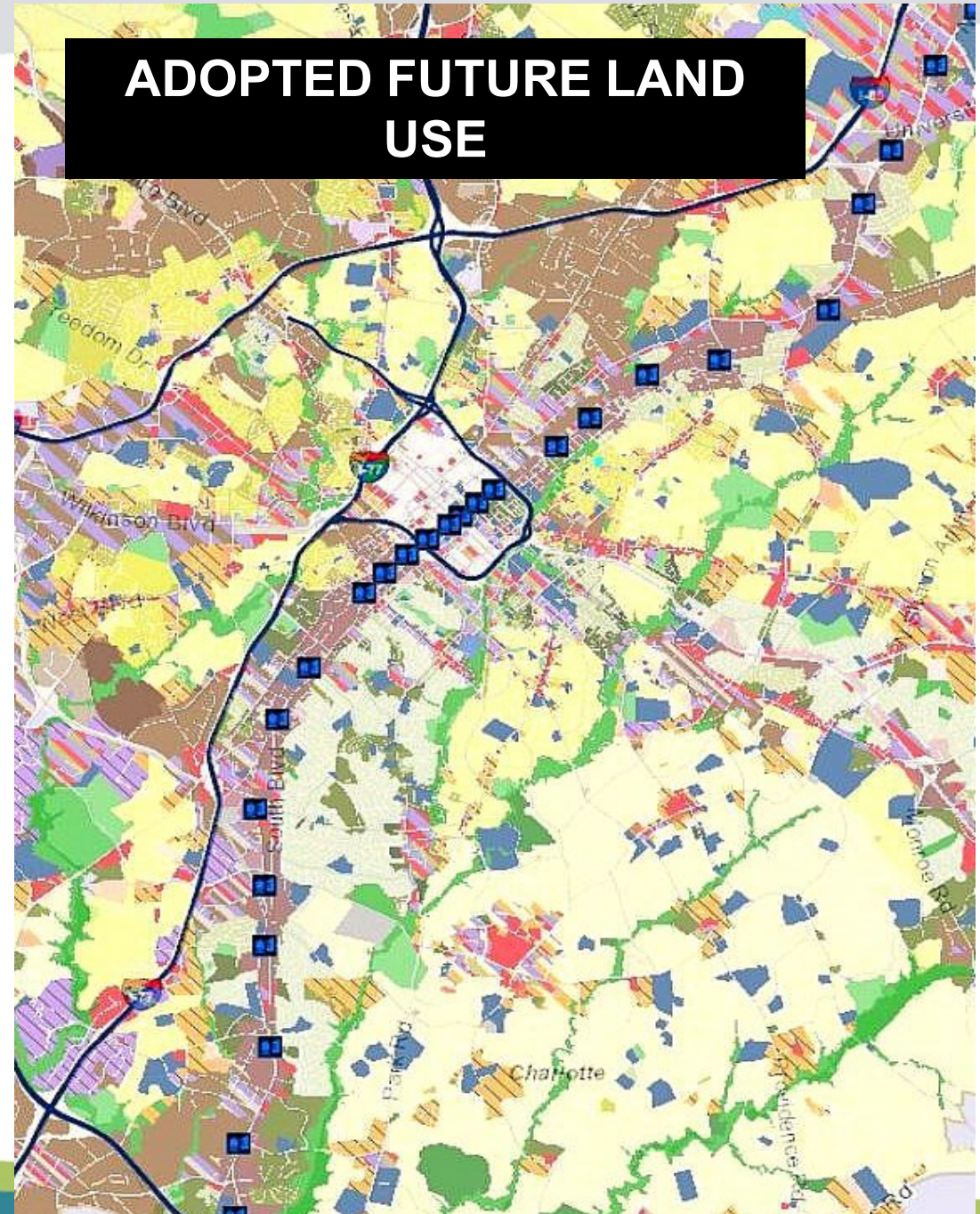
**Blue Line Extension  
Transit Station Area Plan  
2013**



**South Corridor Transit  
Station Area Plans  
2008**



# ADOPTED FUTURE LAND USE





# Development On The Blue Line South Corridor

2006-2018

Completed/Under Construction

Planned

Residential Units

8,557

2,127

Commercial/Office

2,200,000 sq. ft.

890,000 sq. ft.

Investment

\$2 billion+

\$500,000,000+





# 2008



# 2018







[Charlottefuture.com/2040](https://Charlottefuture.com/2040)



**2040**  
COMPREHENSIVE  
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# Our Community Vision + Values



“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

# Preliminary Vision Themes

Diverse and Inclusive Community

Equitable Access and Development

Strong Neighborhoods

Thriving Economy

Affordability and Housing Choice

Transportation Choices

Distinctive Character

Inviting Spaces

Build Community Capital

Healthy Environment and  
Tree Canopy

Walkable Neighborhoods

Combat Displacement

Outdoor Recreation





**2040**  
COMPREHENSIVE  
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# Current Directions

# Current Directions



**Jobs  
Growth**



**Housing  
Growth &  
Displacement**



**Equitable  
Development**



**Traffic &  
Transportation  
Options**



**“Public”  
Spaces**

# Jobs Growth



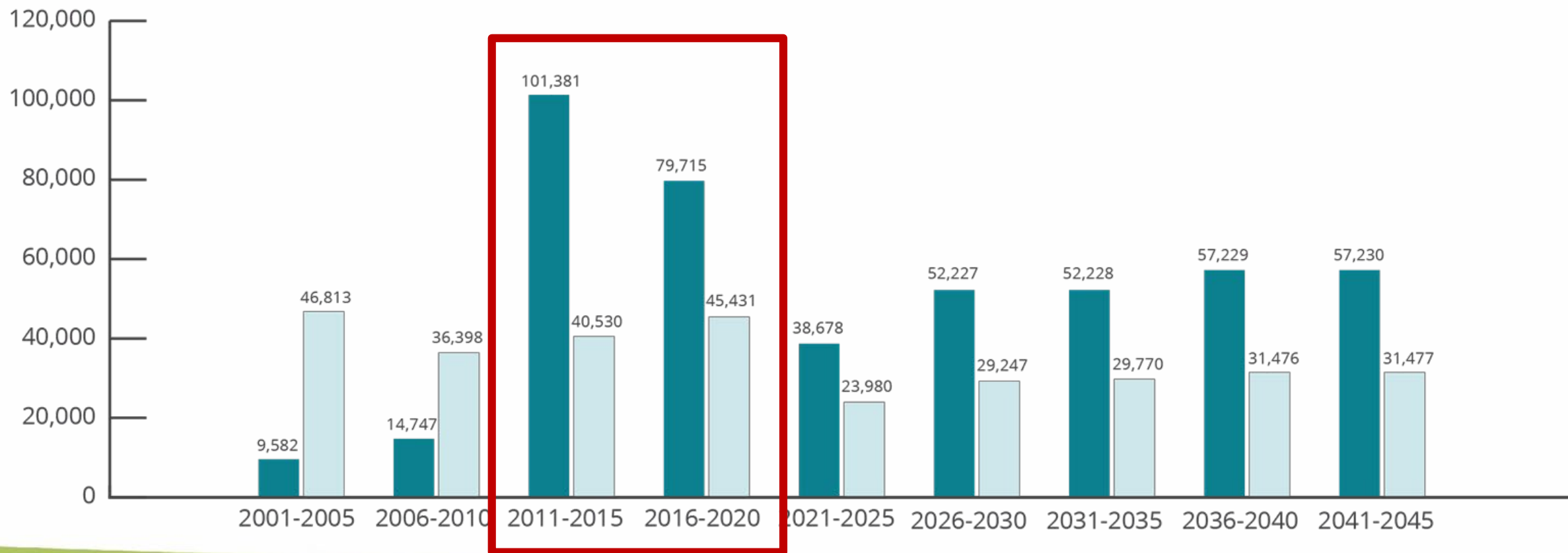
## Jobs Growth



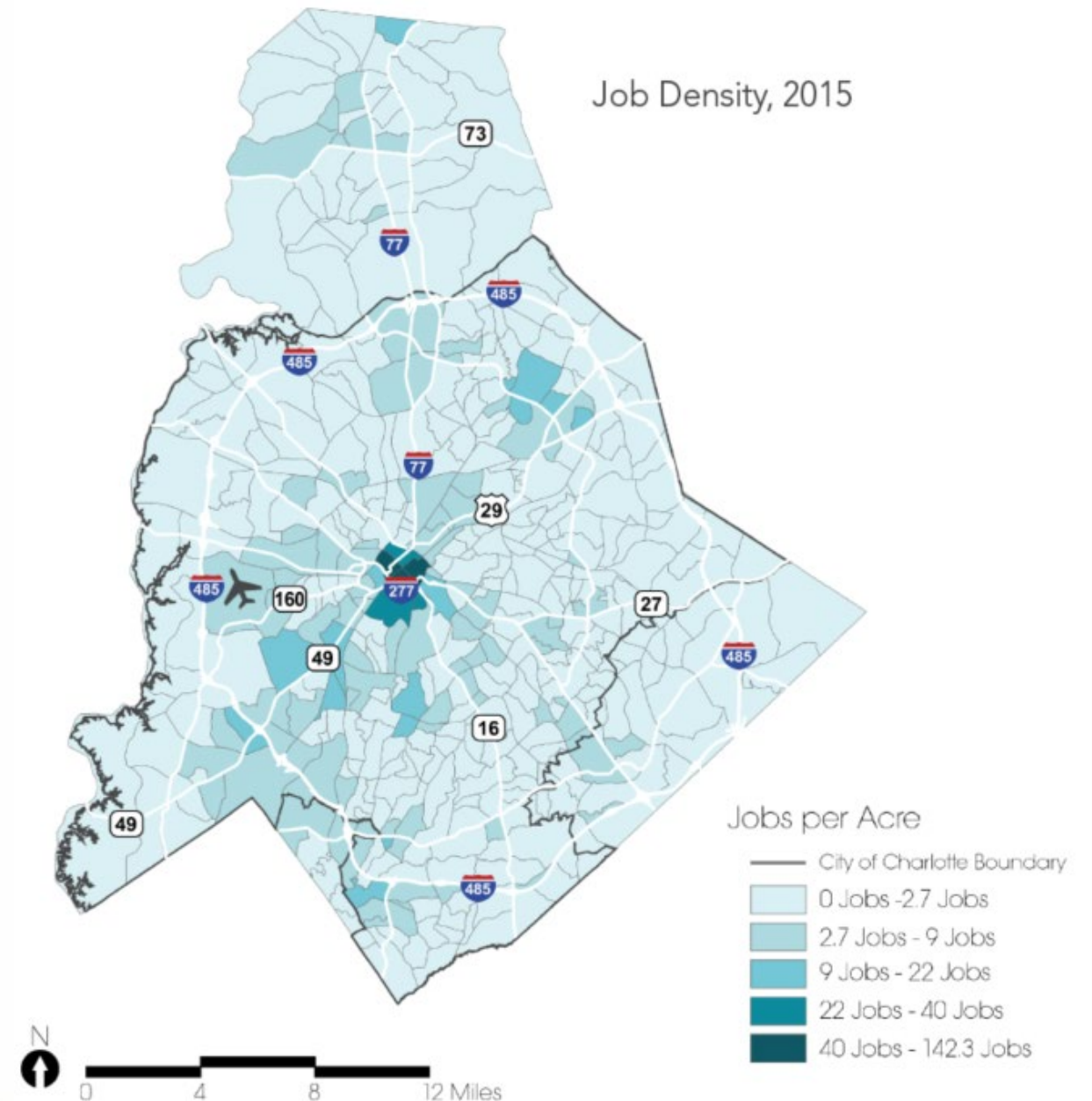
# Mecklenburg County Job & Household Growth Assumptions

■ Jobs  
■ Households

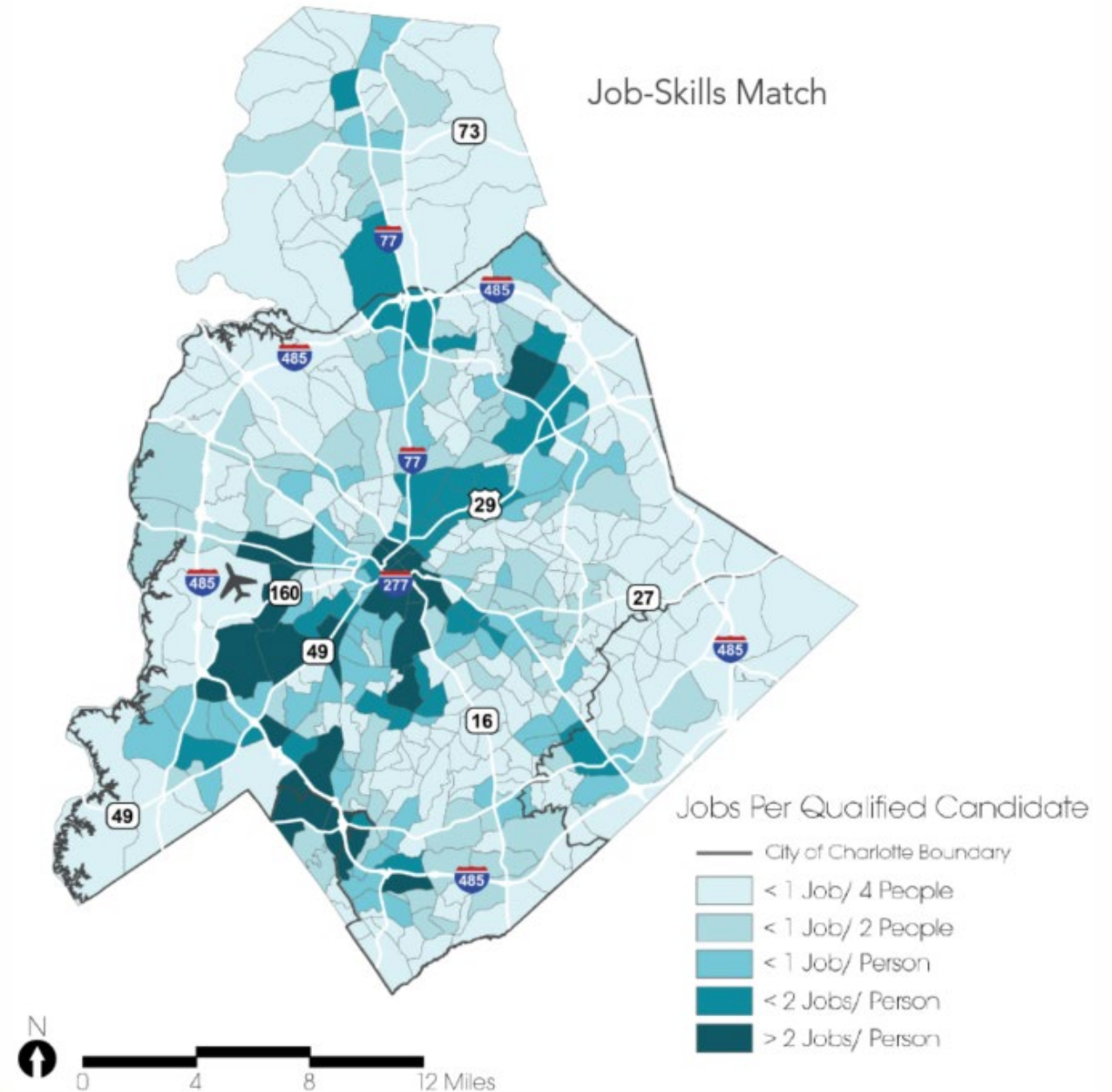
2001 - 2045



# Job Density (2015)



# Job-Skills Match

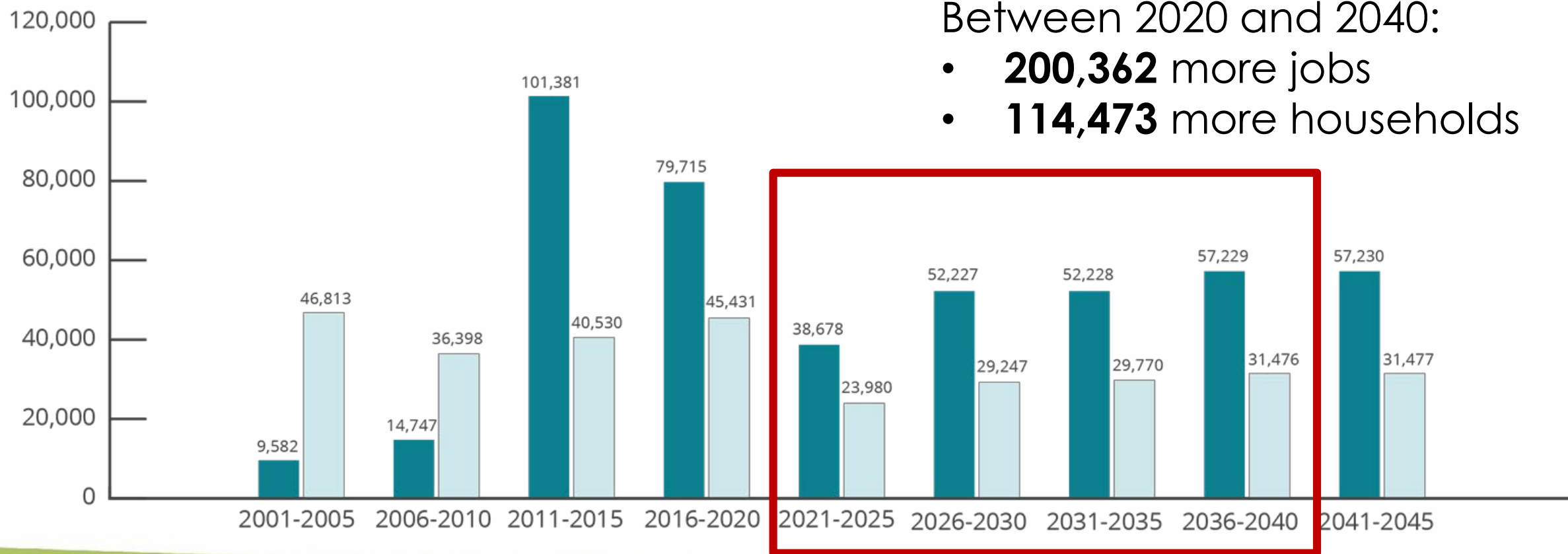




# Mecklenburg County Job & Household Growth Assumptions

■ Jobs  
■ Households

2001 - 2045



# Polling: Jobs Growth

**Q1.** Related to employment and job opportunities in Charlotte in recent years, how beneficial are recent trends and the current direction **for the city as a whole?**

1. Very Good
2. Good
3. Neutral
4. Bad
5. Very Bad

# Polling: Jobs Growth

**Q2.** Related to employment and job opportunities in Charlotte in recent years, how beneficial are recent trends and the current direction **for your neighborhood?**

1. Very Good
2. Good
3. Neutral
4. Bad
5. Very Bad



# Housing Growth & Displacement



## Housing Growth & Displacement

# For-Sale Residential Trends



**Townhouse** development has shifted from a suburban alternative to an **in-town lifestyle product**.



People are moving away from single-family suburban neighborhoods and more towards **intown and Activity Centers**. These areas have high detached home prices, causing people to choose **attached residential** products as a price alternative.



Single family detached **home development** has **slowed** dramatically. In the 2000s detached single family homes accounted for 25% of the residential product being developed, today these homes only account for 14% of residential products being built.

## By 2040...

Attached for-sale will continue gaining popularity, with around 500-600 new units/year

Single family becomes more challenging, with around 1,500 new units/year



By 2040...

Rental apartment development will remain very high, at 50% of residential demand or 2,400 units/year

# Rental Apartment Trends



Rental apartments account for more **than half the units added** in the Charlotte sphere since 2012.



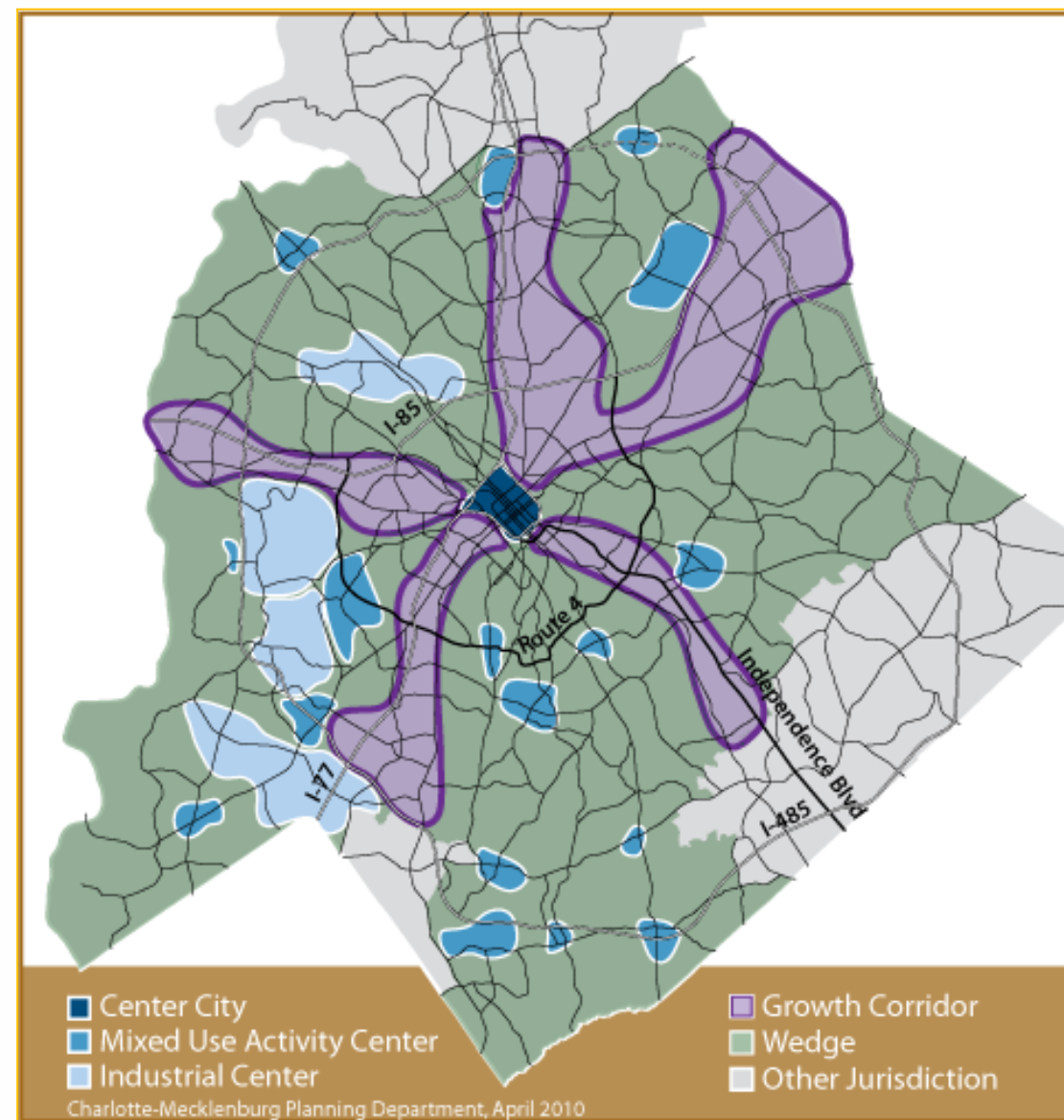
The share of apartments built in current or future transit station areas (not including street car or center city) is up from 10% in 2001-2005 to more than 40%, indicating the City's **support of transit**.



Many suburban neighborhoods built between 1960 and 1980 lack a sense of place and walkability. These neighborhoods will need **value creation** (investments in parks, greenways, new schools, and policies encouraging / facilitating redevelopment) before handling higher density.

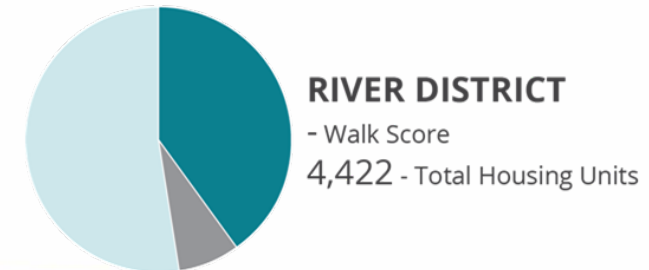
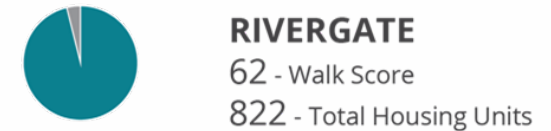
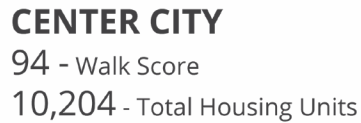
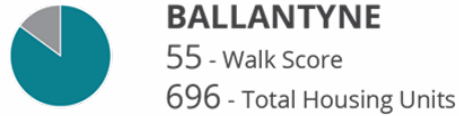


# Centers, Corridors & Wedges, Growth Framework

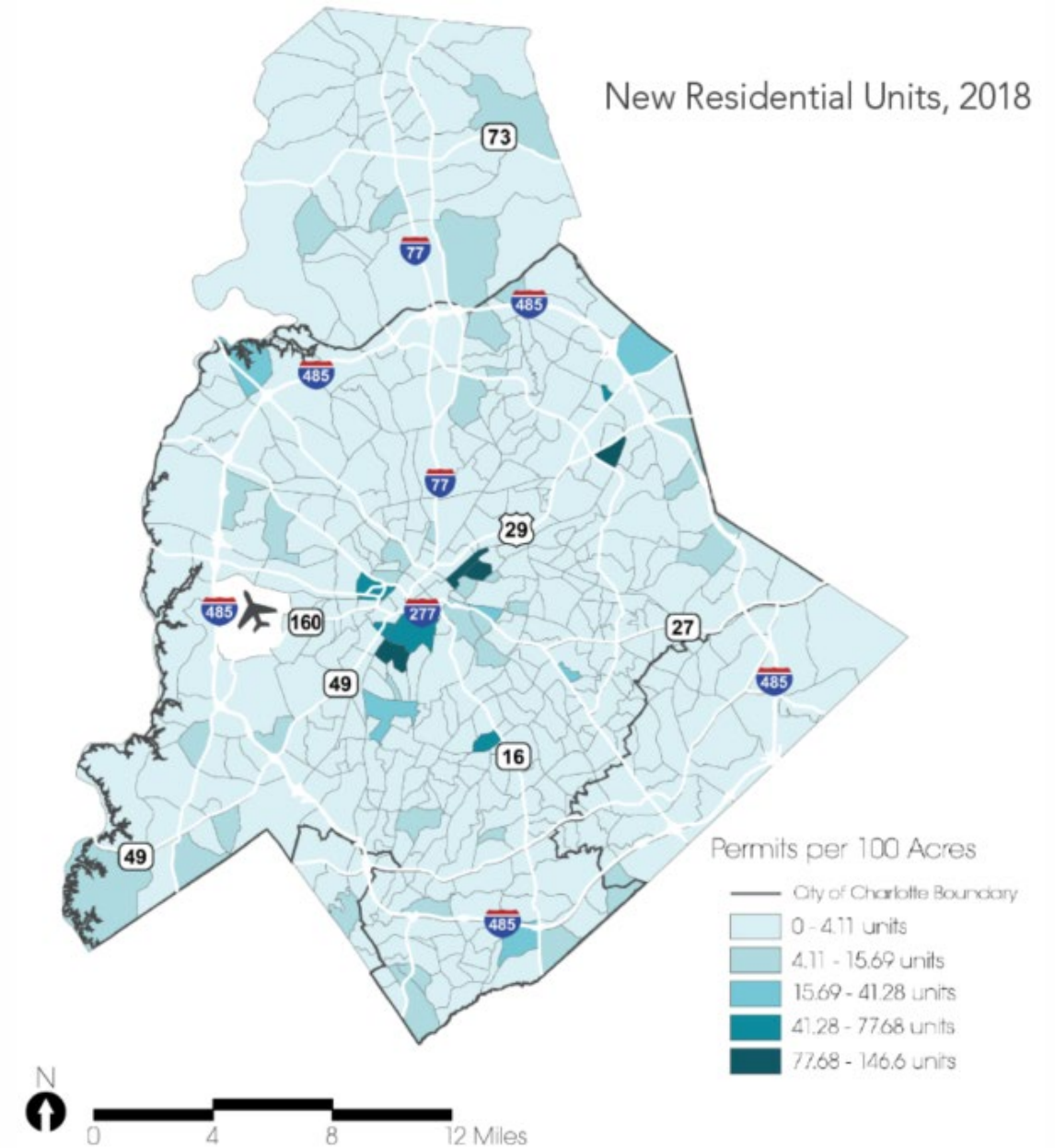


# Residential Projected Growth (units)

## Activity Centers (2016 – 2045)



# New Residential Construction



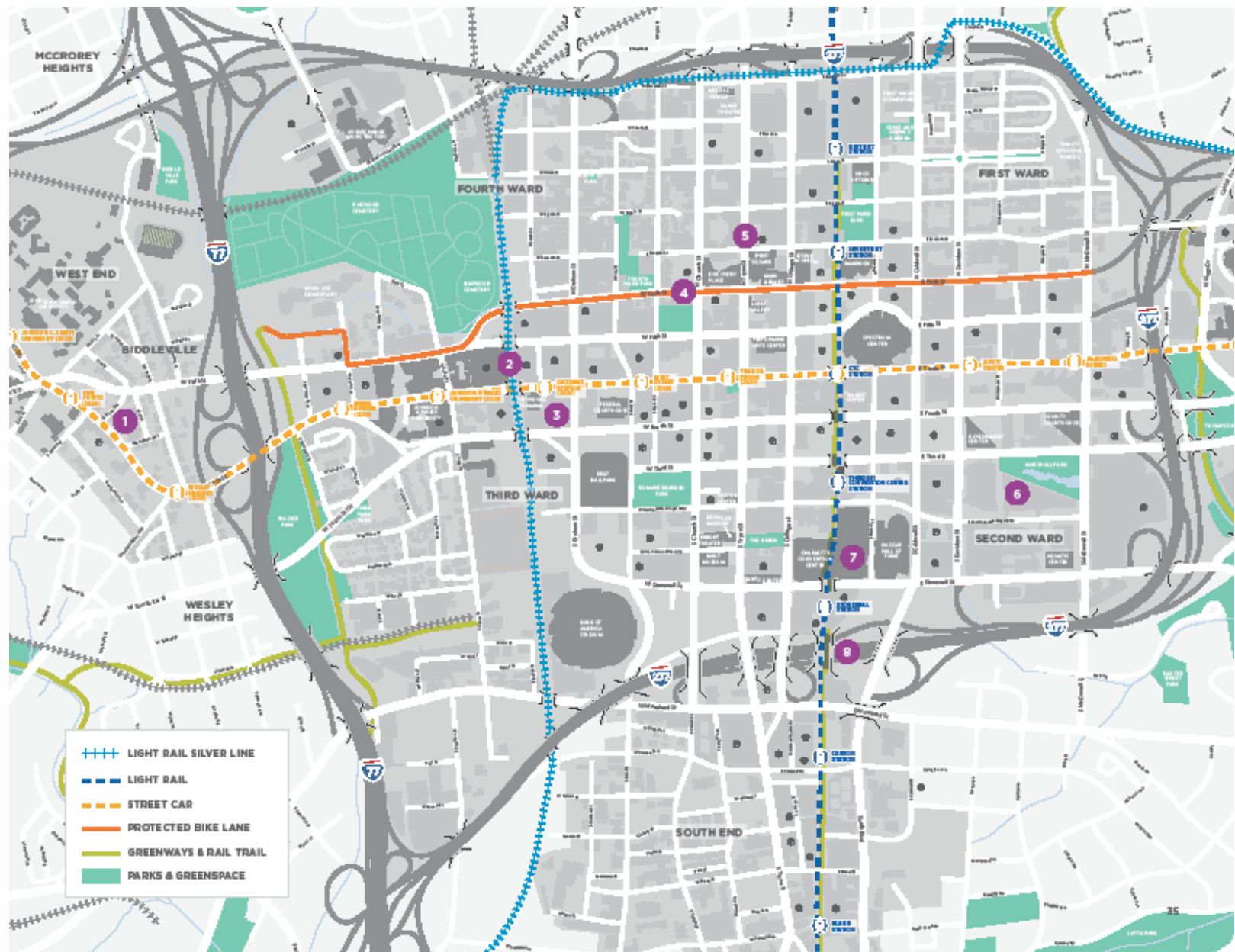


# Polling: Housing

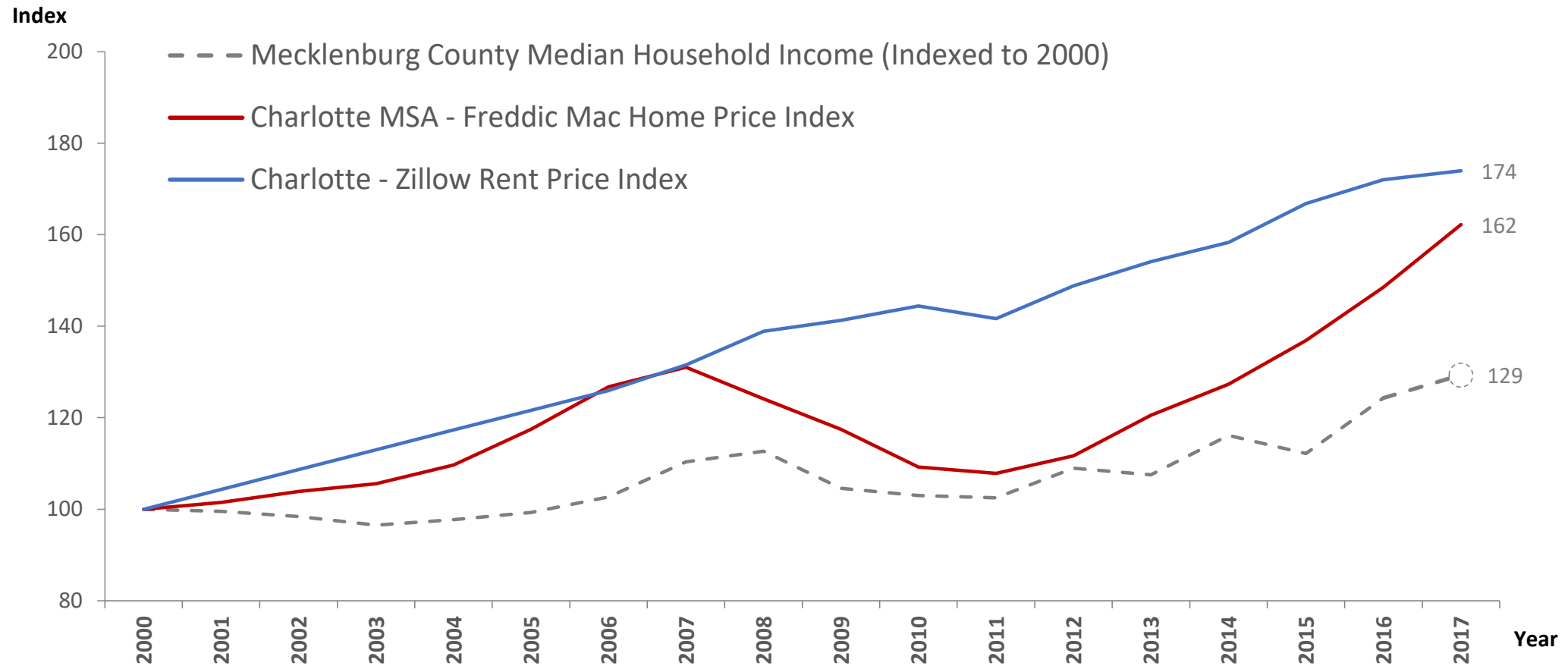
**Q3.** What type/s of housing are the highest priority for Charlotte to develop over the next 20 years? (choose up to 3)

1. Affordable Housing (targeting low income households)
2. Workforce Housing (targeting middle income households)
3. Housing in Center City
4. Housing near Neighborhood Shops and Restaurants
5. Senior Housing
6. Housing for Families
7. Other

# Center City Investment and Growth



# Changes in Housing Costs and Incomes



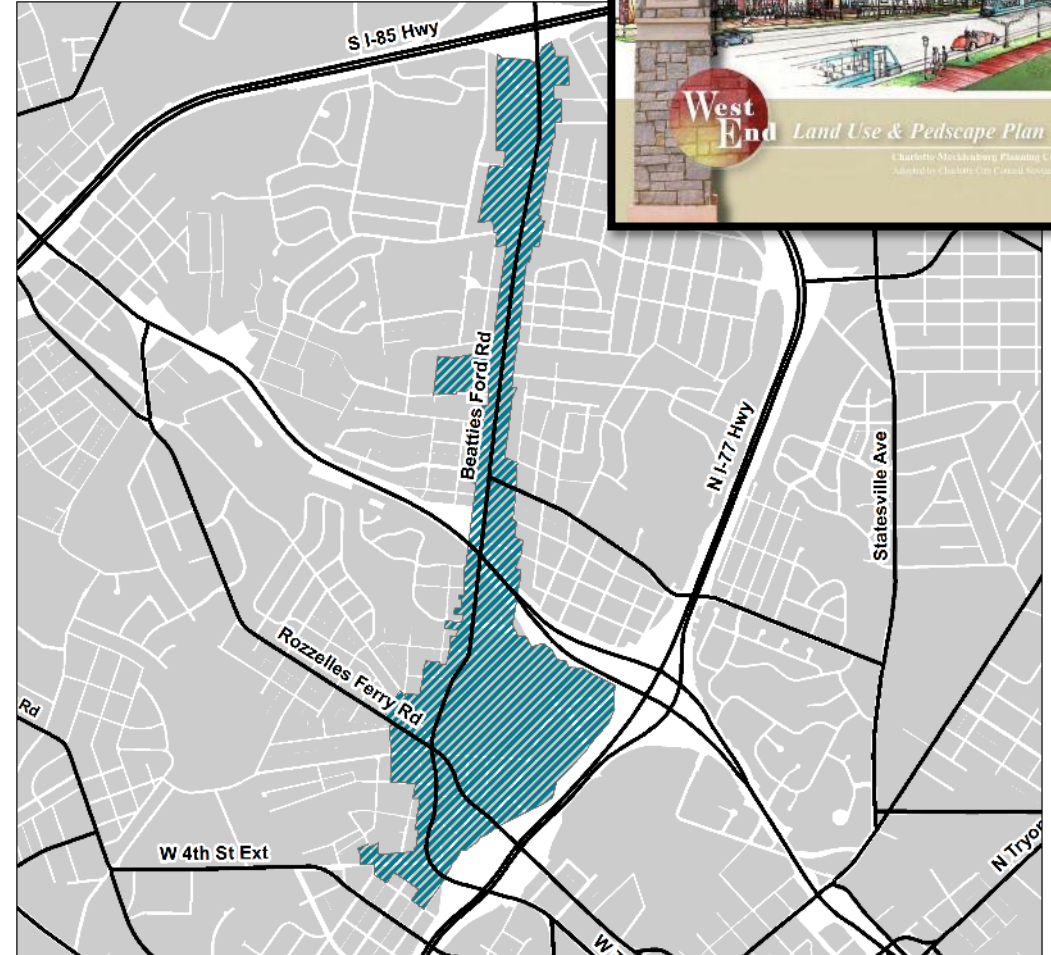
Source: Zillow; US Census; Freddie Mac; Economic & Planning Systems



# How Do Plans Work?

## West End Land Use & Pedscape Plan

- Adopted in 2005
- Overall vision is for “vibrant and successful area with a mixture of land uses.”
- Purpose of plan:
  - Serve as governing land use **policy** ,
  - Provide **standards** for private sector development
  - Makes recommendations for public sector **investments**



# How Do Plans Work?

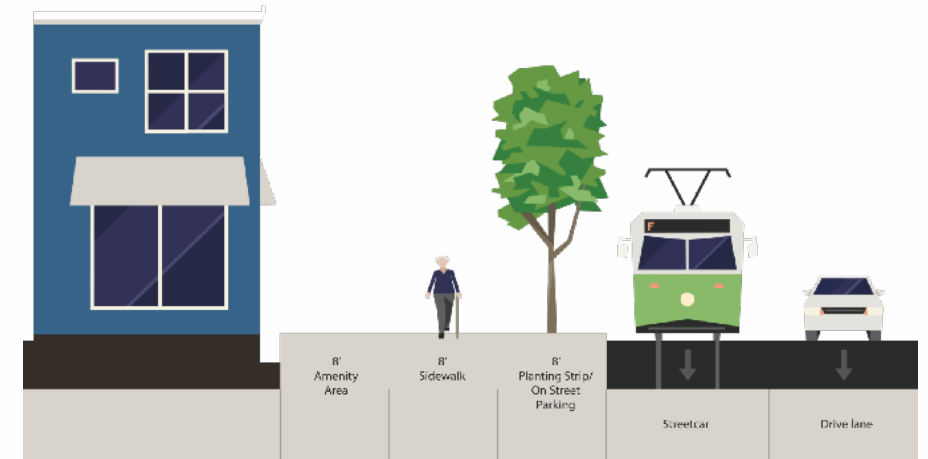
## West End Land Use & Pedscape Plan: Recommendations



**Recommendation** Mix of Land Uses & Building Form



*Buildings were traditionally constructed as mixed-use structures, allowing people to live within an easy walking distance from commercial uses. Pictured below is a grocery store with residences and green space built on top.*



### Recommendation

Streetscape standards for new development:  
8' Amenity Zone, 8' Sidewalk, 8' Planting Strip

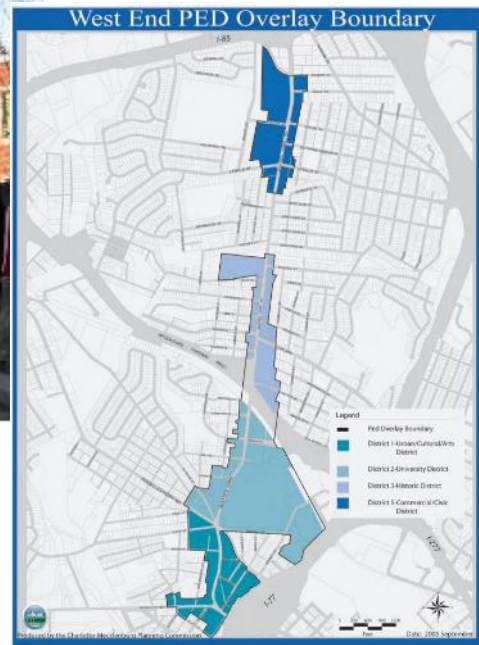


# How Do Plans Work?

- Construct a streetcar system along Beatties Ford Road
- Adopt the Pedestrian Overlay Zoning District (PED)



*Example of streetcar transportation technology*



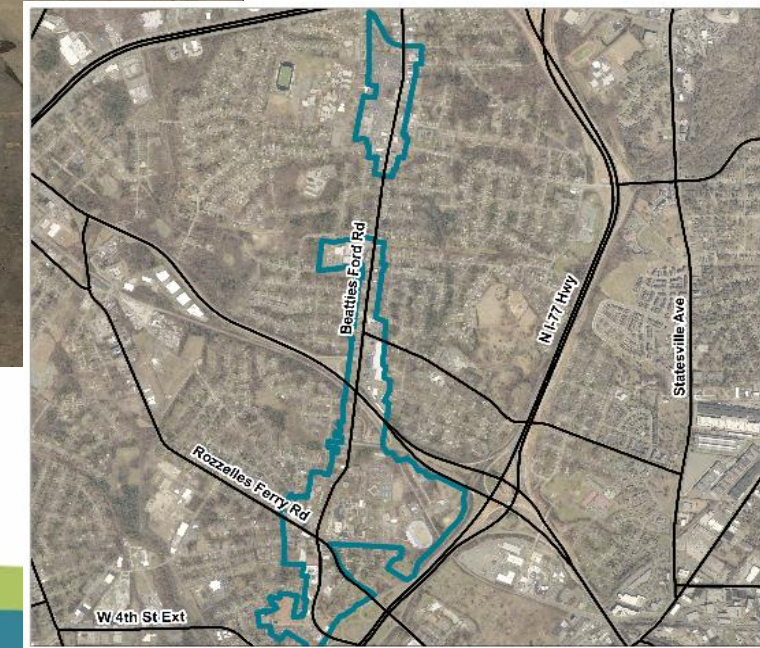
## West End Land Use & Pedscape Plan: Recommendations

### Implementation



**LYNX Gold Line Phase 2**  
(under construction)

**Adopted  
PED Overlay**





# How Do Plans Work?

Mosaic Village



## West End Land Use & Pedscape Plan: Implementation

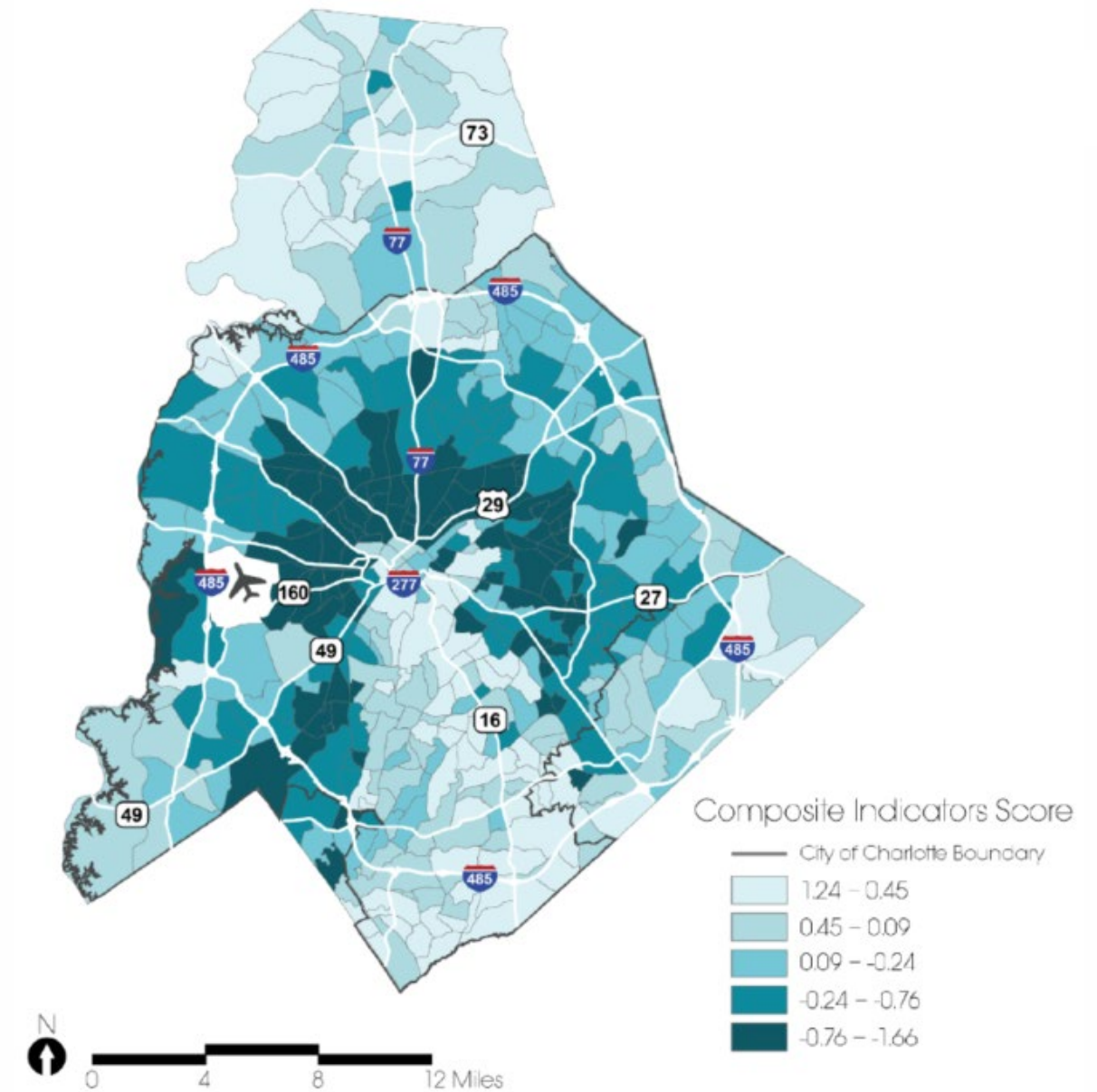
Streetscape Standards built to Zoning Code



- Constructed in 2012
- Public-Private Partnership
- Zoned B-1 (PED-O)



# Vulnerability to Displacement Index



*Note: Negative numbers indicate a higher probability of displacement, while positive numbers suggest a low probability.*

# Polling: Housing Growth & Displacement

**Q4.** Have you or someone you know been involuntarily displaced from their home in the last 10 years?

1. Yes
2. No
3. Not Sure



# Polling: Housing Growth & Displacement

**Q5.** Related to Housing Growth and Development, has the growth and increase in housing values been beneficial **for your neighborhood?**

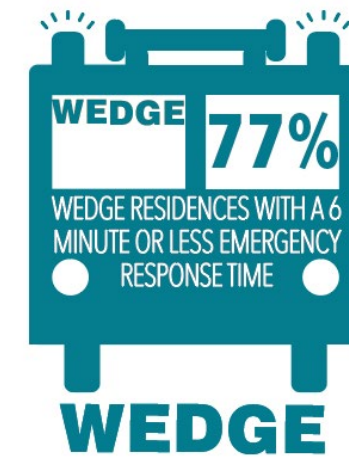
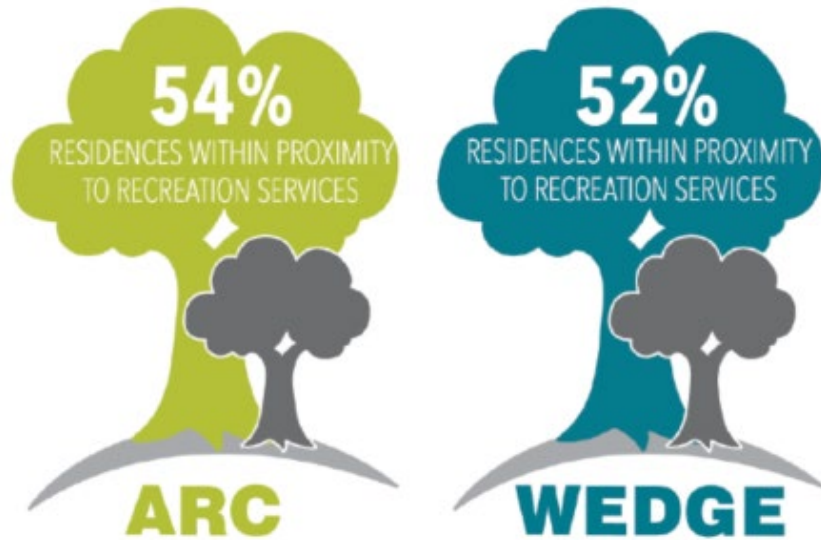
1. Very Good
2. Good
3. Neutral
4. Bad
5. Very Bad

# Equitable Development



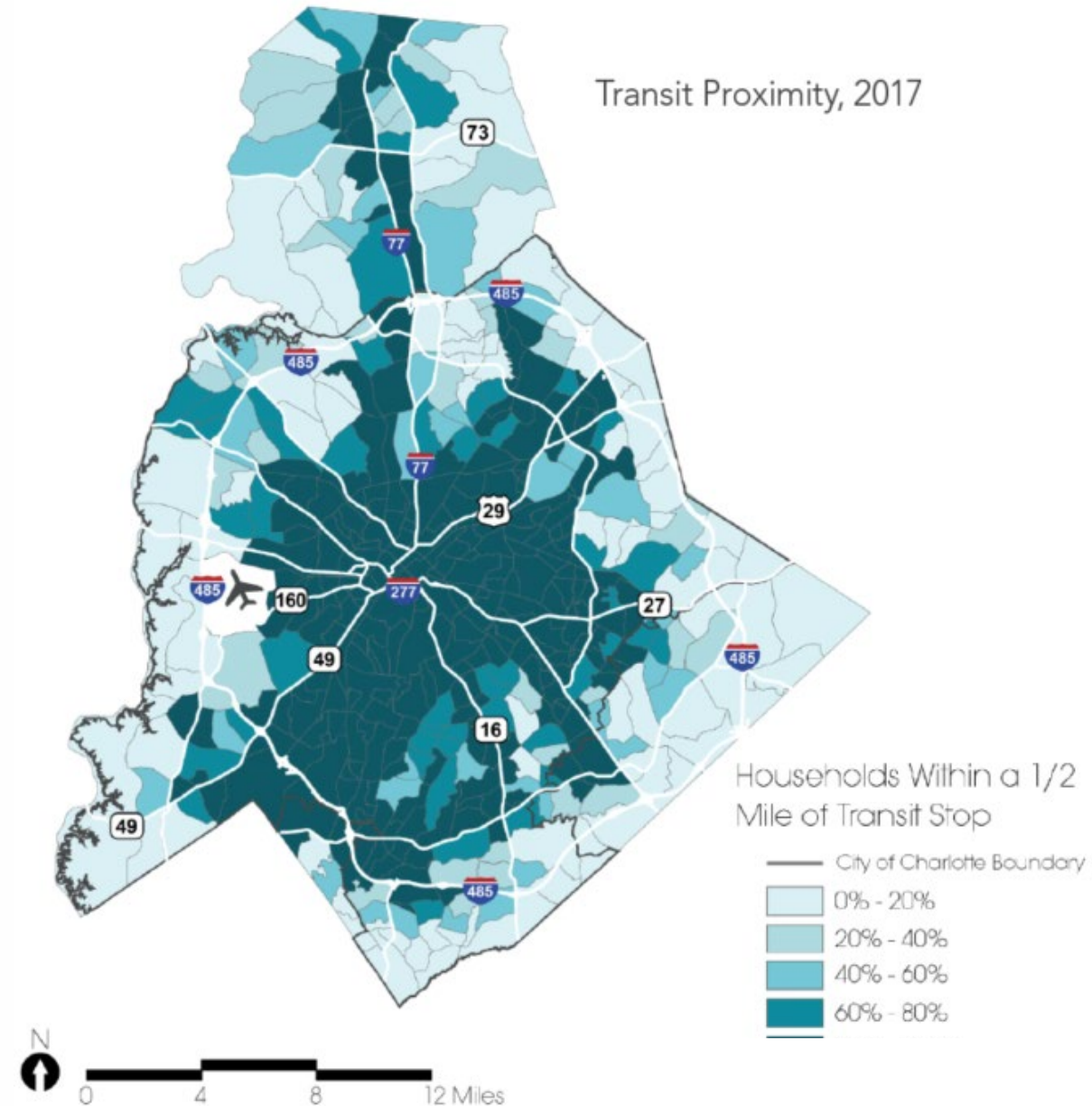
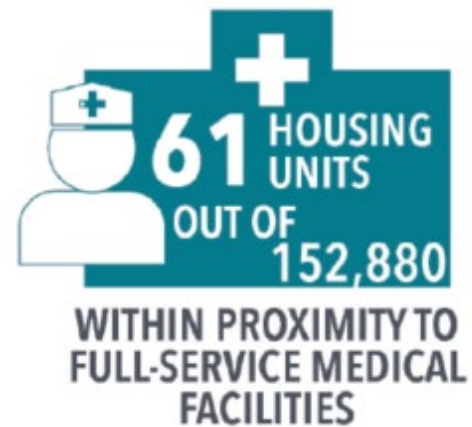
**Equitable  
Development**

# Equality in Public Investment





# Equity in Transit & Healthcare



# Inequitable Private Investment



# Polling: Equity in Public Investment

**Q6.** Related to Equity in Public Investment in Charlotte in recent years, what areas do you believe the community is doing best in? (choose up to 3)

1. “Public” Spaces
2. Transit Service
3. Quality of Streets
4. Sidewalk Completion
5. Bicycle Network
6. Community Centers/Facilities
7. Other
8. None

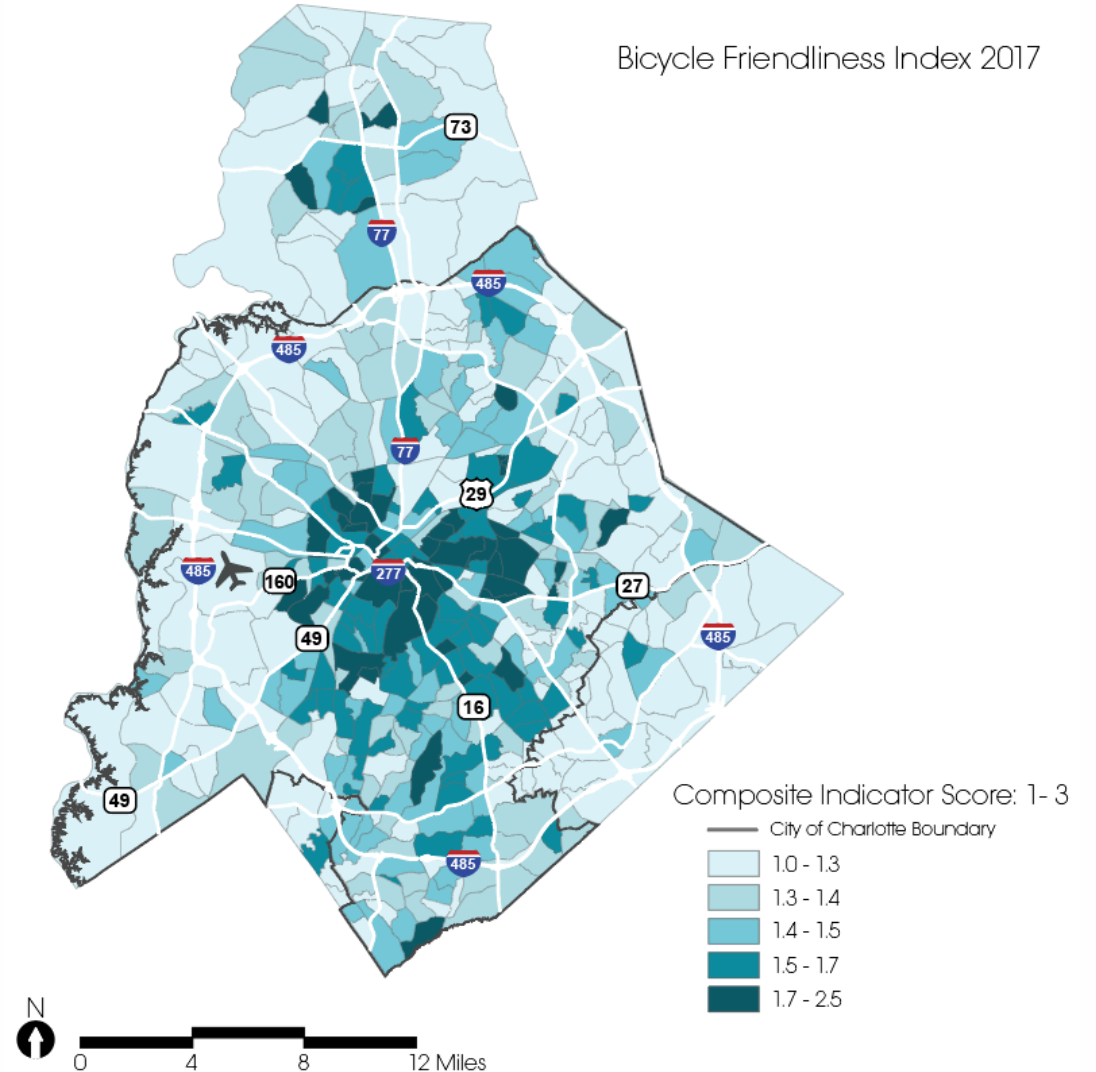
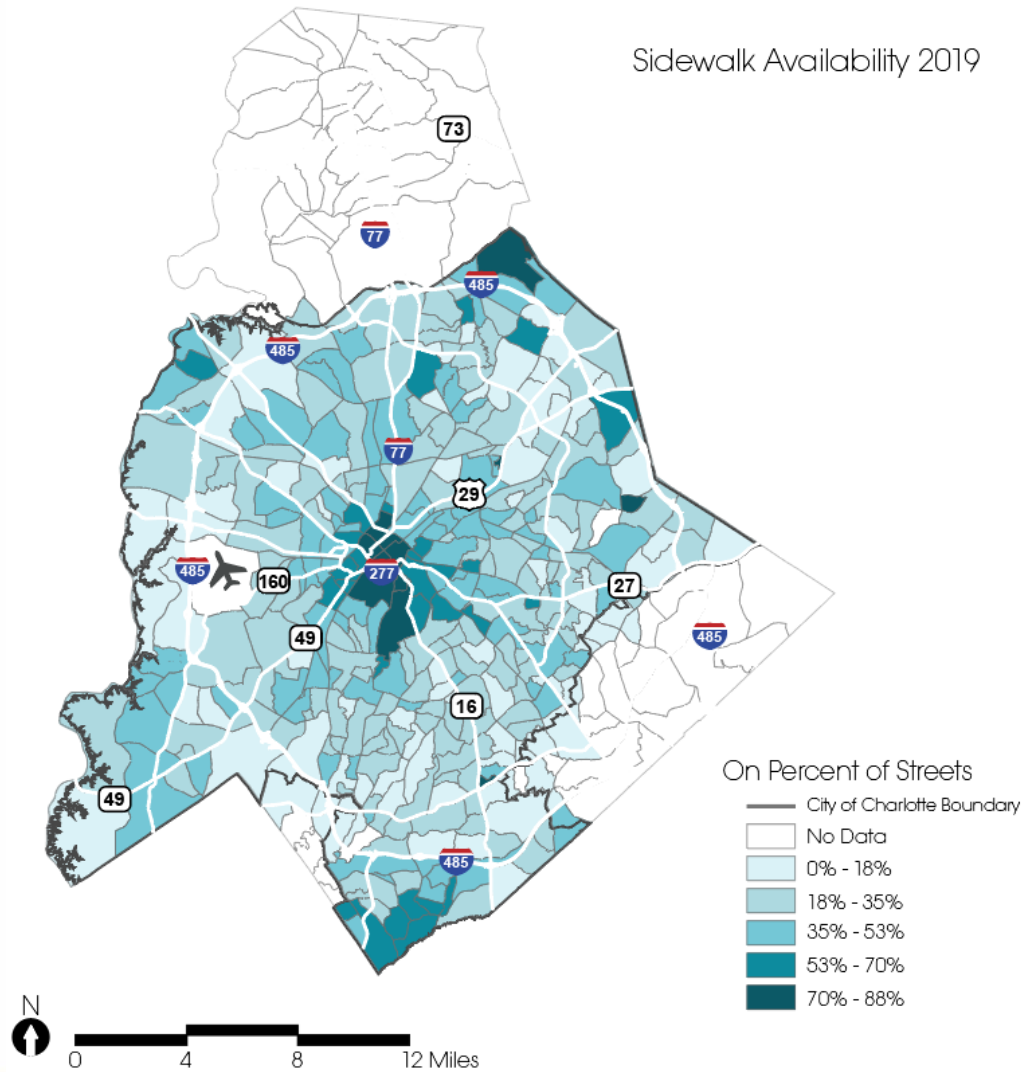


# Traffic and Transportation Options



## Traffic & Transportation Options

# Sidewalk Availability and Bike Friendliness



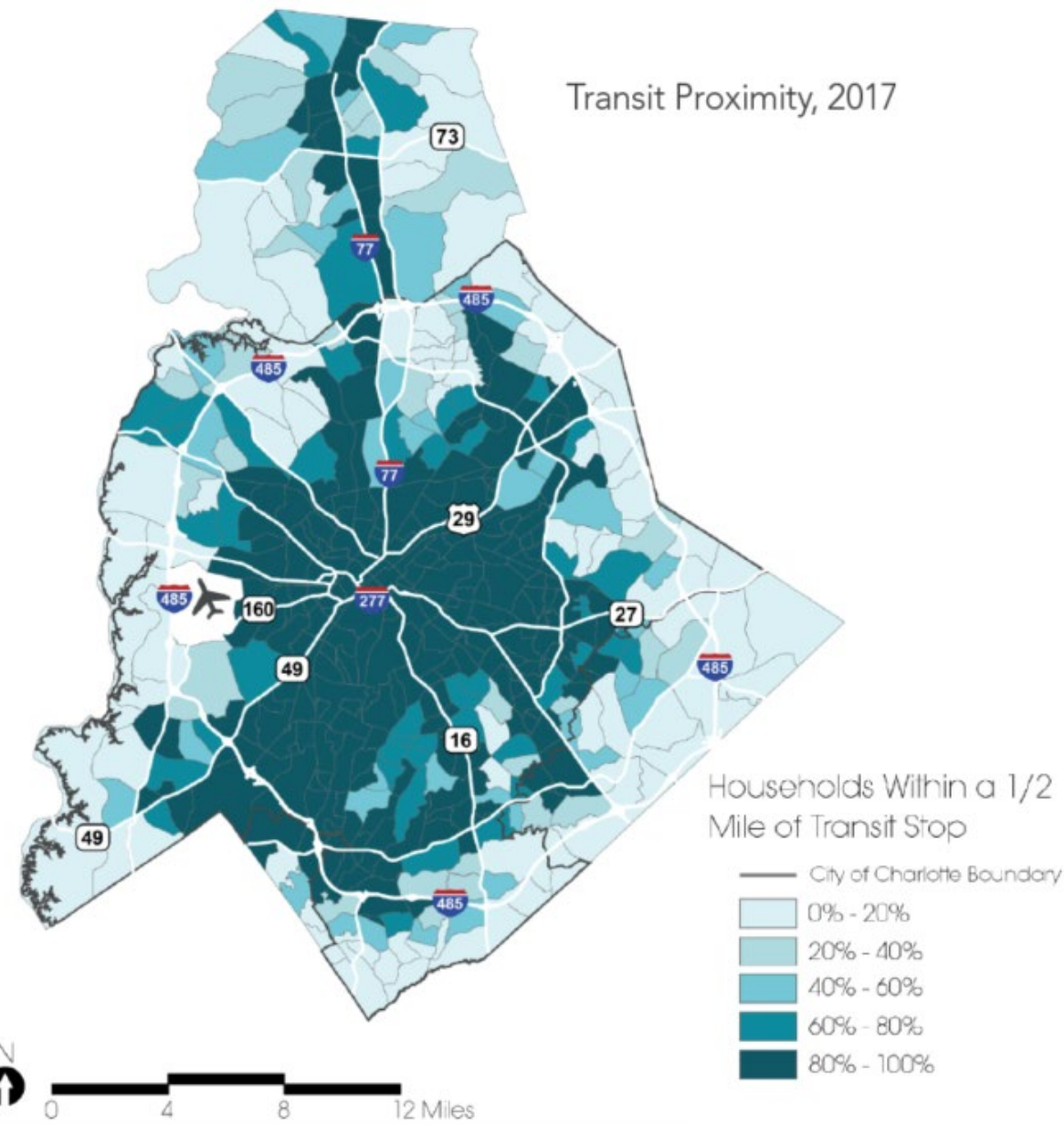
# Transit Proximity



% of population within 1/2 mile of transit (2016)



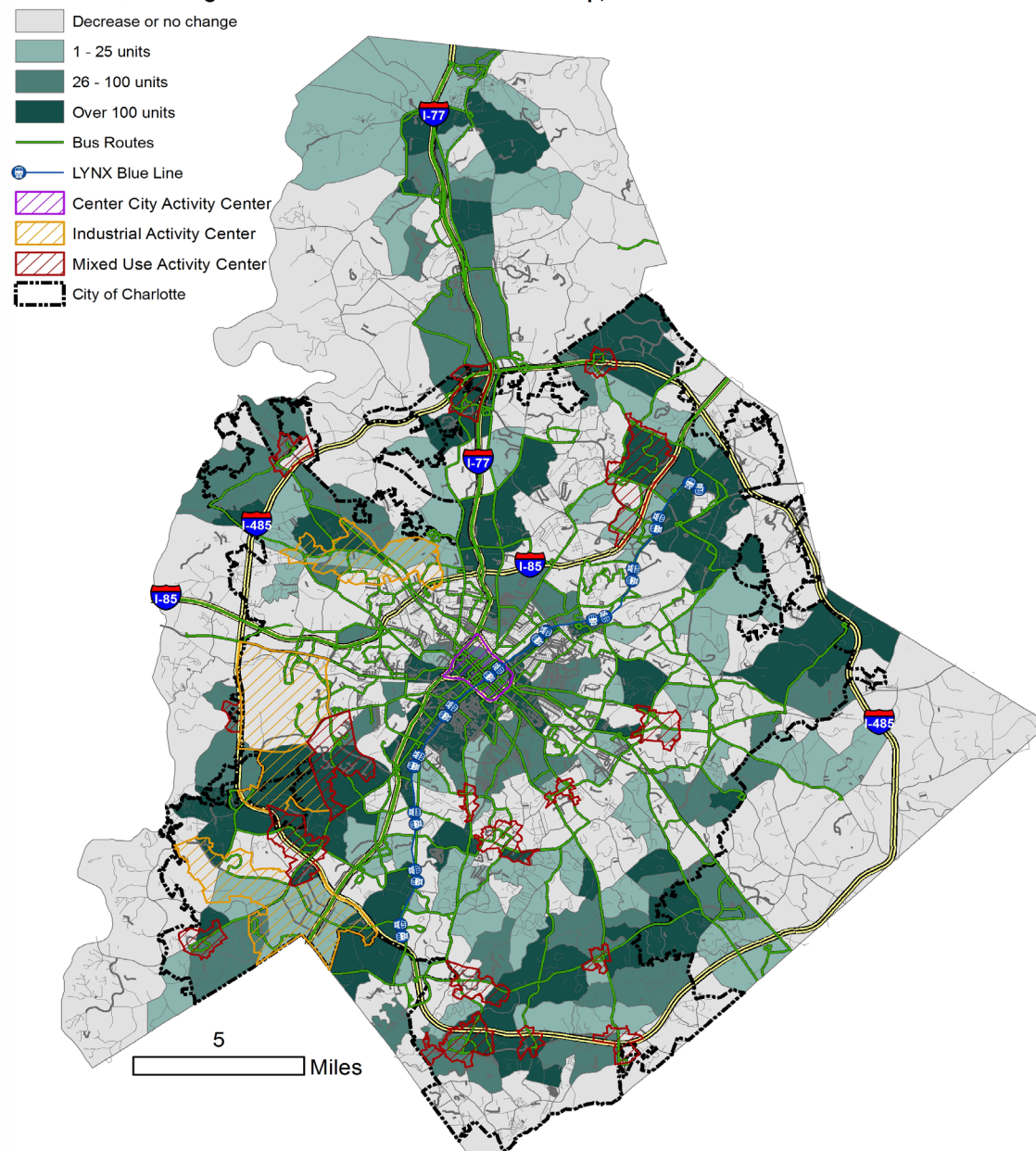
Data Source: AllTransit Rankings





# Transit Access Increase 2011-2017

Increase in Housing Units Within 1/2 Mile of a Transit Stop, 2011-2017



# Polling: Traffic and Transportation Choices

**Q7.** Providing transportation choices has been a significant policy direction over the past 2 decades.

Which types of transportation do you feel have become easier to use over the last 10 years? (Choose as many as you want)

1. Driving
2. Walking
3. Biking
4. Bus
5. Light Rail/Streetcar
6. E-Scooting
7. Car share
8. Other

# Polling: Traffic and Transportation Choices

**Q8.** In the future, what types of transportation do you think should be prioritized for improvement? (choose up to 3)

1. Driving
2. Walking
3. Biking
4. Bus
5. Light Rail/Streetcar
6. E-Scooting
7. Car share
8. Other



# “Public” Spaces

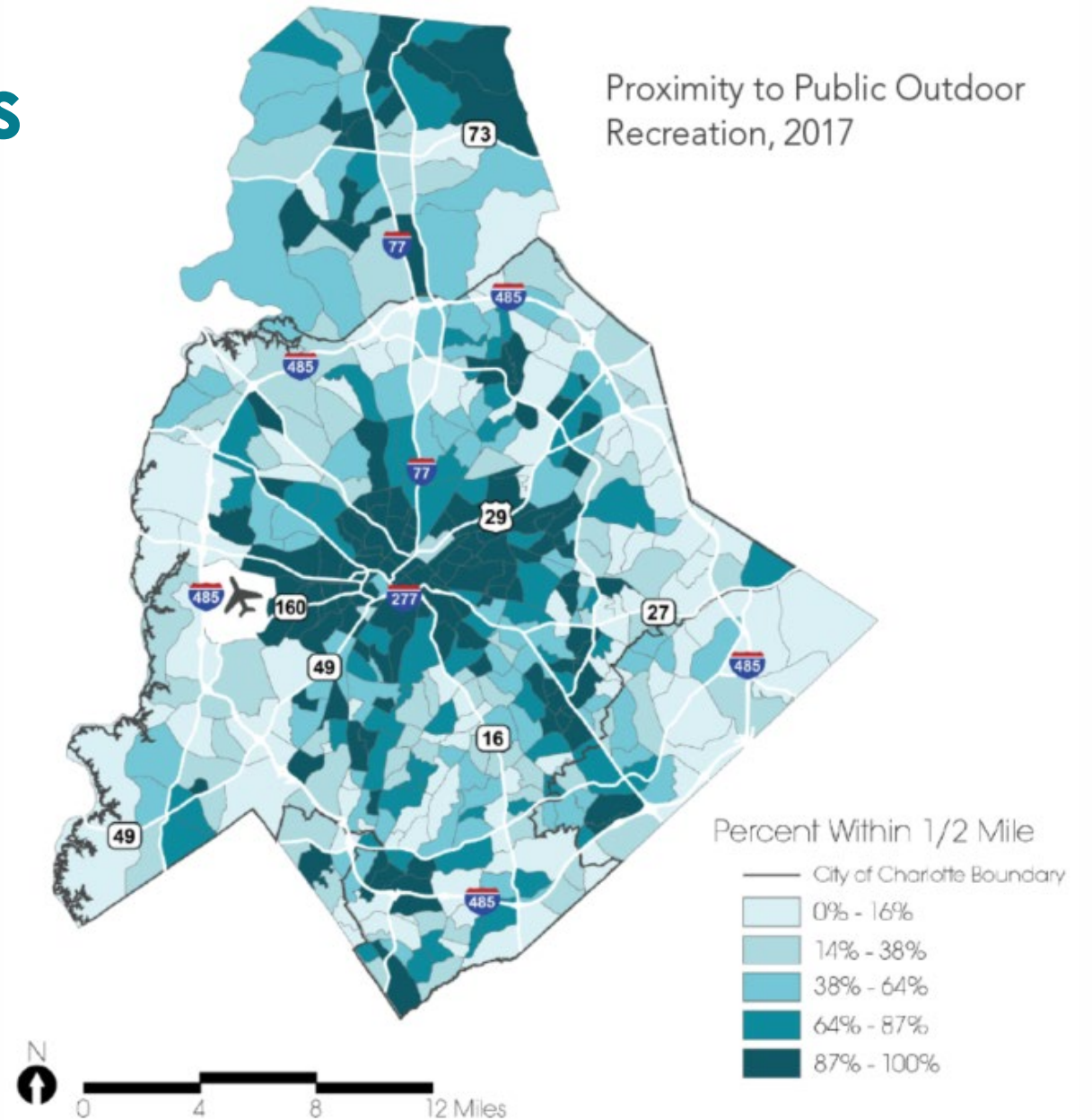


## “Public” Spaces

**Note:** “Public” spaces include publicly and privately owned parks, plazas and open space that are accessible to the general public.

# Proximity to Parks, Trails and Greenways

Proximity to Public Outdoor Recreation, 2017



# How Does Charlotte Stack Up?

# 97<sup>th</sup>

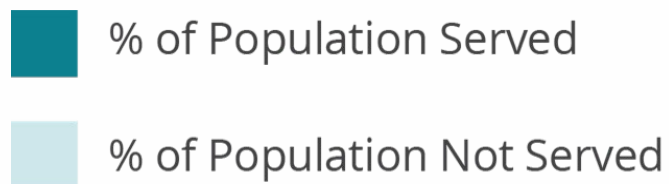
Charlotte's Public  
Park System's Rank  
Among Top 100 Cities



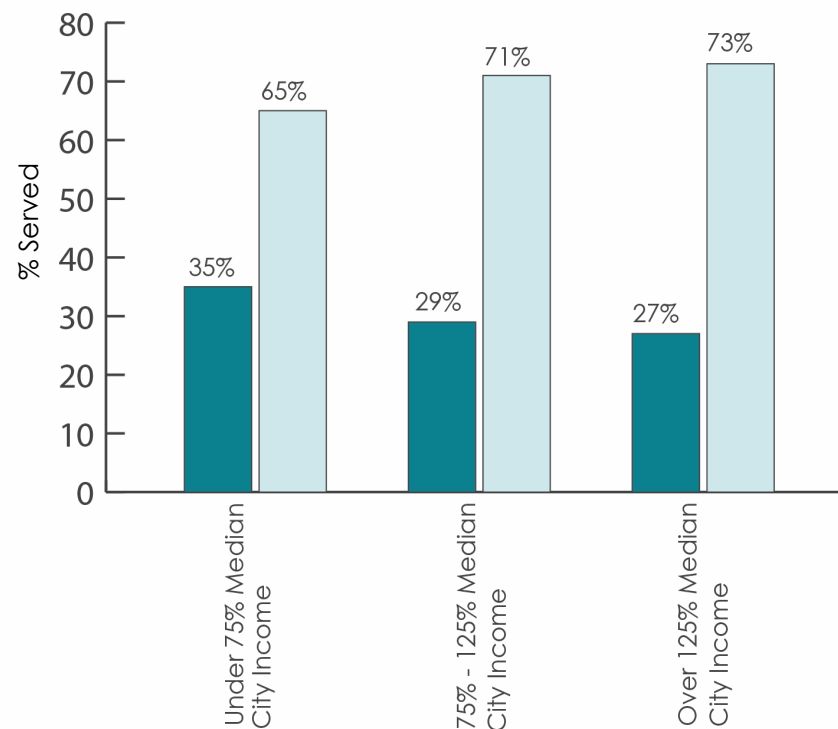


# 28%

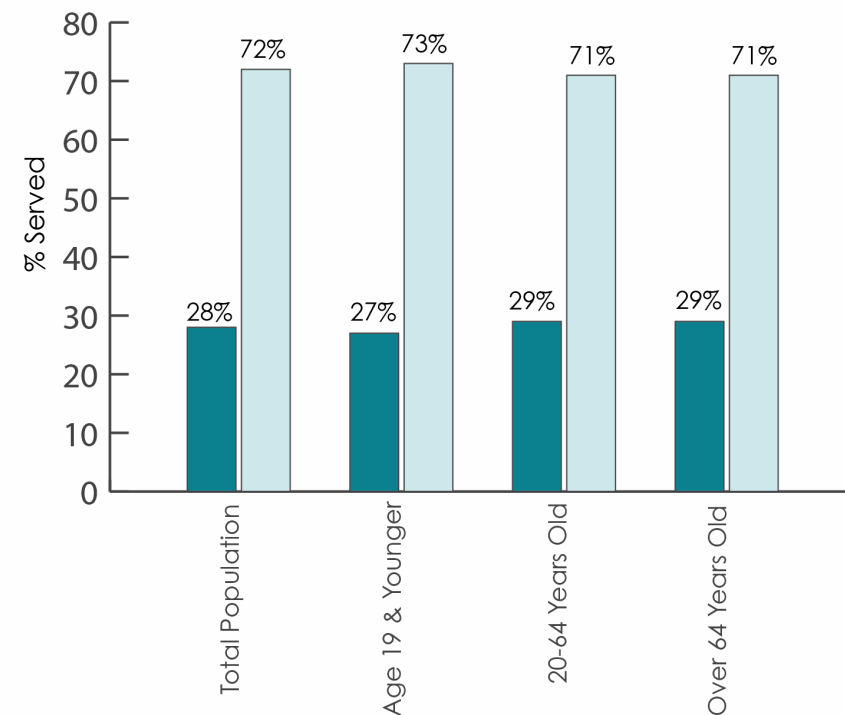
of Charlotteans  
live within a 10  
Minute Walk of a  
Park



## Access to Parks by Income

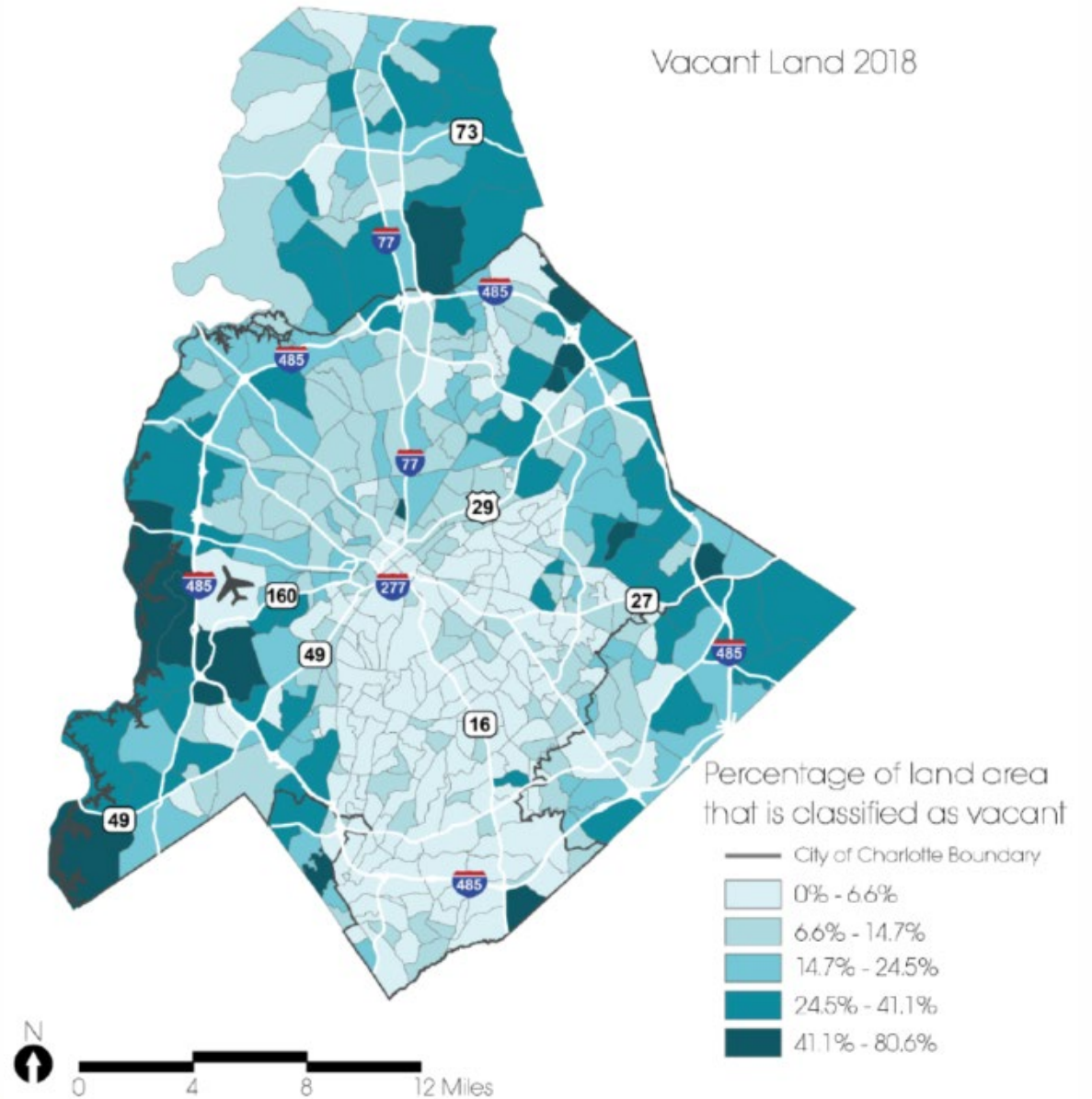


## Access to Parks by Age



# Vacant Land Map

Vacant Land 2018



# Polling: “Public” Spaces

**Q9.** Related to “public” spaces in Charlotte, do you think “public” space is sufficient for the current population and types of activities people want to participate in?

1. Very Sufficient
2. Sufficient
3. Neutral
4. Not Sufficient
5. Other

**Note:** “Public” spaces include publicly and privately owned parks, plazas and open space that are accessible to the general public.



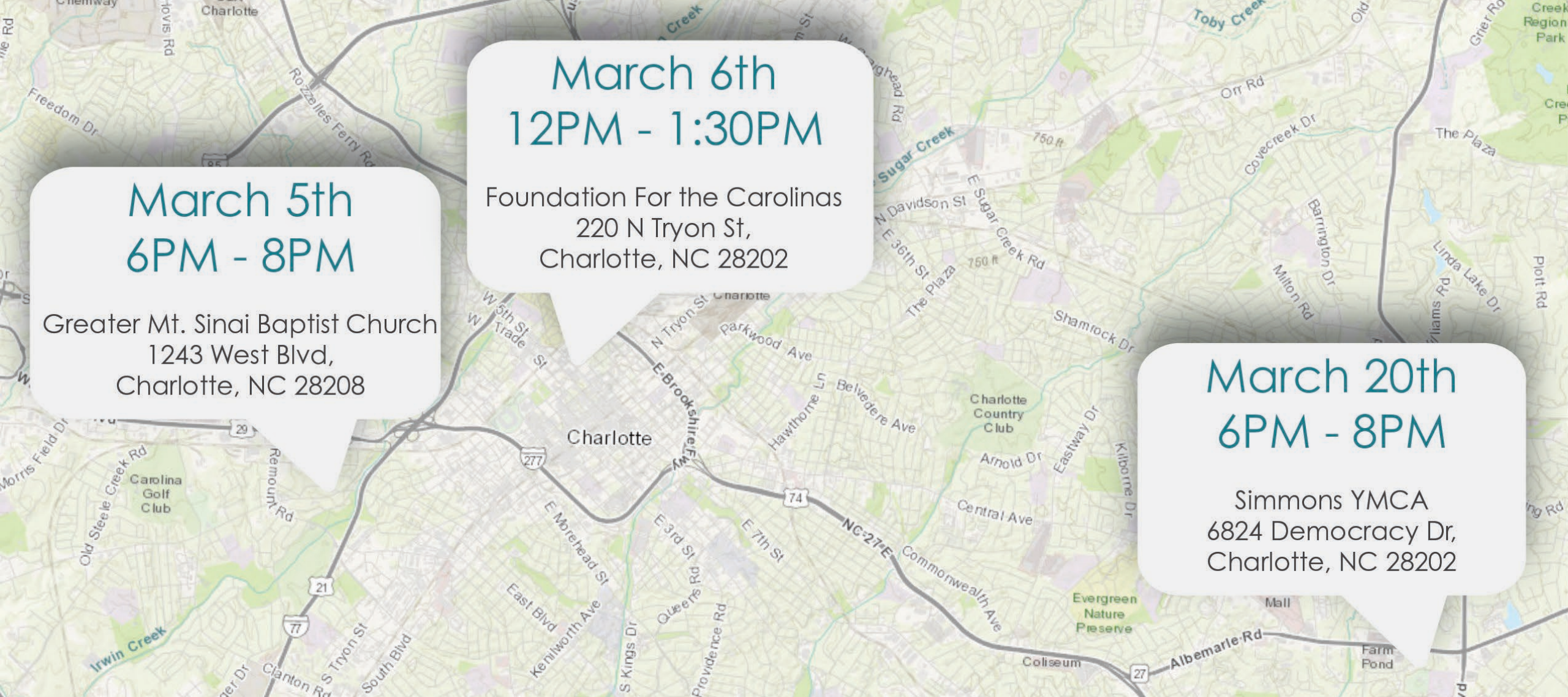
# Polling: “Public” Spaces

**Q10.** Related to “public” space in Charlotte in recent years, do you think the quality of “public” spaces has gotten better or worse?

1. Much better
2. Better
3. Neutral
4. Worse
5. Much worse



[Charlottefuture.com/2040](https://Charlottefuture.com/2040)



March 5th  
6PM - 8PM

Greater Mt. Sinai Baptist Church  
1243 West Blvd,  
Charlotte, NC 28208

March 6th  
12PM - 1:30PM

Foundation For the Carolinas  
220 N Tryon St,  
Charlotte, NC 28202

March 20th  
6PM - 8PM

Simmons YMCA  
6824 Democracy Dr,  
Charlotte, NC 28202



# Call to Action

Sign up for updates:  
**[www.charlottefuture.com/2040](http://www.charlottefuture.com/2040)**  
Follow on Facebook:  
**@cltplanning**

## Attend Events & Complete Surveys

Community Workshops each phase of project that share results and input to date and solicit feedback

Online questionnaire shared at events and through social media to shape the vision for the City

Strategic Advisors Groups – element based discussions

Educational Speaker Series that foster dialog and action (March 26)

## *Host Community Events?* **Invite Us**

As speaker or with a booth to share information

# Call to Action

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Follow on Facebook:  
**@cltplanning**

*Well Connected in Charlotte?*  
**Become a  
Charlotte Future 2040  
Ambassador**

## BROADEN OUTREACH, INVITE OTHERS TO THE TABLE

Use outreach toolkit to engage with your connections who may not traditionally participate

Invite others to participate in events and surveys

Share findings and opportunities with others

Share social media posts and flyers to broaden outreach particularly in regards to events and surveys for input



# 2040 COMPREHENSIVE PLAN

## Thank You!

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

Follow on Facebook: [@cltplanning](https://www.facebook.com/cltplanning)