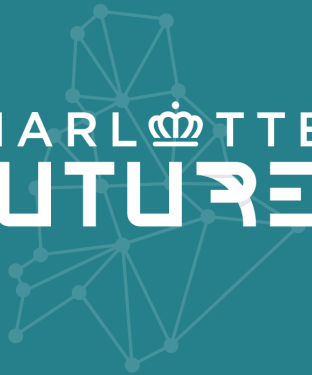




CHARLOTTE
FUTURE



2040
COMPREHENSIVE
PLAN

Policy Audit Report

January 2019



CHARLOTTE
PLANNING, DESIGN
& DEVELOPMENT

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



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Appendix

Appendix: Plans and Studies Evaluated

An aerial photograph of a city at dusk, showing various buildings and streets illuminated by streetlights. A semi-transparent white rectangular box is overlaid on the center of the image, containing the main title and background text.

Introduction & Purpose

Background

This Policy Audit report was prepared for the City of Charlotte, providing one of the first steps in preparing a new comprehensive plan: understanding and documenting the existing policy direction that guides community decision-making and public investments. To this end, the Charlotte Future project team developed a Policy Audit evaluation tool that documented the specific vision and value statements and policies included in approximately 30 City and County plans. Using the organizational framework of the future 2040 Comprehensive Plan and a series of related policy subtopics, current policies were inventoried and categorized by the Consultant team members: MIG, Clarion Associates, Nelson Nygaard, Neighboring Concepts, and Economic and Planning Systems. Staff members evaluated the effectiveness of individual policies and this evaluation will be used through the process as policy direction is explored.

PURPOSE OF REPORT

This report provides a summary of the findings of the policy audit work. It is intended to provide a “snapshot” summary of policy direction across a wide spectrum of planning issues. Each of the six sections introduces the relevant policy subtopics and lists the following information for each subtopic: Related Plans and Studies, General Direction and Synopsis of Existing Policy Statements, and Potential Gaps for Exploration. It also provides a rating for each policy subtopic to identify the general nature of the City’s current policy direction. The plans/studies listed under *Related Plans and Studies* only include those plans/studies from which a specific policy was identified for a subtopic during the audit. The findings in this summary report will inform many future tasks of the Comprehensive Planning project. One example is that the Values and Vision section of the report will inform community engagement materials such as the Vision and Values online questionnaire, helping the team ask meaningful, tailored questions.

ORGANIZING SUBTOPICS

The following six topical plan elements and their relevant policy subtopics were used as the organizing framework for this policy audit:

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

POLICY SUBTOPIC RATING SYSTEM

Policy Seeds Have Been Planted

Policy subtopics that are emerging issues or topics within the community that have little to no guidance by current policies. Moving forward, these subtopics can be explored for opportunities to advance new policies and provide future guidance.



Policies Have Taken Root

Policy subtopics with basic foundational goals and policies. Moving forward, additional new policies and enhancements to existing policies will be considered.



Well Established Policies

Policy subtopics with established goals and policies that have developed over time. Moving forward, existing policies could be modified and enhanced to reflect up-to-date practices of the City or recommended best practices.



Policy vs. Implementation.

The purpose of this policy audit is to identify policy direction and evaluate gaps in policy direction that can be explored during the planning process. This policy audit is not intended to be an implementation audit. There are plan policies that have been identified as being less effective than envisioned due to the manner in which the policy has been implemented (or not). In some situations, policy direction is good, but the City lacks the tools or resources to help fully realize the policy intent. Staff have evaluated policy effectiveness for the individual policies of the different plans that have been chosen for this exercise. This information will be used when the project team explores implementation strategies and actions in later phases of planning.

Future Land Use and Place Types.

The policy audit included documentation of future land use and community character policies that guide decision-making for rezoning cases and other development approvals. These policies are the policy foundations that support the maps and related map categories that define what land uses and types of developments are appropriate in certain locations throughout the city. Part of the Charlotte Future process will include an update to the future land use and character descriptions – the Place Types – later in this process. Prior to the Place Types work, it is essential that the City works with the community to establish overall policy direction for the various subtopics that have been identified in this audit. In doing so, the Place Types can be better calibrated to not only advance land use objectives for the City but also the community's overarching goals and vision for Charlotte. This will help ensure that future land use planning is well aligned and supportive of the community values and objectives. Given the separate timing of the Place Types work, the land use policies are simply referenced in this report and will be explored in greater detail in later phases of planning.

Emerging Topics and Plans.

This policy audit acknowledges several new plans that are currently being developed or are newly adopted: Vision Zero Policy for transportation, E-Scooter Plan, North End Smart District Initiative, Strategic Energy Action Plan, Assessment of the Diversity, Equity, and Inclusion Efforts of the City of Charlotte. Most of these plans are not currently adopted and are being evaluated by staff and community leaders. These plans address various policy topics/issues (e.g., affordable housing, economic mobility, dockless vehicles) that have emerged in Charlotte as well as communities across the nation. As these planning documents are finalized, the policy direction within these plans can be carried forward into the new comprehensive plan.

CURRENT PRIORITIES

This report identifies policy subtopics that are deemed to be current priorities being discussed by city leaders, residents, and community stakeholders. While all policy subtopics are important, some are more of a priority to Charlotteans. These priority subtopics have been bolded in the list of subtopics provided at the beginning of each chapter and the community will be asked to confirm or modify these during the planning process. Moving forward, these will help the project team understand where to focus efforts on policy exploration.

Policy Audit Key Findings

- An **overarching vision framework** is needed to weave together the vision and values incorporated across the City's plans and to highlight critical and emerging community issues. This new vision framework can create better linkages between city-wide plans and future area plan updates. It can also be used to better connect budgetary and capital investment decisions to community aspirations and priorities as well as prioritize future updates to the Community Investment Program.
- Many **neighborhood area plan policies should be considered for community-wide application**. The City has a great legacy of developing high quality plans for its neighborhoods, centers, and corridors. Many of these plans include policy guidance that can be considered for application to all areas of the city.
- General land use and **development policies in the neighborhood/area plans are very prescriptive** because the current development ordinances do not adequately incorporate the policy direction from these area plans. The neighborhood plans in effect serve as a quasi-zoning district that provides guidance beyond typical area plans. The new comprehensive plan will help inform the City's parallel effort in updating the zoning ordinance as well as many other ordinances included in the United Development Ordinance (UDO).
- The recent adoption of the Strategic Energy Action Plan demonstrates the **community's interest in advancing sustainability objectives**. There is an opportunity to advance sustainable development policies in the new comprehensive plan.
- Future conversations around Place Types will be very helpful in **providing more clarity and guidance on many of the sub-topics that are associated with the *Livable and Connected City* section**. Policies related to urban design, complete neighborhoods, and infill have been indicated as "unclear" and "ineffective" by staff and are opportunities for providing better clarification in the new plan.
- **Many policy gaps are opportunities for policy coordination with partner organizations and agencies**, such as CATS, Charlotte Regional Business Alliance, Mecklenburg County Office of Economic Development, and others. The new plan can identify strategic partnerships and opportunities for coordination and collaboration.
- Some **policy subtopics are emerging issues** for not only Charlotte, but for communities across the nation. These include curb lane management, autonomous vehicles, dockless vehicles, inclusivity and equity, equitable hiring, and reduction of income gaps among other issues. These topics present opportunities for Charlotte to set a national standard for addressing these emerging issues.






Community Values & Vision

Values and Vision Subtopics

- Vision statements
- Value statements
- Other expressed community aspirations

Vision and Values Identified Gaps

Status	Policy Subtopics
	<p style="text-align: center;">Vision Statements</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Elizabeth, Prosperity Hucks Park Woodlawn, Steele Creek Area, North Tryon, and Washington Heights) • Centers, Corridors, Wedges Growth Framework • Mecklenburg Livable Communities Plan • 2030 CATS System Plan • Charlotte BIKES • Strategic Energy Action Plan • Urban Forest Master Plan • City Council's 2018 Retreat • City Council's TAP FY2018-2019 Focus Area Plan • City Council's HAND FY2018-2019 Focus Area Plan • City Council's Environment FY2018-2019 Focus Area Plan • City Council's Economic Development FY2018-2019 Focus Area Plan • Policy Statements Adopted by the Charlotte-Mecklenburg Planning Commission • North End Smart District • Comprehensive Park & Recreation Master Plan Update
	<p>General Direction and Synopsis of Existing Vision Statements:</p> <ul style="list-style-type: none"> • Envisioning a thriving economy. Include aspirations for successful small businesses, start-ups, entrepreneurial activities, and economic prosperity for all. • Envisioning a diverse community. Aims to include and support a diverse community with respect to age, race, ethnicity, culture, and socioeconomic status. • Envisioning environmental integrity. Supports the protection of natural assets and community open spaces. • Envisioning strong neighborhoods. Sets out to achieve high quality and distinctive neighborhoods that are affordable and accessible to all households in Charlotte and offer an array of housing choices. • Envisioning transportation choices. Supports multimodal options that maximize mobility and safety to residents and visitors
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Vision Framework. A community-wide vision framework could provide a structure to create better linkages among tiers of plans (community-wide, area specific, topic specific) and among planning topics addressed across plans. • Embracing equity. A future vision framework could better articulate the City's focus on equity and especially inclusivity, and the integration of equity and inclusivity across policy topics. 	

Status	Policy Subtopics
	<h3 style="text-align: center;">Value Statements</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • CONNECT Our Future • 2030 Transit Corridor System Plan • Charlotte BIKES • Charlotte WALKS • Charlotte City Council Letter to the Community (2016) • Take 10 Response to the Community Letter (2017) • Comprehensive Park & Recreation Master Plan
	<p>General Direction and Synopsis of Existing Value Statements:</p> <ul style="list-style-type: none"> • Community values for the natural environment. The community values the protection and preservation of nature, encourages sustainable development, preserves natural character, and supports a healthy environment. • Community values for walkability and livability. The community values multimodal access and opportunities to get out and walk or bike to interesting and safe places. • Community values safety and trust. The community values living in a safe environment where government services are based in trust and accountability. • Community values for community equity. Values social equity through equitable access to education/jobs, access to multimodal travel options, and affordable housing.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Connect values and vision. The new vision framework can be designed to articulate the community's values and directly connect community values with the plan's policy guidance and implementation actions.
	<h3 style="text-align: center;">Other Expressed Community Aspirations</h3>
	<p>Synopsis and Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Mecklenburg Livable Communities Plan • Comprehensive Transportation Plan • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Washington Heights Neighborhood Plan • Housing Charlotte Framework • Strategic Energy Action Plan
	<p>General Direction and Synopsis of Existing Community Aspirations:</p> <ul style="list-style-type: none"> • Broad array of community aspirations. Similar to community values, plans include a wide variety of community aspirations: well-designed and interconnected communities, protection of open space, adequate public infrastructure and services, economic opportunity inclusivity and equity, educational preparedness, community health, environmental resiliency, serving vulnerable populations, transportation responsiveness to changing conditions and providing safe and equitable modal choices.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Incorporate aspirations into vision framework. Incorporate and synthesize community aspirations into new vision framework.


Liveable & Connected City


Policy Subtopics

- **Development and Infrastructure**
 - Growth management, annexation, and ETJ
 - **Future land use and community character**
 - **Urban design**
 - Historic preservation
 - **Redevelopment, infill, and neighborhood protection**
 - **Complete neighborhoods**
 - Transit supportive development
 - **Provision of utilities, concurrency, and priority investment areas**
 - Active living environment (parks and recreation)
 - Public spaces
 - Green building and sustainable site design
 - Jobs-housing balance
- **Transportation**
 - **Transportation safety**
 - **Multimodal network - complete streets** (streets, transit, ped, bike, shared mobility/dockless)
 - **Connectivity and circulation**
 - Access management
 - Curb lane management
 - Design of streetscape and walkability (nexus with built framework)
 - **Context sensitive street designs**
 - Travel demand management
 - Parking
 - Autonomous vehicles


Bolded policy subtopics signify key issues that staff identified as being currently discussed by the broader Charlotte community. These are timely topics worthy of noting.


Policy Rating and Identified Gaps

Status	Policy Subtopics
	Development and Infrastructure
	Growth Management, Annexation, and ETJ
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Centers, Corridors and Wedges • CONNECT Our Future • Transportation Action Plan • Mecklenburg Livable Communities • Voluntary and Involuntary Annexation Ordinance (adopted 3/24/03)
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Land use and transportation. Various policies support and recognize the inherent need to create a stronger linkage between the City's land use and transportation system. • Emphasis on infill and redevelopment. Policies express the desire to support more compact growth patterns, encourage redevelopment and infill, align new development with existing services, and concentrate future growth and development within Activity Centers and Growth Corridors. • Annexations. Although there is limited guidance provided by existing plans, City Council has adopted a Voluntary and Involuntary Annexation Ordinance to guide future annexations. Considerations include fiscal impacts to the City, hardships, and whether the property is vacant or not. This policy was adopted prior to the recent changes that were made to North Carolina's general statutes that address municipal annexations. The city is not currently pursuing involuntary annexations.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Priorities for growth management. The Centers, Corridors, and Wedges plan sets out the growth management strategy for the City. This could be enhanced by identifying geographic priorities for greenfield development (new growth) and redevelopment of existing developed areas. Beyond greenfield and redevelopment areas, a general opportunity exists to provide more robust and refined policy guidance for various geographies that are more specific and defined than the boundaries of the Centers and Corridors. • Annexation policies. Although future voluntary and involuntary annexation policies have been adopted by City Council, it may be helpful to carry forward (or at the very least reference) these adopted policies in the Comprehensive Plan for transparency purposes. The existing policy should be revisited and the City's position/process should be formalized to reflect the recent legislative changes. 	


Status	Policy Subtopics
	Development and Infrastructure
	Future Land Use and Community Character
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (University City Area and BLE Update, Dixie Berryhill, North Tryon, Elizabeth, Prosperity Hucks, Park Woodlawn, Center City, and Steele Creek) • General Development Policies • Centers, Corridors and Wedges • 2045 Metropolitan Plan • Transportation Action Plan • West End Land Use and Pedscape Plan <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Scale of policy guidance – community-wide and area specific. Multiple plans provide both overarching guidance (General Development Policies, and Centers, Corridors, and Wedges) and highly detailed policy direction (neighborhood plans) for the full array of land use typologies found in Charlotte: residential, office and employment, commercial, industrial, institutional and civic, natural spaces, public utilities, and mixed use environments of varying development scales. The Centers, Corridors, and Wedges plan provides the general growth framework that other plans build off of. • Land use considerations. These policies address a variety of land use considerations specific to the geographic area including density and intensity, location and pattern of development, public services, ideal mix of uses and types of development, community character, transportation infrastructure, and other related topics. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Place Types. Evaluation of current land use policy direction will be a focus during a later phase of the planning process building off the current land use policy direction included in existing plans. The purpose is to prepare a set of community Place Types that will guide future decision-making and provide an overarching framework for land use and community character and provide guidance for specific areas of the community. • Carrying forward area plan guidance. Area plans may be incorporated into the new comprehensive plan. In addition to having Place Types that acknowledge individual character in these areas, it will also be important to carry forward relevant and distinctive policies unique to each area plan. Carrying forward these policies will give the city an opportunity to retire many of its numerous (55+) “aging” area plans, which will create more consistent policy guidance and unified vision for the community. • Density. Discrepancies in density create issues for rezoning that often times can be addressed and overcome with design and infrastructure improvements. The discussion of replacing density guidance in policies and regulations was explored in past Place Types discussions. If density-related policies and standards are removed, they will need to be replaced with additional community design (e.g., building envelope, character) and infrastructure-related policies to provide adequate policy guidance. • Future land use planning updates. Very few policy documents address how, when and/or why they need to be up to date. A more refined policy direction is necessary in order to help establish a formal process/guidance on how to regularly assess/refine the land use plan for the City and provide guidance on future area planning efforts.



Status	Policy Subtopics
Development and Infrastructure	
Urban Design	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (University City and BLE Update, Dixie Berryhill, North Tryon, Elizabeth, Prosperity Hucks, Center City, and Steele Creek) • General Development Policies • West End Land Use and Pedscape Plan • Charlotte WALKS
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Building orientation and design. Emphasizes the importance of having buildings orient towards the street and/or public common open spaces where appropriate, acknowledging the importance of a context-based approach when considering building orientation. Policies also recognize the important role of building design in activating the public realm. • Compatibility and integration. Encourages development that is compatible and well integrated with existing neighborhoods. Specific characteristics mentioned in these policies that promote compatibility and integration include landscaping/open space, scale, massing, and height of new development. • Human-scale design. Promotes a well-scaled, pedestrian-friendly environment. Policies encourage visual interest along the ground floor through the use of glass windows, landscaping, and active uses. Policies also support having a network of smaller blocks compared to having one large “superblock”.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Additional clarity and guidance. More clarity and consistent policy direction will be needed in order to help realize the general aspirations the City has established for building orientation and design, and compatibility and integration. Future work on Place Types will need to clearly illustrate and provide more clarity on how to best provide transitions between new and existing development (e.g., height, use, separation, orientation). The interface between different street and land use typologies will also need to be explored in order to provide a more place-based approach to building and street design.



Status	Policy Subtopics
	Development and Infrastructure
	Historic Preservation
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Centers, Corridors and Wedges • Washington Heights Neighborhood Plan • Center City Vision Plan • West End Land Use & Pedscape Plan <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Preservation. Encourages the preservation and integration of historic buildings and landmarks in the city’s modern urban fabric. Policies also encourage new development to respect and preserve the city’s historic character. Neighborhood plans also recognize the potential for historic homes to serve as alternative uses such as offices and neighborhood-serving uses. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Community-wide historic preservation policies. Consider the historic preservation policies in existing plans and update based on historic preservation best planning practices and local historic preservation needs. • Character protection outside of historic districts. In past Place Types discussions, staff discussed the possibility of incorporating “Neighborhood Character Overlay Districts” to address areas with distinct character that are not currently within or don’t qualify for a historic district. New policies can help provide guidance on and emphasize the importance of preserving specific character-defining features (e.g., lot size, building height and mass, tree canopy) that are unique to a specific neighborhood or business district within Charlotte. • New historic properties. “New” historic properties (generally from the 60s and 70s) are properties that are not currently eligible for a local and national historic designation but are aging in to the potential for a historic status. There may be an opportunity to craft new historic preservation policies that address “new” historic properties and the trade-offs associated with protecting these properties (challenge of adding more stringent protections on NOAHs and other potential opportunities for redevelopment).


Status	Policy Subtopics
Development and Infrastructure	
Redevelopment, Infill, and Neighborhood Protection	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Centers, Corridors and Wedges • Center City Vision Plan • University City Area Plan and BLE Update • Mecklenburg Livable Communities Plan • 2045 Metropolitan Transportation Plan • Charlotte Walks • Washington Heights Neighborhood Plan • Economic Development Strategic Plan (2018-2019) • West End Land Use & Pedscape Plan • Council's ED Focus Area Plan FY18
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Protection of established neighborhoods. Desire to protect and enhance the character of the neighborhood by ensuring new infill/redevelopment respects the established setbacks, height, and scale of existing development. Transitions in height such as “step downs” and other transition tools to blend the scale and height of existing development are encouraged. • Underutilized areas. Supports redevelopment and infill of underutilized areas in the city and targeted reinvestments to declining and vacant properties. • Large-scale redevelopment. Redevelopment guidelines for retail-oriented mixed-use centers to promote compact and integrated uses, improve overall design quality and connectivity to and within the center, and introduce a mix of uses. • Impacts. Acknowledges that redevelopment efforts should be inclusive and address its potential negative impacts to existing residents and businesses (e.g., displacement).
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Priority areas. To better link redevelopment opportunities to capital investment planning, the City could consider including criteria in the comprehensive plan that can be used to identify priorities for future updates to the Community Investment Program and adequate provision of services. • Additional clarity and guidance. Stronger policy guidance and clarity on neighborhood transitions and protection will be needed if new housing types and a more complete mix of uses are introduced in established neighborhoods. Redevelopment policies for large-scale, mixed-use centers will also need to be revisited now that the City is experiencing more of these types of developments. Clarification is also needed to create consistent criteria for underutilized areas that are opportunities for redevelopment. • Community desire/preferences for infill. Existing policies imply that neighborhoods will be preserved in their current condition and character; however, this often prevents housing choice within neighborhoods. It will be important to understand the community's expectations for infill development in existing neighborhoods and along major corridors in order to overcome this challenge. This should include conversations around the trade-offs related to neighborhood infill and housing affordability. What types of infill (if any) does the community desire to diversify housing within existing neighborhoods? What other approaches (if any) does the community wish to pursue in order to expand housing choices within neighborhoods?

Status	Policy Subtopics
	Development and Infrastructure
	Complete Neighborhoods
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Dixie Berryhill, North Tryon, Center City, and Washington Heights) • General Development Policies • CONNECT Our Future • Transportation Action Plan • Charlotte WALKS <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Overall mix of land use and opportunities. Aims to establish a balanced land use pattern with a broad range of housing, employment, leisure, and education opportunities throughout the entire community. • Amenities. Desires a variety of neighborhood amenities such as restaurants, recreational facilities, and other neighborhood-serving services and commercial uses to support residents and employees. Policies also aim to make these amenities more accessible and closer to residents and employees through greater land use flexibility and better multi-modal connections. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Defining complete neighborhoods. New policies could provide more detailed descriptions of complete neighborhoods of varying scales. • Infill policies for complete neighborhoods. New infill policies could enable a more complete set of uses to be incorporated into existing neighborhoods in the future.
	Transit Supportive Development
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Center City Vision Plan • University City Area Plan and BLE Update • Comprehensive Transportation Plan • 2045 Metropolitan Transportation Plan • Transportation Action Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Land use and transportation. Policies support higher intensity development near transit stations and in key activity centers and other land use strategies that maximize the potential for transit patronage and coverage. The Transportation Action Plan (TAP) aims to encourage a minimum of 63.5% of Charlotte residents to reside within a ¼ mile of transit service. • Public investments. Aims to use public infrastructure as a catalyst for transit supportive development and prioritizes investments toward new transit-oriented development projects along transit corridors. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Missing middle and affordable housing. Specific policies to support missing middle housing (i.e., duplexes, triplexes, and other lower density multi-unit housing types) could provide density compatible with existing neighborhoods that also provide opportunity for new affordable housing and could support transit usage. • Recognize the unique characteristics of different station areas. Current policies recommend for all station areas to have a uniform future condition. Explore the opportunity to build in policy that considers the unique characteristics of the different station areas in various contexts. • Recognize different modes. Current policies are often identified as only applicable to light rail even though most include bus rapid transit and commuter rail. Consider clarifying the applicability to other modes (e.g., bus rapid transit and commuter rail) and expanding the TOD definition to possibly include streetcar.

Status	Policy Subtopics
Development and Infrastructure	
Provision of Utilities, Concurrency, and Priority Investment Areas	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Centers, Corridors and Wedges • Area Plans (Elizabeth, Park Woodlawn, and Steele Creek) • Transportation Action Plan • Council's TAP FY18-19 Focus Area Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Infrastructure improvements. Encourages an efficient use of infrastructure resources through enhanced coordination among infrastructure providers. Policies also support opportunities for infrastructure facilities to serve a variety of different needs and purposes and recognize the importance of keeping pace with existing and future development to provide adequate levels of service for the community. Commits to providing funding in order to ensure existing infrastructure is maintained and seeking new innovating funding sources. • Relationship with land use and development. Encourages growth to be coordinated with the provision of infrastructure, ensuring that future decisions regarding location and intensity is aligned with the city's growth framework and has a strong linkage to the city's land use policies. • Impacts. Acknowledges the importance in minimizing negative impacts to both the natural and social environment when considering future infrastructure improvements.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Future service areas. There may be an opportunity to better articulate in the plan where future service areas will be expanded to accommodate future growth and where priorities may exist for upgrading existing infrastructure in order to accommodate for higher intensity infill projects. This could create a better linkage between utilities and land use planning.


Status	Policy Subtopics
	Development and Infrastructure
	Active Living Environment (Parks and Recreation)
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Center City Vision Plan • Mecklenburg County Comprehensive Park and Recreation Master Plan <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Access. Encourages opportunities for new parks within and near neighborhood centers and aspiration by the County to provide more parkland per capita than the national average, connecting neighborhoods, satisfying public recreation needs, and protecting environmentally sensitive areas. • Greenways. Encourages ongoing expansion of the county’s greenway trail system and creating better linkages and improving the overall access to the trail system. • Meeting current and future needs. Commits to improving existing parks and establishing new ones to accommodate future demand. Various types of parks and facilities have been mentioned in policies including sports venues, recreational centers, and community gardens. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Increase access to parks. A recent study by the Trust of Public Land identified that Charlotte has a very low “Parkscore” indicating that residents have very limited access to parks. New policies could be considered to address increasing park access within established and new neighborhoods. • County park size minimums. Mecklenburg County has set a minimum size requirement for new parks. Smaller parks may be sufficient to serve neighborhoods, but do not currently fit Mecklenburg County’s program. There needs to be further discussion and policy direction set for how to address opportunities for smaller park spaces.
	Public Spaces
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (University City and BLE Update, Center City, and Dixie Berry hill) • West End Land Use Pedscape Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Connected and integrated system. Aims to create an integrated and continuous open space system that is composed of usable open space amenities - plazas, courtyards, and fountains - that are opened to the public. Also encourages new development to integrate these types of spaces. • Gathering space. Encourages a broad range of gathering spaces that differ in scale and form (e.g. streets, civic plaza, neighborhood square) to allow for more gathering opportunities. • Prioritization. Policies encourage an open space system of parks and public spaces near transit corridors and other areas of high activity (e.g., retail centers, residential communities, employment areas). <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • None identified.


Status	Policy Subtopics
Development and Infrastructure	
Green Building and Sustainable Site Design	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Centers, Corridors and Wedges • Center City Vision Plan • Steele Creek Area Plan • Draft Strategic Energy Action Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Sustainable design. Supports policies and programs to encourage more sustainable design and construction, including on-site stormwater management. The city also commits to developing future public buildings as well as major renovation projects of existing public facilities to high sustainable development standards. • Partnerships. Encourages public-private collaboration among many stakeholders to promote sustainability.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Definition and clarity. A new policy on sustainable development could provide additional guidance on what is meant by “building sustainably” and could provide sufficient detail on ways in which new developments and homes could be built more sustainably.
Jobs-Housing Balance	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • CONNECT Our Future
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Grow jobs closer to home. General aspiration to grow jobs closer to home.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Employment opportunities matched with local skilled workers. The city could consider adding a new policy to encourage growth of employment opportunities that are locationally matched to the skill sets of residents living in the local area. • Grow jobs and job training in vulnerable areas. The city could also consider adding a new policy to encourage development of jobs and job training programs in areas where residents are vulnerable to displacement.



Status	Policy Subtopics
	Transportation
	Transportation Safety
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • University City Area Plan and BLE Update • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Charlotte BIKES • Charlotte WALKS
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Safer street design. Strong emphasis on designing streets for pedestrian safety and comfort. Policies encourage street design that will help minimize future crashes - commits to identifying and analyzing areas with higher crash rates to develop projects and programs to reduce future crashes. • Vision Zero. Commitment from the City to implement tools and create partnerships that support the Vision Zero initiative as identified in the Transportation Action Plan. • Education and enforcement. Encourages working with strategic partners to strengthen enforcement and continue education efforts.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Vision Zero. Recent Vision Zero policies have emphasized addressing the safety of the most vulnerable users of the system, including children, elderly, and disabled. In addition, Vision Zero implementation tools – policies and designs – are rapidly evolving. • School zones. Charlotte Department of Transportation is updating the School Zone Policy which may include new policy direction related to traffic safety near schools. 	

Status	Policy Subtopics
	Transportation
	Multimodal Network – Complete Streets (general multimodal network / complete streets)
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Elizabeth, Dixie Berryhill, University City, Prosperity Hucks, Park Woodlawn, Center City, Steele Creek, and North Tryon) • General Development Policies • Centers, Corridors and Wedges Growth Framework • Mecklenburg Livable Communities Plan • CONNECT Our Future • Comprehensive Transportation Plan • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Charlotte WALKS
<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Integrated and enhanced modes of travel. Aspires to create a multimodal transportation system that is safe, comfortable, and enhances ways for people to get around no matter what mode of transportation someone chooses. Policies recognize that the connectivity between these modes of travel is critical. 	
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Modal priorities. Establishing a strong system of modal priorities assigned to individual street facilities would ensure strong connections, especially for the emerging bike network and for increasingly important intermodal connections (e.g., transit and bikeshare). Charlotte Department of Transportation (CDOT) has addressed modal priorities by establishing street types in the Urban Street Design Guidelines (USDG) and creating a set of classifications for thoroughfares based on these street types in the Transportation Action Plan (TAP). These policies should be revisited and refined as part of this process. • Multimodal level-of-service. Multimodal level-of-service (MMLOS) policy puts safety and convenience of walkers, bikers, and transit riders on par with private vehicle drivers. Some of this is addressed in the USDG which includes a multimodal level of service for signalized intersections; this is included in the TAP’s criteria to identify and prioritize future improvements. This will need to be further explored and refined, and could consider include consideration of multimodal level of service (LOS) for segments of right-of-way. • Advancing beyond ADA compliance. Adopting policies that go beyond ADA (Americans with Disabilities Act of 1990) could make the city more welcoming and inclusive for residents and visitors with disabilities. 	



Status	Policy Subtopics
	Transportation
	Multimodal Network – Complete Streets (streets & network)
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Steele Creek, Center City) • Comprehensive Transportation Plan • Transportation Action Plan • Charlotte WALKS • General Development Policies • 2045 Metropolitan Transportation Plan <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Higher levels of connectivity. Aims to restore existing street grid where appropriate and continue using the maximum block sizes established in the Urban Street Design Guidelines. • Traffic signals. Commits to monitoring levels of service for all modes (ped/bike/motorists) and intends for all traffic signals to be part of a coordinated signal system by 2030. • Roadway improvements. Seeks to maximize the capacity (without widening) of existing streets through the use of technology and provide more crossing opportunities for pedestrians on busy thoroughfares. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • None identified
	Multimodal Network – Complete Streets (transit)
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Center City Vision Plan • Steele Creek Area Plan • Comprehensive Transportation Plan • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Charlotte WALKS
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Align future transit improvements with land use. Encourages integrating existing and future transit improvements with future land use plans/objectives – in addition to providing connections to major nodes of activity. New pedestrian improvements will be prioritized based on its proximity to transit stops. • Safe and efficient. Commits to providing safe and efficient services that minimize travel times and distances. • Meeting community needs. Aims to preserve the local bus system to support the incremental development of a fixed guide way system in key corridors to meet the transportation needs of our diverse population, and provide greater mobility throughout the community and region. • Increase transit ridership. Desires to employ multiple strategies to increase ridership (e.g., discounted pass programs, fare-free zones, smart applications).
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Corridor preservation. Explore policies and tools to achieve corridor preservation for future transit alignments. • Transit oriented development in interim phases. In areas that the City anticipates future transit alignments, explore the effectiveness/feasibility in encouraging urban forms of development prior to funding for these transportation projects. Assess whether it helps make the case for future funding of transit if development is already there to be served.


Status	Policy Subtopics
Transportation	
Multimodal Network – Complete Streets (pedestrian facility)	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • University City Area Plan and BLE Update • Steele Creek Area Plan • Comprehensive Transportation Plan • Transportation Action Plan • Dixie Berryhill Strategic Plan • Charlotte WALKS
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Eliminate sidewalk gaps. Commitment to eliminate gaps within the sidewalk system and goal to construct over 250 miles of new sidewalks by 2040. • Pedestrian crossings. Desire to provide pedestrian crossings to access station areas and facilitate pedestrian crossings along long blocks. Mid-block crossings are desired to provide safe pedestrian access across thoroughfares.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Design policies for decorative/temporary/other non-standard markings. Establish an explicit policy encouraging creative design within street right-of-way, e.g. increase the palette of treatments for sidewalks and intersections to make them more attractive to walkers.

Status	Policy Subtopics
	Transportation
	Multimodal Network – Complete Streets (bicycle facility, shared mobility/dockless facilities)
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Center City, University City and BLE Update, Dixie Berryhill, and Steele Creek) • Comprehensive Transportation Plan • Transportation Action Plan • Charlotte BIKES • Charlotte WALKS
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • New bicycle facilities. Commitment to require bicycle facilities on all new or reconstructed roadways within the city and goal to complete an additional 50 miles of bikeway facilities within the city by 2020, and an additional 200 miles by 2040. • Bike network. Aspire to incorporate a safe and comfortable network using the latest bikeway design and ensure that the network benefits people of all ages, abilities, and neighborhoods in Charlotte. The City will also pursue a network of off-road bicycle trails and routes along utility corridors, rail corridors, greenways and other potentially useful corridors for bicyclists. • Education. Focus on educating the community on bicycle safety through educational outreach, targeted training, and community events. • Bike share. Goal from the Center City Vision Plan to develop a bike share system for residents, employees and visitors to offer flexibility for those wanting an alternative way of getting around Center City.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Bike infrastructure. Further strengthen requirement for appropriate infrastructure as identified in the BIKES plan and in the future on the streets map. As personal mobility devices (e.g. scooters) increase, we anticipate growing demand for “low-speed travel lanes.” • Maintenance of bike facilities. Some places specify additional maintenance procedures for on- and off-street bicycle facilities, and in some cases require new expertise or equipment to address needs. • Support for new modes. Expand on Center City policy/goal citywide, emphasizing importance of making new modes available across the city. • E-Scooter Plan (draft). Incorporate policies included in newly developed and not yet adopted Charlotte E-Scooter Plan. Recognize the need for slow-speed infrastructure to serve dockless devices. 	

Status	Policy Subtopics
	Transportation
	Connectivity and Circulation
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (North Tryon, University City and BLE Update, Center City, Washington Heights, Dixie Berryhill, and Steele Creek) • General Development Policies • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Mecklenburg County Park and Recreation Master Plan • Council's HAND FY18-19 Focus Area Plan <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Bike/pedestrian connections. Encourages pedestrian and bicycle connections between adjacent developments, parks, trails, and transit stops. • Pedestrian-scale blocks/ and enhanced walkability. Encourages opportunities to establish new local street connections as part of future redevelopment and new development, breaking down large footprints to create smaller blocks that increase walkability and connectivity. • Improved connectivity. Desires to increase the connectivity of the existing street network, including minimizing barriers and disconnections of the existing roadways, and improving access to centers. Aims to increase connectivity and access to a greenway network that will help connect overall bike-pedestrian facilities and encourage access to natural amenities. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • None identified
	Access Management
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • University City Area Plan and BLE Update • General Development Policies • Steele Creek Area Plan • Transportation Action Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Driveways along major thoroughfares. Encourages the reduction of driveways along major thoroughfares of the City. • Comprehensive access management. Commits to continue implementing comprehensive access management consistent with the Urban Street Design Guidelines. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Street typology. Further evaluate and identify appropriate corridors for multiway boulevards as an additional street type to balance vehicle throughput and access on some major urban facilities. • Street networks and alleyways. Encourage creation and provide better definition of well-connected street networks with alleys in new development.

Status	Policy Subtopics
Transportation	
Curb Lane Management	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Curb Lane Management Study. Study prepared in 2012 for central business district provides an opportunity for assessing new rideshare modes and curb lane management policies.
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • None identified
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Review considering new demands on curb. Review and update policies to reflect ongoing rapid change in demands on curb space from deliveries, TNCs, mobility options, etc.
Design of Streetscape and Walkability (nexus with built framework)	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • North Tryon Area Plan • Center City Vision Plan • West End Land Use & Pedscape Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Streetscape improvements. Encourages a variety of pedestrian amenities and improvements to enhance the overall pedestrian environment (e.g., street furniture, recessed on-street parking, road diet). • Supporting walkability through street hierarchy. Use street designs and connections to prioritize vehicular commuting traffic away from multimodal focused streets.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Expanding walkable spaces. Consider developing/expanding policy to analyze intersections to reclaim space from vehicles as part of routine restriping and other maintenance.
Context Sensitive Street Designs	
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Dixie Berryhill, Center City, Steele Creek and North Tryon) • 2045 Metropolitan Transportation Plan • Transportation Action Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Complete streets. Desires to create a network of context-based “complete streets” for pedestrians, cyclists, motorists, and transit users. Streets are to be comprised of design features tailored to each transportation mode. A hierarchy of streets with varying widths and amenities that play their different roles are encouraged. • Compatibility. Encourages a complete transportation system that is compatible with the built and natural environment. Also encourages transportation facilities that protect the natural, cultural, and historic resources of the city.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • ITE Update. Update existing policy to comport with new guidance from Institute of Transportation Engineers (ITE) “Implementing Context Sensitive Design on Multimodal Corridors” (https://ecommerce.ite.org/IMIS/ItemDetail?iProductCode=IR-145-E).

Status	Policy Subtopics
	Transportation
	Travel Demand Management
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • 2045 Metropolitan Transportation Plan • Center City Vision Plan <p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Transportation demand management (TDM) options. Promotes strategies that increase vehicle occupancy and the use of alternate modes by utilizing a full range of transportation demand management (TDM) options. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Increase TDM application. Increase level of TDM expected of new development and redevelopment. • TMA coordination of parking & TDM. Establish/further empower Transportation Management Associations (TMAs) or similar to coordinate parking & TDM at the district/neighborhood or citywide scale.
	Parking
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (University City and BLE Update, Steele Creek, Center City, Dixie Berryhill, and North Tryon) • West End land Use & Pedscape Plan • Charlotte WALKS • General Development Policies
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Innovate parking strategies. Encourages the use of innovative parking strategies/programs (e.g., shared parking) and new technology to optimize the use of resources and reduce overall parking demand. • On-street and surface parking. Encourages on-street parking to reduce the need for additional off-street parking and ensure parking is designed to create a more pedestrian-friendly environment. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Modernize parking requirements. Improve approach to parking for future development by encouraging shared parking, on-street parking, and reductions in parking. • Prioritize parking reduction in appropriate areas. Reduce or eliminate minimum parking requirements for new development in at least some contexts. • Consider guidance on public parking facilities. Especially in Uptown and near transit, it may be advantageous for the City or potentially area-specific transportation management associations to develop and manage shared, off-street parking facilities.

Status	Policy Subtopics
	Transportation
	Autonomous Vehicles
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Transportation Action Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Preparing for the future. Commitment towards monitoring the progress of autonomous vehicle development and implementation in order to begin planning for safe and effective accommodation of autonomous vehicles.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Emerging autonomous vehicle (AV) policies. Incorporate best understanding of AV future into land use, street design, curb management, parking regulations, and other policy areas.

Inclusive City


Policy Subtopics



- Housing affordability, diversity, and accessibility
- Neighborhood reinvestment without displacement
- **Equitable provision of public services and facilities**
- Environmental justice
- **Access to healthy lifestyles (recreation and healthy foods)**
- Transparency and accessibility of government
- Public safety
- Complete communities (support for vulnerable populations)
- Inclusivity and a sense of belonging



Bolded policy subtopics signify key issues that staff identified as being currently discussed by the broader Charlotte community. These are timely topics worthy of noting.






Policy Rating and Identified Gaps

Status	Policy Subtopics
	<h2 style="text-align: center;">Housing Affordability, Diversity, and Accessibility</h2>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Washington Heights, Center City, and North Tryon) • General Development Policies • Centers, Corridors and Wedges Growth Framework • CONNECT Our Future • Mecklenburg Livable Communities Plan • Housing Charlotte Framework • EDC’s New Approach for Economic Development • Charlotte Mecklenburg Planning Commission’s Statement, Vision, and Policy Recommendations on Affordable Housing Policy
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Housing diversity and affordability. Supports a range of housing types and increase in housing choice to meet the needs of different types of households. Policies also support more mixed-income developments and tools to preserve affordability for the community. • Housing strategy. Various plans, including Housing Charlotte Framework, include various types of strategies to expand affordable housing in the community ranging from down payment assistance programs to supporting community land trusts.
	<h2 style="text-align: center;">Potential Gaps for Exploration:</h2>
	<ul style="list-style-type: none"> • Definition and clarity. Recommend providing a clear definition of affordable housing at the policy level that is currently used by the City. • Homelessness. In the policy audit, only one policy from the Center City Vision Plan was found to address homelessness. The city should strengthen policies around this issue by evaluating the relevance of existing city policies to end homelessness (Ten-Year Implementation Plan to End and Prevent Homelessness developed in 2006) especially as it relates to fostering community equity and providing complete neighborhoods.
	<h2 style="text-align: center;">Neighborhood Reinvestment Without Displacement</h2>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Washington Heights Neighborhood Plan • Mecklenburg Livable Communities Plan • North Tryon Vision Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Displacement. Supports strategies to prevent the displacement of residents and encourages housing rehabilitation. Policies also support efforts to increase dialogue between neighborhood associations, renters, and landlords.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Gentrification. Staff had completed an internal gentrification study in 2012, at the request of City Council, and more recently approved an Affordable Housing Locational Guideline. Recommend revisiting the study/guidelines and incorporate relevant information to establish new policy direction and potential indicators to help measure the City’s progress in combating gentrification.

Status	Policy Subtopics
	Equitable Provision of Public Services and Facilities
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Washington Heights Neighborhood Plan • North Tryon Vision Plan • 2045 Metropolitan Transportation Plan • Charlotte WALKS • Charlotte BIKES
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Access. Aims to provide all users a convenient, safe and comfortable way to reach their destination, regardless of location, personal mobility level, age or economic status. • Services and programs. Supports education for neighborhood residents on how to access government services and programs as well as improving schools and other facilities, recognizing them as key resources in the community. • Public assets. Recognizes publicly-owned facilities as assets for the community that can be used to foster inclusivity.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Services for disadvantaged populations. May be an opportunity to have a policy for areas where seniors, low income populations, or people with disabilities are a significant portion of the population that may need special assistance, transportation needs, or better access to public services. 	
	Environmental Justice
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • None identified
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • None identified
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Establish environmental justice policies. Generate environmental justice policies that are applicable beyond publicly funded transportation projects. • Environmental exposure policies. Consider equitable environmental exposure when evaluating land use proposals for new point-source emitters. 	

Status	Policy Subtopics
	<h3 style="text-align: center;">Access to Healthy Lifestyles (Recreation and Healthy Foods)</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Washington Height, Steele Creek, and Center City) • Mecklenburg Livable Communities Plan • Charlotte WALKS • CONNECT Our Future
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Access to parks and trails. Aims to improve access to parks, greenways, open space, and recreational facilities for all residents. Also supports improvements to sidewalks and other pedestrian facilities near parks and greenways to improve access. Policies also encourage expanding the availability of affordable recreation and cultural service programs.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Farmers market system. Evaluate City of Charlotte Farmers Market Study and identify policies for inclusion in the comprehensive plan to support a stronger farmer’s market system that enhances access to healthy foods, supports entrepreneurship, and supports community farming. This extended support will enhance the overall social capital and foster a stronger sense of community. • Access to health services. Opportunity to have citywide policies or referrals to support access to health services and recognize key partnerships with the County and private partners as an important tool to achieve this objective.
	<h3 style="text-align: center;">Transparency and Accessibility of Government</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Washington Heights Neighborhood Plan • North Tryon Vision Plan
<p>General Direction and Synopsis of Existing Vision Statements:</p> <ul style="list-style-type: none"> • Civic engagement and communication. Encourages building civic capacity by educating and training neighborhood leaders on problem-solving techniques and accessing information and other government services. Policies also support opportunities for community members to engage in civic affairs, make investments in their community, and cultivate future leaders. 	
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Safety, trust, and accountability. Building off the City Council’s Letter to the Community, develop specific policies related to public safety, public trust, and public accountability of government operations. 	

Status	Policy Subtopics
	Public Safety
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Washington Heights Neighborhood Plan • Steele Creek Area Plan • Mecklenburg Livable Communities Plan • Transportation Action Plan • Council’s HAND FY18-19 Focus Area Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Partnerships. Aims to improve neighborhood safety by building and maintaining a strong relationship between police, businesses, and residents. • Police and infrastructure. Desires to maintain adequate levels of service for emergency services in both existing and future neighborhoods. Also encourages improving lighting in neighborhoods to enhance the safety and comfort for residents. • Community safety. Aspires to create a community where residents and visitors feel safe, and make ongoing investments to foster trust in public safety, reduce crime, and minimize community risks.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Equitable level of service and response times. Consider a new policy to ensure that public safety resource allocation and response times are equitable across Charlotte. • CPTED. Policies can be developed to support and reflect Crime Prevention Through Environmental Design (CPTED) strategies to advance community safety in Charlotte. CPTED is a multidisciplinary approach to combating criminal behavior through the physical design of our environment and is supported by the Charlotte-Mecklenburg Police Department.
	Complete Communities (support for vulnerable populations)
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Washington Heights, University City and BLE Update, and Center City) • CONNECT Our Future • Mecklenburg Livable Communities Plan • 2045 Metropolitan Transportation Plan • Housing Charlotte Framework • Council’s HAND FY18-19 Focus Area Plan • Charlotte WALKS
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Civic capacity. Encourages strengthening and maintaining neighborhood associations as well as encouraging residents, including youth and elderly, to be involved with the community and participate in leadership training programs. • Transportation and housing. Supports opportunities to serve the transportation needs of the community including the elderly and transportation-disadvantaged populations. Preservation of and improvements to the City’s affordable housing stock is also encouraged.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Civic capacity. Continue to look for new opportunities to advance and enhance existing policies around civic capacity to encourage programs and services to help build capacity among vulnerable populations. The topic of civic capacity is closely related to the gaps that have been identified in the jobs-housing subtopic - these future policies will need to be aligned and complementary with one another. • Affordable housing near transit. Opportunity to promote more equitable development near transit stations by encouraging affordable housing near these stations recognizing both the housing and transportation cost burdens that Charlotte’s vulnerable populations face.

Status	Policy Subtopics
	Inclusivity and Sense of Belonging to Community
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Mecklenburg Livable Communities Plan • North Tryon Vision Plan • Council's HAND FY18-19 Focus Area Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Cultural diversity. Aims to create an inviting destination and place to celebrate history, culture, and diversity. Supports efforts to build stronger connections across diverse population groups and provide opportunities to live, work, play, and learn for all residents from different backgrounds. • Livable place for all. Aims to create a dynamic, diverse, and inclusive place that is welcoming and provides opportunities to all residents.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Diversity and inclusion assessment. Opportunity to define equity and address more explicitly, building off the Assessment of the Diversity, Equity, and Inclusion Efforts of the City of Charlotte. • Fostering an inclusive environment through art and culture. Identify policies that foster an inclusive environment through art and culture. This could include development of a separate plan that is referenced by the comprehensive plan. 	



Healthy & Resilient City



Policy Subtopics



- Environmental stewardship and green infrastructure (connected natural networks and open space)
- Green stormwater infrastructure
- Climate adaptation
- **Reducing carbon footprint and energy use**
- Renewable energy generation
- **Protecting air quality**
- **Habitat conservation / urban tree canopy / native plant species**
- Water quality protection and water conservation
- Reducing waste / increasing reuse and recycling
- Resiliency from flooding / watershed management
- **Urban food systems**
- Brownfields and superfund sites
- Urban heat island effect

Bolded policy subtopics signify key issues that staff identified as being currently discussed by the broader Charlotte community. These are timely topics worthy of noting.

Policy Rating and Identified Gaps



Status	Policy Subtopics
	<p style="text-align: center;">Environmental Stewardship and Green Infrastructure (Connected Natural Networks and Open Space)</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (North Tryon Area Plan, Elizabeth, University City and BLE Update, Prosperity Hucks, Park Woodlawn Area, Steele Creek, and Washington Heights) • Mecklenburg Livable Communities Plan • 2045 Metropolitan Transportation Plan • Greenway Master Plan • Council's Environment FY18-19 Focus Area Plan • General Development Policies
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Environmental protection. Prioritizes the protection of environmentally sensitive areas when considering future growth and development. Policies support targeting environmentally sensitive areas for preservation and prioritize the protection of the natural environment in future land use and development decisions. • Greenways. Encourages ongoing expansion of the County's greenway trail system and creating better linkages and improving the overall access to the trail system. • Open space. Desires to create a more meaningful open space system through the incorporation of unique natural and/or historic elements. Policies also encourage open space to be reserved and incorporated as part of new development.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Area-specific policies. The City may benefit from establishing more area-specific environmental policies. Larger environmentally sensitive areas within Charlotte that the City wants to protect and apply stricter guidelines can be mapped and supported by new policies.
	<p style="text-align: center;">Green Stormwater Infrastructure</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (University City and BLE Update, Steele Creek, North Tryon, Prosperity Hucks, and Park Woodlawn Area Plan)
<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Stream corridor. Encourages the protection and enhancement of existing stream corridors to enhance the overall open space system. • Sustainable infrastructure. Encourages more sustainable site design and stormwater infrastructure (e.g., low impact development and other best management practices) to improve water quality and limit run-off. 	
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Post-construction storm water regulations. Opportunity to create policy direction from existing regulations. 	

Status	Policy Subtopics
	Climate Adaption
	Related Plans and Studies: <ul style="list-style-type: none"> • 2045 Metropolitan Transportation Plan
	General Direction and Synopsis of Existing Policies: <ul style="list-style-type: none"> • Weather vulnerability. Acknowledges the importance in planning for extreme weather-related conditions as it relates to the transportation system.
	Reducing Carbon Footprint and Energy Use
	Related Plans and Studies: <ul style="list-style-type: none"> • Area Plans (Center City, Steele Creek, and North Tryon) • Mecklenburg Livable Communities Plan • Strategic Energy Action Plan
	General Direction and Synopsis of Existing Policies: <ul style="list-style-type: none"> • Carbon reduction. Strives to become a low carbon city by 2050, spanning all sectors, to bring city-wide greenhouse gas emissions to below 2 tons CO2 per person annually. • Green design. Supports green design, construction, and rehabilitation as well as general land use and transportation policies that aim to reduce vehicle emissions.
	Renewable Energy Generation
	Related Plans and Studies: <ul style="list-style-type: none"> • Strategic Energy Action • Mecklenburg Livable Communities Plan
	General Direction and Synopsis of Existing Policies: <ul style="list-style-type: none"> • Zero carbon energy. The City strives to source 100% of its energy use in its buildings and fleet from zero carbon sources by 2030.
Potential Gaps for Exploration: <ul style="list-style-type: none"> • Strategic Energy Action Plan. Opportunity to build off the City’s energy plan to establish policy direction. 	

Status	Policy Subtopics
	Protecting Air Quality
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Council's Environment FY18-19 Focus Area Plan • CONNECT Our Future
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Vehicle emissions. Aims to improve air quality by working with regional partners to reduce vehicle miles traveled (VMT). Supports the development of transportation systems and programs to help improve air quality. • Protect and improve. Commitment from City Council to protect and improve the air quality
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Strategic Energy Action Plan. Opportunity to build off the City's energy plan to establish policy direction.
	Habitat Conservation/Urban Tree Canopy/Native Plant Species
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (University City and BLE Update, Center City, and Steele Creek) • General Development Policies • Center, Corridors and Wedges Growth Framework • Draft Strategic Energy Action Plan • Charlotte WALKS • Mecklenburg County Park and Recreation Master Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Tree canopy. Strong commitment to preserve and enhance the tree canopy recognizing their vital importance to the City's overall image, environmental quality, livability and economic viability and climate action goals. • Plant/tree preservation. Encourages retaining existing landscaping and discourages mass clearings for new development. • Native species. Support the planting of low maintenance native vegetation.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • City Council tree canopy goal. Opportunity to build off the City Council's 2011 goal to protect 50% of tree canopy by 2050.

Status	Policy Subtopics
	Water Quality Protection and Water Conservation
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Steele Creek Area Plan • Dixie Berryhill Strategic Plan • CONNECT Our Future • Mecklenburg Livable Communities Plan • 2045 Metropolitan Transportation Plan • Council's Environment FY18-19 Focus Area Plan • Programs, Strategies, & Regulations for Management of Storm Water Services
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Water quality management. Supports water quality management regulations that protect and improve the City's water supply/quality. Regulations include a potential watershed protection overlay district, limits on allowable built-upon area, and prescribed setbacks from creeks. • Water conservation. Encourages the installation of water re-use systems, xeriscaping, and potential water audits to prevent water leaks in existing structures. • Floodplain. Encourages floodplain preservation and reclamation along major creeks.
	Reducing Waste / Increasing Reuse and Recycling
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Mecklenburg Livable Communities Plan • Healthy Communities • Council's Environment FY18-19 Focus Area Plan • Circular Charlotte
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Waste reduction and recycling. Aspires to reduce, reuse and recycle waste. Specific objectives include expanding recycling participation and exploring innovative solutions to address biodegradable, and construction/demolition waste. • Circular economy. Support for a new economic system that is regenerative and waste-free by design – aims to use material resources that now end up in landfills as the basis for Charlotte's next industrial revolution: the foundation for an era of green manufacturing that unlocks new technological advances and increases local resilience and productivity.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • None identified 	

Status	Policy Subtopics
	<h3 style="text-align: center;">Resiliency from Flooding/Watershed Management</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • North Tryon Area Plan • University City Area Plan and BLE Update • Flood Risk Assessment and Risk Reduction Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Watershed protection. Goal to protect and enhance the watershed along creeks and protect its floodplain by preserving trees and other naturally occurring vegetation. • Flood mitigation. The City has developed a planning tool to help aid in identifying, prioritizing, and planning future flood mitigation projects. Goals from this plan include: 1) Determine individual flood risk; 2) Develop public-private risk reduction actions; 3) Prioritize flood mitigation projects; and 4) Implement balanced flood mitigation capital program.
	<h3 style="text-align: center;">Urban Food Systems</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Center City Vision Plan • CONNECT Our Future
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Local and healthy foods. Demonstrates support for local farms, neighborhood markets, and the overall production of local, healthy food. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Farmers market system. Evaluate City of Charlotte Farmers Market Study and identify policies to support a stronger farmer’s market system that enhances access to healthy foods, supports entrepreneurship, supports community farming, assists with coordination of community partners, promotes social connections to farmers and farming, and builds networks with rural North Carolina farmers. • Access to healthy foods. Consider policies to encourage or possibly subsidize the location of full groceries within identified food deserts, or a goal to have all households within one mile of a full grocery store. • Urban food system employment. Consider policies to support urban greenhouse or hydroponic production in low-opportunity neighborhoods.

Status	Policy Subtopics
	Brownfields and Superfund Sites
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • University City Area Plan and Blue Line Extension Update • Steele Creek Area Plan • Brownfields Grant Program
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Remediation. Expresses support for assisting businesses and owners with the remediation of contaminated sites. This can help overcome barriers contamination presents for redevelopment of underutilized brownfield sites in Charlotte’s distressed business districts and neighborhoods.
	Urban Heat Island Effect
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Site design and construction. Encourages site design and construction practices that reduce the ground level temperatures. <p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Tree canopy. Expand upon the benefits of increasing the City’s tree canopy and its ability to mitigate the urban heat island effect. • Cool roofs. Encourage use of sustainable building designs to include “cool roof” technologies that maximize solar reflectance and thermal emittance.

Prosperous & Innovative City



Policy Subtopics



- **Education / Childcare/ job training of local workforce**
- Equitable hiring practices
- **Reduction of income gap**
- Economic diversification
- Green economy
- Entrepreneurship and innovation (small business)
- Public and community arts
- Global competition
- Access to capital
- Fiscal health
- Smart city / technology
- **Business-friendly community**

Bolded policy subtopics signify key issues that staff identified as being currently discussed by the broader Charlotte community. These are timely topics worthy of noting.








Policy Rating and Identified Gaps

Status	Policy Subtopics
	<p align="center">Education / Childcare/ Job Training of Local Workforce</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Area Plans (Washington Heights, Center City, Steele Creek, and North Tryon) • Mecklenburg Livable Communities Plan • Council’s Economic Development FY18-19 Focus Area Plan • North End Smart District
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Partnerships. Emphasizes the importance in creating and leveraging partnerships between public and private agencies to create more opportunities for education and job training programs. Policies recognize the general need to connect people to opportunities through various programs and facilities. • Learning and training for all age groups. Express the desire to expand and enhance learning across all age groups, ensuring that these opportunities are engaging and meaningful to the community. These opportunities include job training for youth and young adults as well as basic adult education, professional technical classes, and other continuing education opportunities.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Childcare. Policies related to childcare and other related services that may make job training and education programs more viable and accessible for residents have not been identified. • Local hiring. Encourage businesses to train and hire local residents. • Jobs-housing locational match for low-opportunity neighborhoods. Support development of jobs in low-opportunity neighborhoods that match the skill sets of local residents. (See also Jobs-Housing balance.)
	<p align="center">Equitable Hiring Practices</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Economic Development Strategic Plan (2018-19)
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Support for minority, women and small businesses (MWSBE). Shows support for minority, women, and small business firms to better understand their opportunities and constraints in order to improve the overall effectiveness of the MWSBE program by building capacity, vendor training, company mentoring, and other approaches to educate MWSBE firms.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Equitable hiring in Charlotte. The City has recently completed an internal assessment of its diversity, equity, and inclusion efforts, which touches on equitable hiring practices. Considerations should be made whether this effort should be brought forward as a policy in the Economic Development Strategic Plan and referenced in the new comprehensive plan to promote equitable hiring practices citywide.

Status	Policy Subtopics
	<h3 style="text-align: center;">Reduction of Income Gap</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Circular Charlotte • Council's Economic Development FY18-19 Focus Area Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Upward mobility. Expresses support for a “circular economy,” a new economic system that is regenerative and waste-free by design. Also used to bridge the wealth divide and create new pathways for upward mobility for all members of the Charlotte community
	<h3 style="text-align: center;">Economic Diversification</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • North Tryon Area Plan • Centers, Corridors and Wedges Growth Framework • Center City Vision Plan • Economic Development Strategic Plan (2018-19)
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Target industries. Expresses the need to identify a core set of target industries and establish a strategic, unified approach to cultivate and grow these targeted industries. • Diverse and adaptable economy. Identifies the importance in expanding the City's tax and employment base, and broadening the economy to include emerging industries and opportunities. • Innovation. Recognizes the uniqueness of the “maker culture” in certain areas of the City and its ability to publicly exhibit the talents of the community. Includes additional support for creating a wide range of platforms for invention, innovation and entrepreneurship. • Targeted development and investment areas. Provides employed place-based policies to target specific areas for development and investment (e.g. Business Corridor Revitalization Area, Business Investment Program, etc.)
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Place-based economic policies. The policies in this category are varied and may warrant splitting into two categories. Overall placed-based economic policies and policies related to specific places (where we want employment and investment to go) will need to be updated based on market conditions and desired outcomes of the community. 	

Status	Policy Subtopics
	<p style="text-align: center;">Green Economy</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • North Tryon Vision Plan • Circular Charlotte
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Sustainable and future-ready neighborhood. Aspiration to create long-term benefits such as cost savings, system reliability, and other economic and environmental gains through various sustainable strategies. • Circular Charlotte. Aspiration to leverage material resources that are commonly found in landfills to create a foundation for an era of green manufacturing that unlocks new technological advances and increases local resilience and productivity.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Circular Economy. An extensive amount of work has been recently completed through the Circular Charlotte Plan. Policies in this plan will be closely examined to determine what types of policy (and level of detail) are most appropriate to include in the new comprehensive plan.
	<p style="text-align: center;">Entrepreneurship and Innovation (small business)</p>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Washington Heights Neighborhood Plan • Center City Vision Plan • Economic Development Strategic Plan (2018-19) • Circular Charlotte
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Neighborhood supportive business. Support to sustain neighborhood support businesses and increase their opportunities for economic growth. Desire to fuel micro-economies to support neighborhood development. • Innovation. Desires to attract new job growth and foster existing businesses that will generate creativity and job growth. Also promotes partnerships that foster innovation and expansion, and places a strong importance on innovative infrastructure in order to attract these types of employers. • Startups and small businesses. Support startups and businesses by leveraging existing resources and efforts already being made by different institutions/agencies. Prioritize start-ups and rapidly expanding firms, and help businesses innovate and continue to growth through identifying their key challenges and determine ways to broaden the reach of business retention programs for small businesses.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Start-up ecosystem. Policies are needed within the comprehensive plan to reflect and build on the ongoing work that the City, in partnership with a variety of partners, has completed to build the Charlotte/Mecklenburg ecosystem to support start-ups and small businesses. Moving forward, strategies developed by the Charlotte Regional Business Alliance should be referenced to craft new polices and used to help identify more actions and roles that the City of Charlotte can continue to take.

Status	Policy Subtopics
	<h3>Public and Community Arts</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • University City Area Plan and BLE Update • Mecklenburg Livable Communities Plan • Center City Vision Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Public art in public places. Encourages the incorporation of public art into existing parks, greenways, open spaces and new park facilities. • Arts education and community. Expresses support for increased access to community-based arts and attracting complementary uses such as an arts school to support existing creative firms, galleries, and design studios to create more synergy within the neighborhood.
	<h3>Global Competition</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Mecklenburg Livable Communities Plan • Circular Charlotte
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Economic competitiveness and sustainability. Aspiration to increase the City's global economic competitiveness and create a unique and progressive brand for the City and its business environment – setting an international example of how economic and industrial development can progress in a sustainable manner.
	<h3>Access to Capital</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Center City Vision Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Tenant improvement assistance. Develop new policies that will help attract desired types of retailers - support for potential subsidies that will help pay a portion of these costs.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Expand access to capital policies. Develop new policies related to access to capital for expanding and start-up businesses, including for business owners who may have faced historical or cultural barriers to borrowing. 	

Status	Policy Subtopics
	Fiscal Health
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • CONNECT Our Future • 2045 Metropolitan Transportation Plan • Council's TAP FY18-19 Focus Area Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Public investment and transportation system. Goal to maximize return on public investment and dedicate resources as well as minimize future costs to maintain the existing transportation system. • Vibrant and growing economy. General aspiration to support a vibrant and growing economy.
	Smart City/Technology
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Mecklenburg Livable Communities Plan • 2045 Metropolitan Transportation Plan • Center City Vision Plan • North End Smart District • Charlotte Walks Pedestrian Plan • Charlotte BIKES
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Transportation technology. Desire to leverage and invest in new technology and data to create more systematic solutions and continue to accommodate future advancements being made in the transportation sector. • Smart City. Expresses support to use and develop new data sources/innovative technologies to inform decision-making and attract businesses that will help achieve a smart city.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Smart City. An extensive amount of work has been recently completed through the North End Smart District Initiative. The guiding principles of this initiative will be closely examined to determine what types of policy (and level of detail) are most appropriate to include in the new comprehensive plan. 	

Status	Policy Subtopics
	Business-Friendly Community
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Mecklenburg Livable Communities Plan • Dixie Berryhill Strategic Plan • Economic Development Strategic Plan (2018-19) • North End Smart District
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Active engagement and support for businesses. Supports the general retention and growth of existing businesses, and helping new businesses succeed. Goal to make it easier to do business in Charlotte by actively engaging the business and development community and having resources readily available.
<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Strategy for supporting business community. The new economic development approach identifies helping start-ups and small businesses innovate and grow as a goal. Specific policies and strategic direction are needed and can be provided within the comprehensive plan. 	

Regional City

Policy Subtopics


- **Regional collaboration**
- Planning in multijurisdictional areas of common interest
- Center City / Regional destination
- Regional connectivity

Bolded policy subtopics signify key issues that staff identified as being currently discussed by the broader Charlotte community. These are timely topics worthy of noting.



Policy Rating and Identified Gaps

Status	Policy Subtopics
	<h3>Regional Collaboration</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • General Development Policies • Strategic Energy Action Plan • Economic Development Strategic Plan (2018-19)
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Joint Use. Encourages partnerships to enable sharing of public and private community facilities. • County-wide cooperation on energy reduction. Leverage collaboration with Mecklenburg County and key community stakeholders to achieve the City’s zero carbon goal by 2030. • County-wide cooperation to support start-ups and small businesses. Leverage collaboration with Mecklenburg County and key community stakeholders to create a program to advance support for start-ups and small businesses.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Regional collaboration on topics of common interest. Build on CONNECT Our Future and Charlotte Regional Transportation Planning Organization (CRTPO) strategies to include specific policies for collaboration with regional partners and neighboring jurisdictions on priority topics.
	<h3>Planning in Multijurisdictional Areas of Common Interest</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Transportation Action Plan • Airport Strategic Master Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Charlotte-Douglas International Airport’s regional impact. Supports enhancements to airport and airport lands to expand multimodal access and to expand airport opportunities to serve as a regional employment center and economic generator.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Land use planning in areas of common interest. Identify any critical planning areas outside of the City’s jurisdiction that are of significance to the City, and develop policies for coordinating or collaborating with neighboring jurisdictions on planning in these areas.
	<h3>Center City / Regional Destination</h3>
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Center City Vision Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Regional destination for events and conventions. Maximize opportunities to attract conventions and events through enhancements to the Charlotte Convention Center and improvements to College Street.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Broaden destination opportunities. Develop new policies that support center city Charlotte as a national and regional destination center and consider related transportation, land use, and public investments necessary to enhance the center city’s status. These new policies can help provide a framework and clear guidance for future updates to the Center City Vision Plan.

Status	Policy Subtopics
	Regional Connectivity
	<p>Related Plans and Studies:</p> <ul style="list-style-type: none"> • Center City Vision Plan • Comprehensive Transportation Plan • 2045 Metropolitan Transportation Plan • Transportation Action Plan • Greenway Master Plan • CLT Airport Capacity Enhancement Plan
	<p>General Direction and Synopsis of Existing Policies:</p> <ul style="list-style-type: none"> • Inter-city rail service. Promote interregional mobility through enhancements to inter-city rail service and high speed rail. • Freight transportation system. Support the region’s position as a major freight hub by enhancing the freight transportation system’s network of highways, railroads, and airports. • Express and local bus service. Work with regional partners to promote a regional transit network that can provide more travel choices and enhance air quality. • Regional greenway connections. Work with neighboring counties to identify regional greenway connections. • Airport expansion. Support regional future commercial flight travel projections and growth of flights through development of additional airport infrastructure.
	<p>Potential Gaps for Exploration:</p> <ul style="list-style-type: none"> • Regional transit planning. The Centralina Council of Governments and Charlotte Area Transit System are in the process of conducting a Regional Transit Study. This presents a great opportunity for City of Charlotte to be actively involved and engaged to ensure that the future comprehensive plan and potential changes to the regional transit system are aligned with one another.

Next Steps

This report provides a foundation for moving forward in the planning process by identifying the City's current policy direction and evaluating potential gaps that can be explored as part of this process. Moving forward, this foundation will enable the City to effectively guide public engagement discussions and develop new policy direction for the new comprehensive plan.



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Appendix: Plans and Studies Evaluated

The following plans/studies listed in the table below were evaluated to document specific vision and value statements and policies in order to better understand the current policy direction of the City:

Agency	Plan/Study/Initiative
Mecklenburg County	Mecklenburg Livable Communities Plan
Charlotte Planning, Design and Development Department	General Development Policies
	Centers Corridors Wedges Growth Framework
	Prosperity Hucks Area Plan
	Elizabeth Area Plan
	Park Woodlawn Area Plan
	Blue Line Extension Transit Station Area Plan
	University City Area Plan and BLE Update
	Steele Creek Area Plan
	Washington Heights Neighborhood Plan
	Dixie Berryhill Strategic Plan
	North Tryon Area Plan
	Center City Vision Plan
	West End Land Use & Pedscape Plan
Centralina Council of Governments	CONNECT Our Future
Charlotte Regional Transportation Planning Organization	Comprehensive Transportation Plan
	2045 Metropolitan Transportation Plan
Charlotte Area Transit System	2030 System Plan
Charlotte City Council	Council FY18-19 Focus Area Plan
Charlotte Department of Transportation	Transportation Action Plan
	Charlotte BIKES
	Charlotte Walks Plan
Charlotte Douglas International Airport	Airport Strategic Master Plan
Charlotte Office of Sustainability	Draft Strategic Energy Action Plan
Charlotte Economic Development	EDC's New Approach to Economic Development
Charlotte Solid Waste Services	Healthy Communities
Mecklenburg County Parks & Recreation	Greenway Master Plan
	Comprehensive Park & Recreation Master Plan Update
Charlotte Housing & Neighborhood Services	Housing Charlotte Framework
Charlotte and TreesCharlotte	Urban Forest Master Plan
Mecklenburg County LUESA/City of Charlotte Solid Waste Services	Mecklenburg County Solid Waste Management Plan 2012-2022